

外教社跨文化交际丛书 3

INTERCULTURAL COMMUNICATION
IN THE GLOBAL WORKPLACE (Third Edition)

跨

全球化工作环境中的
跨文化沟通
(第三版)

Iris Varner Linda Beamer 著



上海外语教育出版社

外教社跨文化交际丛书 3

全球化工作环境中的跨文化沟通 (第三版)

INTERCULTURAL COMMUNICATION IN THE GLOBAL WORKPLACE (Third Edition)

■ Iris Varner Linda Beamer ⊙ 著

庄恩平 ⊙ 导读



W 上海外语教育出版社
外教社 SHANGHAI FOREIGN LANGUAGE EDUCATION PRESS

图书在版编目 (CIP) 数据

全球化工作环境中的跨文化沟通 / (美)瓦纳(Varner, I.), (美)比默(Beamer, L.) 著; 庄恩平 导读.
上海: 上海外语教育出版社, 2006
(外教社跨文化交际丛书)
ISBN 7-5446-0160-9

I. 全… II. ①瓦… ②比… ③庄… III. 文化交
流—研究—世界—英文 IV. G115

中国版本图书馆CIP数据核字 (2006) 第025697号

Intercultural Communication in the Global Workplace

图字: 09-2005-104

Originally published by (publishing house) in (year).

This edition is licensed for distribution and sale in the People's Republic of China only, excluding Taiwan, Hong Kong and Macao, and may not be distributed and sold elsewhere.

本书由麦格劳—希尔教育出版公司授权上海外语教育出版社出版, 仅限在中华人民共和国境内出售。

出版发行: 上海外语教育出版社

(上海外国语大学内) 邮编: 200083

电 话: 021-65425300 (总机)

电子邮箱: bookinfo@sflep.com.cn

网 址: <http://www.sflep.com.cn> <http://www.sflep.com>

责任编辑: 钱明丹

印 刷: 江苏句容市排印厂

经 销: 新华书店上海发行所

开 本: 787×960 1/16 印张 28.375 字数 752千字

版 次: 2006年10月第1版 2006年10月第1次印刷

印 数: 3 100 册

书 号: ISBN 7-5446-0160-9 / H · 0064

定 价: 42.00 元

本版图书如有印装质量问题, 可向本社调换

For Carson and David

外教社跨文化交际丛书编委会

主任

胡文仲（北京外国语大学）

贾玉新（哈尔滨工业大学）

副主任

Bates Hoffer（美国三一大学）

Nobuyki Honna（日本青山大学）

Steve Kulich（上海外国语大学）

陈凌（香港浸会大学）

高一虹（北京大学）

委员

Andy Kirkpatrick（澳大利亚科廷大学）

Michael Prosser（北京语言大学）

Richard Wiseman（美国加州州立大学福勒顿分校）

Robert N. St. Clair（美国路易斯维尔大学）

陈国明（美国罗得岛大学）

顾嘉祖（南京师范大学）

罗选民（清华大学）

秦明利（哈尔滨工业大学）

申惠中（澳大利亚悉尼大学）

许力生（浙江大学）

张惠晶（美国伊利诺大学芝加哥分校）

庄智象（上海外国语大学）

总序

跨文化交际学是一门在传播学等学科理论的基础上,与人类学、心理学、语言学、文化学以及社会学等相互交叉而发展起来的学科。其实,不同文化间的交流古已有之,但是真正将文化交流进行理论研究进而发展成“跨文化交际学”,还只是近四五十年间的事情。想要深入探究这门学科,我们首先要了解它的起源。

20世纪60年代是信息技术和交通技术高度发展的年代。随着科技的进步,空间距离大大缩短,各种文化间的交流日益频繁。但是空间距离的缩小并不意味着人们之间的文化距离或是心理距离可以瞬间缩短。与之相反的是,人们不能再旧有的文化观念和思维方式来理解和解释日新月异的世界里出现的各种新问题。同时,文化差异滋生众多的交际失误、矛盾和冲突,反而使人们的心理距离加大。矛盾和冲突的背后不仅仅是利益或者领土的争夺,也不仅仅是政治和意识形态的分歧,而更多的是文化和价值观念上的巨大隔阂——正是这些隔阂使“地球村”中的人们虽然身在“咫尺”之间,却有如隔天涯之感。

美国作为一个多民族、多种族的国家自然而然成为跨文化交际研究的兴起之地,其中以美国人类学家 Edward T. Hall 为代表的一些学者在前人研究成果的基础上提出了跨文化交际的理论,现在学界也一致将他的著作 *The Silent Language* (Anchor Books, 1959) 当作是这一学科的奠基之作。

到了20世纪70、80年代,学者们把研究重点逐渐从对比和分析不同文化交际中的差异(Cross-cultural Communication)转到研究跨文化交际动态多变的过程(Intercultural Communication)中去。以此为基点,William B. Gudykunst 等一批学者建构了动态的跨文化交际理论。理论的突破带来了学科快速发展,跨文化交际研究所涉及的学科越来越多,研究的内容更加丰富,研究方法日益科学。学科的发展引起了世界各国学者空前广泛的关注,跨文化交际学被引进大学课堂,相关的研究学会和专业期刊相继出现,各种国际学术研讨会也定期举行。现在只要在网上简单查询一下相关书目,我们就会发现此类专著多达几百种,在刊物上发表的论文更是不胜枚举。William B. Gudykunst 曾在其著作 *Cross-cultural and Intercultural Communication* (Sage Publications, 2003) 一书中总结了15种不同的跨文化交际理论。理论研究和探索上的巨大进步标志着跨文化交际学的学科发展日臻成熟。

进入新世纪,“地球村”每个角落的每个公民都不同程度地被卷入了经济一体化和全球化的浪潮。同时,人们清楚地意识到全球化不等于一元化。在多元文化并存的年代中,个人之间、社会全体之间、民族之间乃至国家之间,无不存在着文化差异甚至文化沟壑。培养对文化差异的敏感性,缩短文化距离,发展跨文化交际能力,已经成为新时代的迫切需求。由此,我们不难预见跨文化交际研究会在21世纪被逐步推向高潮。

在关注国际学科发展趋势的同时,让我们把目光转向中国。虽然我国历史上早有注重语言与文化、语言与社会研究的传统,但是现代的跨文化交际研究在我国的起步还要追溯至上世纪的80年代。当时随着国内学界对于语言学和文化研究的不断重视,在“文化热”和“反思热”的影响下,语言研究人文文化成为新的热点,这无疑为跨文化交际研究的兴起奠定了基础。改革开放扩大了国际间的学术交往,外语界的学者和教师成为国内首先接触到跨文化交际研究的一批人,他们理所当然地成为了这一学科的研究主力。我们可以这么说:上世纪80年代是跨文化交际学诞生、成长和发展的关键十年。一方面,海外归来的学者把西方有关跨文化交际理论、研究方法和教学实践介绍和引进到中国;另一方面,国内研究者在学习和借鉴的同时,在继承前人成果的基础上,结合中国实

际,多方位、多角度地探索和开发我国跨文化交际的学科外延,开创了初步繁荣的研究局面。

外语教师和对外汉语教师是我国跨文化交际研究领域的主力军。他们在教学的过程中认识到跨文化交际能力的培养应当成为外语教育的重要内容,外语教学必须与文化相结合。在上世纪 80 年代末,国内一部分外语院校首先推出了跨文化交际学课程。时至今日,我国已有几十所大学的外语院系开设了这门课程。

1995 年,首届中国跨文化交际国际研讨会在哈尔滨召开,来自世界 20 多个国家和地区的几百名学者进行了学术交流与探讨。中国跨文化交际研究会也在这次会议中正式成立——这标志着跨文化交际研究在中国迎来了一个新纪元。自学会成立以来,已定期组织了 6 次国际研讨会。同时有些院校也多次组织大型研讨会,广泛开展国内不同地区间和国际间的学术交流,跨文化交际研究得到了空前迅速的发展。

广大教师、语言学者们兼收并蓄,著书立说,撰写论文,编写教材。据不完全统计,目前出版的专著和教材多达几十本,发表的论文也有 2000 篇以上。他们研究和探讨的内容丰富多样,涵盖范围广泛;有些学者和教师的研究更是对西方学者的某些理论提出质疑,提出了自己的视角独特的观点。

由于学科性质所决定,跨文化交际研究比其他学科更需要不同文化间的交流。实际上,中国跨文化交际研究会已成为国际大家庭的一部分,并为推动跨文化交际研究在世界范围上的发展做出了应有的贡献。我们的研究会中有不少教师学者同时也是国际学会会员,他们或在国际学会组织和国际期刊中承担重要工作,或是经常受邀参加在海外举行的学术会议,在会上交流论文。不少论文受到国际学界的好评,并在国际期刊上发表。我国的跨文化交际研究学者也在国外出版他们的专著,传播中国在这一领域的研究成果。

回顾这 20 余年的学科发展,我们也应清楚地意识到前进路上存在着的诸多问题。首先,在理论研究方面,正如王宗炎先生所指出的“收集采购之功多,提炼转化之功少”,我们还没有形成具有中国文化特点的理论。William B. Gudykunst 教授也曾指出亚洲学者需要创建适合自己文化的交际理论。只有学习和借鉴而没有发展和改造,没有结合自己文化特点的理论,是不可能把跨文化交际研究建成一门适合中国国情的学科的。其次由于理论指导不足,我们的研究多集中在文化对比方面,对动态多变的交际过程的研究和探讨不够,在研究方法和研究内容上尚需要更多的探索和拓展,这些都影响了我们在这一领域的进一步发展。

在新的世纪,我们需要进一步开阔视野,发展我国的跨文化交际研究,推动此领域的学科建设,加强此领域的教学和教材建设,以满足广大教师、研究生以及各方面读者的需要。上海外语教育出版社出于推动我国跨文化交际研究的考虑,决定推出“外教社跨文化交际丛书”。丛书既引进国外权威力作,也出版我国学者的著述,还有中外专家的合力之作。我国读者可以通过这套丛书学习和借鉴来自不同文化背景的学者的真知灼见,在领略我国学者和专家的新思维和新成果的同时,还可以欣赏各种文化交流的结晶。我们相信“外教社跨文化交际丛书”对于今后我国跨文化交际学的发展将会起到极为重要的作用。在此,我们代表丛书编委会对上海外语教育出版社的大力支持表示诚挚的谢意。

胡文仲
北京外国语大学
贾玉新
哈尔滨工业大学
2006 年 4 月

导论

本书主要贡献

跨文化商务沟通(Intercultural Business Communication)是何许学科?它与商务沟通及跨文化交际有何区别?它和国际商务活动及跨国公司管理又有何联系?跨文化商务沟通这一术语、概念及其思想对我们中国读者而言新奇又陌生。该书首次向中国读者引入了这一新学科、新概念与新视角,并探讨如何在经济全球化背景中把跨文化商务沟通学科应用到国际商务活动及跨国公司管理中。引入跨文化商务沟通学科概念将有助于推动我国跨文化交际学科的发展,拓宽跨文化交际学科的研究视角,使跨文化交际学者及读者更加关注跨文化交际学科在国际商务与跨国公司管理中的应用,使跨文化交际能为我国的改革开放与经济建设作出贡献。

跨文化交际学的发展

跨文化交际学在国际上的发展已经有 50 多年的历史,我们大致可以把它分成三个阶段:第一阶段从 1951 年 Edward Hall 在外事服务协会上提出“跨文化交际”这一概念,到 1959 年他的跨文化交际学奠基之作《无声的语言》出版,这十年是跨文化交际学概念性框架的建立时期。第二阶段从上世纪 60 年代初至 70 年代末,这是跨文化交际学蓬勃发展的二十年,在这段时期里,前一阶段的理论猜测和预想已经被证实或者规范化,尤其是在七十年代初,这一学术理论已经被政府和社会机构应用到了实际工作中,成为外交官、跨国商务人员及和平组织志愿者培训的必修课程,用于指导他们如何适应海外的生活与工作环境,并取得了卓有成效的结果。第三阶段从上世纪 80 年代至今,以 Gudykunst 和 Ting-Toomey 为首的一批跨文化研究学者开始了跨文化交际理论发展的研究,如今,跨文化交际学已经成为一门成熟完整的科学体系,美国的一百三十多所大学都开设了跨文化交际学课程,不少学校开始授予跨文化交际学硕士和博士学位。跨文化交际学在这二十年里取得了长足的发展,它涉及社会学、心理学、大众传媒学、人类学、民族学、管理学、美学和宗教等许多领域,并成为相关学科的研究方向。

美国作为跨文化交际学的发源地,对跨文化交际学的发展起着推动作用,它的贡献有其历史和社会的因素。美国是世界上最大的移民国家,除了土著印第安人之外,其他人都是来自世界各地,包括亚洲、欧洲、非洲、拉丁美洲和大洋洲等等。在长期的交往磨合中,他们各自的民族文化不但没有被同化,反而民族意识更为增强了,各个民族都强调维护各自的文化传统,于是就形成了多元文化并存的美国社会格局。但是在这样一个社会中如何与不同文化的人交往就成了学者们关注的问题。之后,随着美国自身经济的发展和经济全球化的推进,每年新的移民不断涌入美国,各种人员交流更加频繁,人们如何在多元文化环境下处理好文化习俗和价值观念的问题就成为各学科学者的研究热点。所以说,美国的跨文化交际学是在整个社会的推动下全面发展起来的,它不但贯穿整个美国历史,而且涉及到社会的各行各业。对此导读者认为,美国跨文化交际学的发展历程值得我们借鉴,因为我国现在所呈现出的跨文化问题与美国社会当初发展时出现过的跨文化问题有相同之处,尤其在沿海城市和大城市这些跨文化问题更为突出。

Communication 一词在不同的学科中有不同的含义,因此它有多种汉语译法,如在通讯学科中,communication 译为“通讯、交通”;心理学中译为“交流、沟通”;管理学科把它译为“沟通”;新闻

学科把它译为“传播、传媒”；语言学科译为“交际”。因此 intercultural communication 也就被译成“跨文化交流”、“跨文化传通”、“跨文化沟通”、“跨文化传播”、“跨文化交际”等。如果在商务、管理等学科中使用“交际”一词，人们就容易将其误解为人与人之间的语言交流。其实商务中的“沟通”已完全超越人与人之间的语言范畴，它可以是组织与组织之间的沟通，部门之间，领导与下属之间，组织与社会之间，组织与政府之间等多范畴的沟通。

跨文化交际是一门跨多门学科的边缘科学，在我国，跨文化交际学的发展也只有近 20 年时间。上世纪 80 年代初，许国璋先生认为，语言中表面上意义对等的词汇实际上在文化内涵上并不对等。80 年末，胡文仲先生(1988)介绍了国外跨文化交际学研究的一些论文与观点，使我国的外语教学工作者了解了本学科的概念与研究范围，并引起人们对跨文化交际学研究的兴趣与重视。90 年代中期起，一些跨文化交际学论著(胡文仲 1994、1997；关世杰 1995；林大津 1996；王宏印 1996；贾玉新 1997)相继问世，开创了我国将跨文化交际学作为一门独立学科研究的时代。虽然此后也有一些论著问世，但基本都以介绍国外跨文化交际学科发展为主。纵观我国跨文化交际学发展历程，正如胡文仲先生(1998)所言，目前学者的研究主要集中在以下几个方面：1. 语言与交际的关系；2. 非语言交际；3. 中西习俗对比；4. 中西经营管理模式比较；5. 国民性研究。研究工作者也是以外语教师为主。虽然从 90 年代起，一些学者也开始用跨文化交际视角研究语言之外的经济与管理、涉外商务谈判等领域，但这些研究主要还是集中在语言翻译与理解、词语的文化内涵、中西价值观分析与比较等方面。

跨文化商务沟通学

随着全球化进程的发展，许多跨国公司都在海外设立机构，并在全球范围内从事商业活动，于是跨文化问题开始引起人们的关注。一家国际性杂志《电子世界》曾就“什么是在全球市场做生意的最大障碍”这个问题在全球范围内向国际营销人员询问，结果，在所列的八大障碍中，文化差异被列为榜首。许多学者也指出，“国际商务，特别是在涉及合资企业或长时间谈判的时候总是困难重重，除了实际和技术问题之外(这些问题常常很容易得到解决方案)，民族与文化、心理等问题常常影响到管理层的决策，而这种决策比在会计、工程师和其他技术人员之间就某个实际问题达成一致更为复杂”。由此可见，商务管理中的跨文化问题已日益显示出其重要性和迫切性，分析和研究跨国经营中的跨文化管理问题不仅对海外在华管理人员，而且对于中国企业进军海外市场、迈向国际化经营都有十分重要的意义。

跨文化商务沟通(Intercultural Business Communication)，顾名思义，就是将文化、沟通与商务三个变量整合为一体而形成的新的学科(庄恩平，2003)。Chaney 和 Martin (2000)认为，跨文化商务沟通学是一个新的概念，是不同文化背景的经营管理者之间的交流。Bargiela-Chiappin 和 Nickerson (2003)认为，跨文化商务沟通学是一门具有研究潜力的学科。Hall(1959)最先提出了跨文化交际学与商务之间的关系，他认为跨文化交际学科可以解决国际商务活动中文化差异所导致的沟通与管理上的问题。这个观点，引起了诸多学者的关注与研究。经过 Hofstede(1980)、Triandis(1989)、Nishiyama(2000)和 Varner(2000)等学者的努力和理论上的相互补充，跨文化商务沟通学逐渐形成了完整的系统，并在实践中发挥了一定的作用。跨文化商务沟通学综合了跨文化交际学、管理与经营学科的优势，弥补了单一学科的不足，并随着经济全球化的深入而不断发展。它可以从文化价值观、思维方式、交际策略出发，也可以从经营理念、管理模式、人力资源及企业文化的角度来分析跨国公司经营中的各种问题和现状，并提出行之有效的解决和管理方案。

跨文化交际与跨文化商务沟通比较

跨文化商务沟通学与跨文化交际学的差别不仅仅在于跨文化商务沟通是在商务语境下从事跨文化活动,而且是把商务策略、商务目标、商务管理、人力资源开发等管理学科中的因素与跨文化交际学科组成有机的整体,通过文化沟通和整合,构建一个新的商务语境。(庄恩平 2003)跨文化交际学侧重社交语境中的语言对比研究、文化价值观分析、交际策略、非语言行为、跨文化交际能力培养等方面。与此相比,跨文化商务沟通是在整合过的商务语境中进行文化与管理的分析与研究。近年来,一些跨文化交际学者和从事国际商务的研究人员也开始致力于管理中的跨文化研究,但是前者主要是以商务活动为案例进行分析,尤其是以商务活动中的跨文化交际失误与失败为案例来解剖与分析,其出发点和归宿还是在于跨文化交际学本身,并未深入到商务领域去解决实际问题;而后的成果仅限于介绍国际商务活动的过程、商务活动体系和国际贸易规则,以及以文化为切入点对各商务法规和管理模式进行比较,以求达到相互了解的目的。但由于学科的局限性,商务与管理领域的研究无法把文化作为主要变量,从文化的大环境下对商务与管理活动作具体的指导。因此,以跨文化交际视角可以探讨商务与管理领域中的文化现象,但无法解决其根本问题。Lovitt (1999)认为,跨文化交际学的知识纵然是成功的进行跨文化商务沟通活动的基础,但无法以此来解决在跨文化商务沟通活动中出现的与商务管理和环境有关的问题。Varner(2000)也指出,从事跨文化商务沟通的人,除了要了解文化的一般概念之外,还要掌握在某国从事商务活动的商务文化,并且协调本国文化与异国文化在商务活动中的差异。

跨文化管理(Cross Cultural Management)主要研究组织管理与不同的国家文化之间的关系,即跨国家边界的组织管理,或者不同国家之间的组织管理呈现什么变化。它是一门比较研究学科。一个企业如何在不同文化中进行经营管理,这也是一种比较研究,如美国和日本管理模式的比较。

本书基本结构与内容

全书分为三部分

第一部分介绍如何理解文化,了解不同文化在商务活动中的影响,以及文化对沟通的作用。

第一章介绍文化与沟通。

第二章论述语言在跨文化商务沟通中的作用。

第三、四章讨论理解不同文化以及个人和团体在商务文化中的行为。

第二部分探讨如何将跨文化沟通技能应用于实际的商务沟通任务中。

第五章讨论文化价值观与语言对组织管理中的商务信息的影响。

第六章展示不同文化中的非语言行为的作用。

第七章论述不同文化背景的人在代表不同涵义的特定社会环境中的行为举止。

第八章探讨涉及沟通活动的所有信息收集、决策决定、解决问题中的文化影响。

第九章将跨文化沟通技能应用于跨文化商务谈判。

第三部分概述跨文化商务沟通学科对国内、国际跨国公司商务管理的启示与应用。

第十章探讨跨国公司经营者的司法环境与沟通启示。

第十一章试图将跨文化商务沟通实践融入跨国公司组织管理。

第十二章把本书所涉及到的跨文化商务沟通学中的基本概念与观点应用于震惊全球的戴姆勒—克莱斯勒合并案。通过分析,人们能发现在现实的跨国公司管理中文化是如何影响跨国公司管理经

营及决策的,以及公司应如何建立跨文化团队,整合多元文化,完成企业目标。

本书在跨文化沟通学理论与国际商务活动和跨国公司管理相结合方面体现出其独特的研究与应用价值,在跨文化商务沟通应用方面作出了重大的贡献。

本书是经过作者在跨文化商务沟通学科方面的多年研究、基于其在国外工作与生活的经验积累编写而成的,书中的各类例子分析使本书具有独特的价值,因为它能使跨国公司经营者或员工在跨文化环境中游刃有余。

胡文仲. 跨文化交际与英语学习 [C]. 上海:译文出版社,1988.

胡文仲. 文化与交际 [M]. 北京:外语教学与研究出版社,1994.

关世杰. 跨文化交流学 [M]. 北京:北京大学出版社,1995.

林大津. 跨文化交际研究 [M]. 福州:福建人民出版社,1996.

王宏印. 跨文化沟通 [M]. 北京:北京语言出版社,1996年.

贾玉新. 跨文化交际学 [M]. 上海:上海外语教育出版社,1997年.

胡文仲. 跨文化交际学概论 [M]. 上海:译文出版社,1998.

庄恩平. 跨国公司管理中的文化整合与跨文化商务沟通研究 [J]. 上海大学学报,2003 (3):88 - 93.

Chaney, Martin. *Intercultural Business Communication* [M]. Upper saddle River, NJ: Prentice Hall, 2000.

Bargiela-Chaiappin, Francesca & Nickerson, Catherine. Intercultural Business Communication: a rich field of studies [J]. *Journal of Intercultural Studies*, Vol. 24, No. 1, 2003.

Hall, E. T. *The Silent Language* [M]. Garden City, NJ: Anchor, 1959.

Hofstede, G. *Culture's Consequence* [M]. Beverly Hills, CA: Sage,1980.

Triandis, H. C. Cross-cultural studies of individualism and collectivism [A]. In J. J Berrman (Ed.), *Nebraska Symposium on Motivation* [C]. Lincoln: University of Nebraska Press, 1989; 41 - 133.

Nishiyama, Kazuo. *Doing Business with Japan: Successful Strategies for Intercultural Communication* [M]. Hawaii: University of Hawaii Press, 2000.

Varner, Iris I. The Foundation for Intercultural Business Communication: A Conceptual Model [J]. *The Journal of Business Communication*, 2000(1); 39 - 57.

庄恩平. 跨文化商务沟通学研究 [A]. 中国外语教育与教学 [C]. 石家庄:河北教育出版社,2003: 557 - 567.

Lovitt, C. R. Rethinking the role of culture in international professional communication [A]. In C. R Lovitt & D. Goswami (Eds.), *Exploring the rhetoric of international professional communication* [C]. New York: Baywood, 1999; 1 - 16.

Preface to the Third Edition

Welcome to the third edition of *Intercultural Communication in the Global Workplace*. We appreciate the reception of the earlier editions, particularly the many comments and suggestions users gave us. We have incorporated those comments into the third edition and are confident that this book presents a valuable tool in your understanding of the impact of culture on international business communication. Globalization and the effects of culture on human behavior are constantly in the news today. The New Economy is active across national and ethnic boundaries in ways we did not begin to anticipate only 10 years ago. Dramatic changes in technology — the growth of the Internet and the adoption around the planet of satellite and cellular telephony — since our first edition have made international communication commonplace. Dramatic global activities by terrorist organizations have affected the way businesses interact. Businesses need intercultural communication skills even more today than they did when this book was first written. The third edition of *Intercultural Communication in the Global Workplace* has updated discussions of globalization and technology in business communication and the role of intercultural teams in achieving corporate goals.

What else is new? The third edition also expands the discussion of an issue that is ever more present in the increased volume of intercultural interactions today: ethics. Readers will find a more detailed discussion in Chapter 7 of ethical issues across cultures. The discussion of world religions in Chapter 3 has been expanded also, particularly the role of Islam. In Chapter 1 brief summaries of intercultural theory help focus the approach of this book: understanding culture through values orientations.

Chapter 12 ties together the concepts discussed in all the other chapters. It applies intercultural knowledge to the case of DaimlerChrysler and examines the cultural issues the new company faced. This chapter also introduces the role diverse teams play in the success of international business. Two in-depth cases in the Appendix to Chapter 12 provide an opportunity to apply intercultural knowledge to specific problems.

We have added more short cases. Readers will see introductory vignettes to each chapter to illustrate the issues covered in the chapter. Chapter summaries are in bullet outlines to give succinct overviews of a chapter's contents. New illustrations and examples have been added, often drawn from cultures not mentioned in the first and second editions. Specific sample communications have been added to Chapters 5 and 10. Finally, the entire book has been enhanced with more detailed discussions.

Users of the second edition will also notice a difference in appearance of this edition. The text that illustrates chapter key points is printed against a screened background for more emphasis, and both are printed in dark blue for greater readability. Key words have been boldfaced, and a few new exhibits have been added.

These changes reflect our commitment to offer an accessible source for readers looking for a conceptual basis with practical applications to help them develop intercultural communication awareness, knowledge, and skills. Books on international business mention the need for intercultural communication skills but tend to privilege functional areas — finance, marketing, and management — and eschew skills development. Training programs tend to favor dos and taboos of international interaction — don't cross your legs and be sure to accept that cup of tea — without an

underlying conceptual basis that enables people to interact effectively when they are outside the scripted list of rules. In spite of the numbers of businesspeople who need intercultural business communication skills, few sources exist for a systematic development of competence. This book fills the void.

As in the first two editions, this third edition of *Intercultural Communication in the Global Workplace* provides examples of the implications of cultural values for business communication. We explore the relationships among the cultural environment of the firm, the structure of the firm, and appropriate ways to communicate within and from/to firms. Throughout the discussions about specific communication tasks we concentrate on the underlying cultural reasons for behavior. This approach, as we asserted in the first edition, we confidently believe will help the reader develop an ability to work successfully within an environment of cultural diversity both at home and abroad.

We have continued to strive to avoid specific cultural viewpoints in this book but have come to realize since the first edition that total cultural neutrality is not possible. Nor is it desirable in a sense; every human has some cultural filters through which she or he views the world. Nevertheless, the framework we develop here applies to all readers regardless of their native cultures. This book is for anyone from anywhere around the globe who wants to develop and improve intercultural business communication skills. Intercultural business communication is an exciting field, and we are proud to be able to contribute to a broader understanding of it.

About the Authors

Iris I. Varner is the Director for the International Business program and a professor in the Department of Management and Quantitative Methods, College of Business, at Illinois State University, where she teaches the cultural environment of international business, international management, and managerial communication at both the undergraduate level and the graduate level. Her PhD, MBA, and MA are from the University of Oklahoma. She has the Staatsexamen and Assessorexamen from the Albert-Ludwigs-Universität, Freiburg, Germany.

Varner has extensive international experience. She grew up in the former East Germany and studied in Germany, France, Great Britain, the United States, and Taiwan, China. She has given seminars and lectures around the globe, including New Zealand, Russia, France, Belgium, Japan, and Germany, and has spent time in many other countries. She is an ad hoc professor at the University of Lugano, Switzerland, where she teaches in the Executive Masters Program for Corporate Communication Management.

Varner is the author of numerous articles in the area of intercultural managerial communication. Her research, which she has presented at regional, national, and international conventions, has focused on the connection between culture, communication, and business practices. She has been honored with the Outstanding Membership Award and the Meada Gibbs Outstanding Teaching Award of the Association for Business Communication. She was named a Caterpillar Scholar and a State Farm Fellow by Illinois State University.

As a president of the Association for Business Communication in 2000 to 2001, she contributed greatly to the internationalization of the organization. She was chair of the Ethics Committee and is an active member of the International Committee. She is a member of the Academy of Management and the Academy for Human Resource Development. She serves as a reviewer for a number of scholarly publications and consults for a variety of national and international firms.

Linda Beamer is a full professor in the Department of Marketing at California State University, Los Angeles, where she has taught business communication, intercultural communication, diversity in the workplace, and courses in high-performance management and international business in the MBA core. She is Director of the universitywide honors program, receiving the honors students' Professor of the Year award in 2001. In 2002 she received the Outstanding Professor award from her campus.

She has taught and consulted in Great Britain, Canada, the Middle East, China, Argentina, Japan, and New Zealand. In addition, she and her husband spend as much time as possible in their house in central Mexico.

Her BA is from the College of Wooster in Ohio (with one year in Scotland at Edinburgh University), and her MA and PhD are from the University of Toronto. The latter led to dual U. S.–Canadian citizenship. Her research, resulting in about two dozen publications, has focused primarily on the effects of culture on business communication, with a special interest in Chinese communication issues.

She serves on the Editorial Board of the *Business Communication Quarterly* and was Associate Editor of the *Journal of Business Communication* from 1997 to 2001; she frequently reviews for other publications. She served as Chair of the Intercultural Committee of the Association for Business Communication for three years and as a member of the Board of Directors for five years; she became a Vice President in 2001 and President in 2004. She was voted a Fellow of the International Academy of Intercultural Research at its inception in 1997.

Beamer is the recipient of two two-year grants from the Department of Education's program for Business and International Education, as well as a research grant from the C. R. Anderson Foundation. She was honored to receive the outstanding publication award (1995) from the Association for Business Communication and a three-year Adjunct Professor appointment at UNITEC, Auckland, New Zealand.

Acknowledgments

Intercultural Communication in the Global Workplace is the result of many years of work. Although this book is based to a great extent on our professional research and personal experiences, we also want to acknowledge the suggestions and advice we have received from our families, friends, clients, colleagues, and students. We are particularly indebted to the users of the second edition for giving us valuable feedback. Many people were generous in sharing information with us, and we are grateful for their support.

We give special thanks to the reviewers who carefully read the second edition and offered their insights and suggestions.

Marie A. Mater, PhD

Houston Baptist University

Bill Chapel

Michigan Technological University

Burku Akan

American University

Malcolm Watson

Baldwin-Wallace College

Lorraine Krajewski

Louisiana State University — Shreveport

Faith Breen

Prince George's Community College

Last, but not least, we thank the people at McGraw-Hill Irwin: Doug Hughes, the sponsoring editor; Megan Gates, the editorial assistant; and Harvey Yep, the project manager. Their work and support made this edition possible.

Introduction

The Need for Intercultural Business Communication Competence

What does culture have to do with business? In the past many business majors and practitioners immersed in questions of financial forecasting, market studies, and management models did not examine culture and the way it affects business. Unlike the hard data from measurable issues, culture is soft and slippery; you can't really grasp culture in your two hands and understand what you've got.

But more and more organizations are finding themselves involved in communication across cultures, between cultures, and among cultures — because they are doing business in foreign countries, perhaps, or because they are sourcing from another country, seeking financing from another country, or have an increasingly multicultural workforce.

In the United States, for example, the percentages of Latinos from Mexico and Central and South America and Asians from Southeast Asia, China, India, and Pakistan are growing. In Europe the composition of the population is changing as more and more people emigrate from Africa, Asia, and the Middle East. In the Middle East many workers come from India, the Philippines, and Southeast Asia.

As a result of these migrations, people with diverse backgrounds and different languages are working side by side in many countries. Intercultural communication at work is not the goal of some distant future; it is a real need here and now, and this book addresses that need.

Business communication *is* intercultural communication. To communicate with another culture, you have to come to terms with it somehow. You need to understand it. This book offers an approach to unfamiliar cultures that makes understanding easier and consequently makes business communication with those cultures more effective. This book is based on the idea that intercultural business communication skills can be learned.

At its lowest level, business communication with unfamiliar cultures means simply finding a translator for conducting discussions in a foreign language. However, as more and more corporations are finding out, communication is about meanings and not just words.

To understand the significance of a message from someone, you need to understand the way that person looks at the world and the values that weigh heavily in that person's cultural backpack. You need to understand the meanings that are not put into words, the importance of the words that are used, and the way the message is organized and transmitted. You also need to know what to expect when that person engages in a particular communication behavior such as making a decision known, negotiating a sales agreement, or writing a legal contract. And you'd be wise to know something about the organization that person works in and the way its structure affects communication.

In applying intercultural communication skills to practical business concerns, this book makes an important contribution. Most books about doing business with people from other cultures come from one of two areas; intercultural communication and its near relative intercultural training or international business. Intercultural communication is grounded in a body of theory but has little application to business communication. Intercultural training draws from psychology and related fields and specializes in preparing people for sojourns in foreign countries for development work, such as for the