



新时代商务英语专业系列教材

New Era Business English Series

总主编 / 翁凤翔 郭桂杭

Intercultural Communication in Business Context

跨文化商务交际

主 编 / 柯 威



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内 容 提 要

本书为商务领域跨文化交际素养培训教程,共12个单元,从文化总论、文化传统、价值观、身势语、人际交往等各个层面和维度分析了中西文化的差异,并通过真实的跨文化交际案例的探讨归纳出各种场景下适当的应对方法。每个单元设计有课前热身活动(Pre-class Activity)、理论专著节选阅读(Read to Learn More)、知识拓展(Kaleidoscope)、迷你案例讨论(Mini-case Study)和课外练习(After-class Exercises)五个环节。本教材可供英语专业、商务英语专业(方向)学生使用,也可作为大学英语选修课及跨文化交际课程的教材。

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总序

商务英语作为本科专业获得教育部批准进入我国大学本科教育基本目录已经好些年了。商务英语本科专业的身份与地位获得了我国官方和外语界的认可。迄今为止,据不完全统计,有300所左右的大学开设了商务英语本科专业。各种商务英语学术活动也开始活跃。商务英语专业与英语语言文学专业、翻译专业成为我国英语教学的“三驾马车”。商务英语教学在全国已经形成较大规模,正呈良性发展态势,越来越多的大学正在积极准备申报商务英语本科专业。可以预计,将来在我国,除了研究性大学外的大部分普通本科院校的外语学院都可能开设商务英语本科专业。这是大势所趋,因为随着我国改革开放和经济全球化、世界经济一体化进程的加快,各个融入经济一体化的国家和地区急需有扎实英语功底的,熟悉国际商务基本知识的,具备国际商务领域操作技能的跨文化商务交际复合型、应用型商务英语人才。

高校商务英语专业教育首先必须有充足的合格师资;其次,需要有合适的教材。目前,虽然市面上有很多商务英语教材,但是,完整的四年商务英语本科专业教材并不多。重庆大学出版社出版的商务英语本科专业系列教材一定程度上能满足当前商务英语本科专业的教学需要。

本套系列教材能基本满足商务英语本科专业1—4年级通常开设课程的需要。商务英语专业不是商务专业而是语言专业。所以,基础年级的教材仍然是英语语言学习教材。但是,与传统的英语语言文学专业教材不同的是:商务英语专业学生所学习的英语具有显著的国际商务特色。所以,本套教材特别注重商务英语本科专业教育的特点,在基础阶段的英语技能教材中融入了商务英语元素,让学生在学普通英语的同时,接触一些基础的商务英语语汇,通过听、说、读、写、译等技能训练,熟练掌握商务英语专业四级和八级考试词汇,熟悉基础的商务英语篇章,了解国际商务常识。

根据我国《高等学校商务英语本科专业教学质量国家标准》(以下简称《标准》),本套教材不仅包含一、二年级的基础教材,还包含高年级的继续夯实商务英语语言知识的教材,如《高级商务英语教程》1—3册等。此外,还包括英语语言文学专业学生所没有的突出商务英语本科专业特色的国际商务知识类教材,如《国际商务概论》《国际贸易实务》《国际贸易法》《市场营销》等。本套教材的总主编都是教育部商务英语专业教学协作组成员,参与了该《标准》的起草与制定,熟悉《标准》的要求,这为本套教材的质量提供了基本保障。此外,参与编写本套教材的主编及编者都是多年从事商务英语教学与研究的有经验的教师,因而,在教材的内容、体例、知识、练习以及辅助教材等方面,都充分考虑到了教材使用者的需求。教材的编写宗旨是:力求传授实用的商务英语知识和与国际商务有关领域的知识,提高学生的商务英语综合素

质和跨文化商务交际能力以及思辨创新能力。

教材编写考虑到了以后推出的全国商务英语本科专业四级和专业八级的考试要求。在教材的选材、练习、词汇等方面都尽可能与商务英语本科专业四级、八级考试对接。

本套教材特别适合培养复合型、应用型的商务英语人才的商务英语本科专业的学生使用,也可作为商务英语爱好者学习商务英语的教材。教材中若存在不当和疏漏之处,敬请专家、学者及教材使用者批评指正,以便我们不断修订完善。

翁凤翔

2016年3月

前 言

在“一带一路”建设的大背景下,越来越多的中国企业将走出国门,加入对外投资合作的历史大潮中去。但是,当前中国企业国际化的程度不高,国际化的经验也不足,因此,整个劳动力市场将急需既熟练掌握一门外语,也具备跨文化交际知识和能力的国际化人才。《高等学校英语专业英语教学大纲》(以下简称《大纲》)中对外语类学生的培养目标正好契合了当前“一带一路”的国际合作的市场需要。《大纲》指出,“高等学校英语专业培养具有扎实的英语语言基础和广博的文化知识并能熟练地运用英语在外事、教育、经贸、文化、科技、军事等部门从事翻译、教学、管理、研究等工作的复合型英语人才”。为此,在课程中要设有相关专业课程,进一步扩大知识面,增强对文化差异的敏感性,提高综合运用英语进行交际的能力。

跨文化交流这一学科最早起源于人类学,更侧重于研究不同文化间的差异。这种差异性主要体现在两个不同的层面:一方面是对不同国家、民族、文化体系的文化比较,比如东西方文化差异、中美文化差异等;另一方面,跨文化研究学者也试图通过寻找文化价值观维度或是取向以解析造成不同的文化行为和文化现象的原因,比如著名的霍夫施泰德的价值维度。而对于英语专业的学生,除了学习各国基本国情和不同的文化风俗之外,我们培养的另一个重点是跨文化交际敏感度和跨文化交际能力。因此,依据《大纲》的要求,结合商务英语的学科特点,本书编者在编写时特别注意:

1. 注意务实与实践性,商务理念贯穿全书

本书在课堂活动中设计有大量与商务活动有关的案例和问题,以培养学生在商务语境中的跨文化交际敏感度。

2. 注意培养学生思辨能力和自我学习能力

本书每个单元都有“课堂热身活动(Pre-class Activity)”和“迷你案例讨论(Mini-case Study)”两个环节,充分发挥学生的能动性、创造性,培养学生分析问题、解决问题的自主学习能力,引导学生在主动积极的思维活动中获取知识、掌握学习方法。

3. 博采众家,拓宽学生的理论知识视角

本书编者从众多经典跨文化理论专著中选取更适合本科生阅读的章节,使学生有更多的机会学习、比较本学科的研究成果。

4. 注意巩固英语语言技能,培养学生实际运用语言的能力

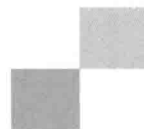
本书在编写之初即设立了学与练同等重要的理念,因此,每章后都配有相关的语言练习。

《跨文化商务交际》一书共编有 12 个单元,可满足一个学期 36 个学时的教学需要。每个单元设计有课前热身活动(Pre-class Activity)、理论专著节选阅读(Read to Learn More)、知识拓展(Kaleidoscope)、迷你案例讨论(Mini-case Study)和课外练习(After-class Exercises)五个环节。

编者

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Contents



Unit 1	Intercultural Communication in a Globalization Context	1
	Pre-class Activity	1
	Read to Learn More	1
	Kaleidoscope	4
	Mini-case Study	6
	After-class Exercises	7
Unit 2	Concept of Culture	11
	Pre-class Activity	11
	Read to Learn More	11
	Kaleidoscope	14
	Mini-case Study	15
	After-class Exercises	16
Unit 3	Conflicts of Systems	20
	Pre-class Activity	20
	Read to Learn More	21
	Kaleidoscope	23
	Mini-case Study	26
	After-class Exercises	28
Unit 4	Cultural Patterns	33
	Pre-class Activity	33
	Read to Learn More	33
	Kaleidoscope	45
	Mini-case Study	47
	After-class Exercises	47

Unit 5	Conflicts and Adjustment of Cultural Values	50
	Pre-class Activity	50
	Read to Learn More	51
	Kaleidoscope	54
	Mini-case Study	56
	After-class Exercises	57
Unit 6	Time and Culture	63
	Pre-class Activity	63
	Read to Learn More	64
	Kaleidoscope	71
	Mini-case Study	73
	After-class Exercises	74
Unit 7	Verbal Communication: The Way People Speak	77
	Pre-class Activity	77
	Read to Learn More	79
	Kaleidoscope	91
	Mini-case Study	92
	After-class Exercises	93
Unit 8	Nonverbal Communication: Speaking Without Words	98
	Pre-class Activity	98
	Read to Learn More	98
	Kaleidoscope	104
	Mini-case Study	106
	After-class Exercises	106
Unit 9	Interpersonal Relationships: Friendship and Facework	108
	Pre-class Activity	108
	Read to Learn More	108
	Kaleidoscope	117
	Mini-case Study	120
	After-class Exercises	122
Unit 10	Work: Practices and Attitudes	125
	Pre-class Activity	125

Read to Learn More	126
Kaleidoscope	132
Mini-case Study	136
After-class Exercises	137
Unit 11 Intercultural Negotiation	145
Pre-class Activity	145
Read to Learn More	145
Kaleidoscope	150
Mini-case Study	151
After-class Exercises	152
Unit 12 Building a Team with Intercultural Competence	155
Pre-class Activity	155
Read to Learn More	156
Kaleidoscope	159
Mini-case Study	161
After-class Exercises	162
参考文献	165

UNIT

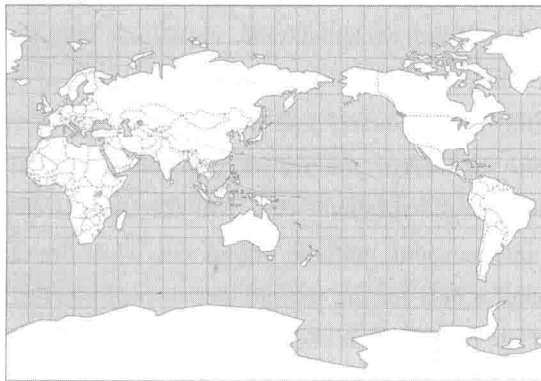
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Intercultural Communication in a Globalization Context

Pre-class Activity

Grouping World Cultures

We are living in one world, but an invisible line divides the world into different countries. Some countries are like brothers and sisters, working together in all fields of international business, while some confront to each other to a deadly end. In this process, culture plays a very important role in identifying which camp you are in. Below is a world map. Colour the countries you think share the same or similar cultural background and give your reasons why you group them in that way.



Read to Learn More



Intercultural Communication in the Context of Globalization

By Liza Shokhina, Anton Nishchev

“Globalization is not the only thing influencing events in the world today, but to the extent that there is a North Star and a worldwide shaping force, it is this system.”

—Tomas Friedman

Intercultural communication between peoples is an integral attribute of the human society development. Not a single country, even the one considered most powerful in political and economic aspect, can meet cultural and aesthetic requests and needs of the humankind without applying to the world cultural heritage, spiritual heritage of other countries and peoples. The modern world is developing towards globalization. In this regard, the issues about the role and the place of international communication become an integral part of life both for the humankind in general, as well as for the individual.

Before getting deeper into these issues, we need to understand the way students perceive the term “globalization”. This term is perceived in a number of ways: “the unity of capital”, “disappearing of borders between nations and increasing the international division of labor”, “the similarity of values among different cultures”, “everybody and everything together”. As it can be noticed from the results of our survey, which we held in our academic group recently, the majority of students find globalization as the unity in economic, political and cultural aspects. Taking this into consideration, we can conclude that international communication plays a great role in the process of globalization.

And what is intercultural communication? “In its most general sense international communication occurs when a member of one culture produces a message for consumption by a member of another culture. More precisely, international communication is communication between people whose cultural perceptions and symbol systems are distinct enough to alter the communication event”. In spite of the fact that this phenomenon is being researched by scholars from the whole world for many years, it still remains timely and causes controversies and discussions. Under the circumstances we would like to answer the list of questions: what is the role of intercultural communication in the context of globalization? How will the process of globalization influence the humankind? Do we take into account cultural differences while we are joining the process of globalization, or do we globalize only for the sake of globalizing?

The first aspect of our attention is that societies and communities have no choice of either to participate in the process of globalization or not, but the character of their participation is shaped by specific social, cultural, economic and political conditions. This complex multi-level process of mediation between the global and local issues, being an inherent character of communication, promises to change not only the context, but likely the nature of intercultural communication. Thus, the question about the place of intercultural communication is ambiguous.

On the one hand, due to intercultural communication, nations can engage in a dialog and find understanding during the process of searching and making decisions in crisis, critical, nonstandard situations. Not to make unsubstantiated statements, the recent summit G-20 in London can be given. Countries with diametrically opposite points of view on the economic crisis's roots managed to find consensus and start working out a common approach to the solution of worldwide problems. Another example to illustrate the same point is the Cuban missile crisis in 1962, when the whole world was standing on the brink of a nuclear war. The two leaders from a communist and a capitalist great

powers made an agreement, which prevented humankind from treat of death.

On the other hand, there are a lot of grievous examples when countries were unable to find understanding and to solve urgent problems and conflicts. This can be referred to as in the situations between Serbia and Kosovo, South Ossetia and Georgia, Moldova and Transnistria, Palestine and Israel. In each of these conflicts, opposing forces suppose they held the only right and appropriate opinions regarding the issues, and they did not want to compromise, and therefore civilians suffered.

In retrospect to the previous experience of the world history, we can ask a question: "Is the idea of a 'uniform' humankind feasible?" Can you imagine the situation when everyone has similar culture with similar values and similar beliefs? Maybe, in such world community, there will be no misunderstanding and obstacles in the process of communication. This would also mean the destruction of cultural diversity as a result of globalization. In such a case, the seemingly positive side of cultural destruction can be presented in the following way:

Destruction of cultural diversity → destruction of communication obstacles → easiness to find understanding and to solve problems.

It seems to also provide a great impulse to the development of society in economic and political aspects. But, if we scrutinize this problem, we can find a big amount of disadvantages connected with this outcome. Our cultural heritage would turn into dust because "culture is communication; communication is culture". Moreover, due to the fact that this process of globalization is done by the "upper" side (according to the will of the strongest) the opinion of individuals (national minorities) is not taken into consideration; therefore resistance against globalization will increase. It casts doubt on the idea of a totally globalized world. If this problem is solved by radical measures, two worlds will be able to appear: the world of supporters and the world of opponents who will never have their place in such a world.

The above given contemplation allows us to make a conclusion, that the process of globalization is everlasting. Under the circumstances, the era of globalization has at least two trends regarding its cultural aspect development. On the one hand, globalization is changing the traditional lifestyles of people. But on the other hand, some adaptation and protecting functions of each culture are generated, so the process of globalization takes an extremely controversial format. Within the bounds of intercultural communication, some common values and ideals (tolerance, equality of traditions, ethics and politics of responsibility) are being formed. However, the process of creation of commonalities within communicational interaction is not always smooth. For example, such universal values as human rights, which were accepted by some countries as basic values, turn out to be incompatible with the political and cultural customs of other countries. In order to prevent such incompatibilities, countries must find points of contact in which the principles of globalization do not contradict customs and traditions of these countries. Then, as we view it, the points of mutual contact should be found. In cases when it seems impossible to find points of mutual contact, countries should demonstrate tolerance and respect to each other. In this connection we can declare

that the future of humankind depends only on us and on our actions towards each other. And understanding this is one of the many steps which mankind must take in order to prosper together in peace.

➤ After reading activity

1. Name some international organizations you know or your country belongs to, and list fields in which your country can operate with other countries. Discuss difficulties or obstacles that may be encountered in cooperation and look for the cultural factors that hinder the cooperation.
2. Model United Nations.



Work as teams to form delegations from different nations. The debate topic for the two parties is *how to face the challenges brought by refugee crisis*. The whole process should include at least three stages: debate, negotiation and resolution draft.

Kaleidoscope

The Three Major World Economic and Trade Organizations

Organization	Description
The World Trade Organization (WTO)	The World Trade Organization (WTO) is the only global international organization dealing with the rules of trade between nations. At its heart are the WTO agreements, negotiated and signed by the bulk of the world's trading nations and ratified in their parliaments. The goal is to help producers of goods and services, exporters, and importers conduct their business.
The International Monetary Fund (IMF)	The International Monetary Fund (IMF) is an organization of 188 countries, working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world.
The World Bank	The World Bank is a United Nations international financial institution that provides loans to developing countries for capital programs. The World Bank is a component of the World Bank Group, and a member of the United Nations Development Group.

Major Regional Economic and Trade Groups

Organization	Description
North American Free Trade Agreement (NAFTA)	On January 1, 1994, the North American Free Trade Agreement between the United States, Canada, and Mexico (NAFTA) entered into force. All remaining duties and quantitative restrictions were eliminated, as scheduled, on January 1, 2008. NAFTA created the world's largest free trade region, which now links 450 million people producing \$17 trillion worth of goods and services.
Association of South-Eastern Asian Nations (ASEAN)	<p>The ASEAN Free Trade Area (AFTA) is a trade bloc agreement motioned by the Association of Southeast Asian Nations supporting local manufacturing in all ASEAN countries.</p> <p>The AFTA agreement was signed on 28 January 1992 in Singapore. When the AFTA agreement was originally signed, ASEAN had six members, namely, Brunei, Indonesia, Malaysia, Philippines, Singapore and Thailand. Vietnam joined it in 1995, Laos and Myanmar in 1997 and Cambodia in 1999. AFTA now comprises the ten countries of ASEAN. All the four latecomers were required to sign the AFTA agreement in order to join ASEAN, but were given longer time frames in which to meet AFTA's tariff reduction obligations.</p>
Asia-Pacific Economic Cooperation (APEC)	Asia-Pacific Economic Cooperation (APEC) is a forum for 21 Pacific Rim member economies that seeks to promote free trade and economic cooperation throughout the Asia-Pacific region. It was established in 1989 in response to the growing interdependence of Asia-Pacific economies and the advent of regional trade blocs in other parts of the world; to fears that highly industrialized Japan (a member of G8) would come to dominate economic activity in the Asia-Pacific region; and to establish new markets for agricultural products and raw materials beyond Europe (where demand had been declining).
European Union (EU)	The European Union (EU) is a politico-economic union of 28 member states that are primarily located in Europe. The EU operates through a system of supranational independent institutions and intergovernmental negotiated decisions by the member states. Institutions of the EU include the European Commission, the Council of the European Union, the European Council, the Court of Justice of the European Union, the European Central Bank, the Court of Auditors, and the European Parliament. The European Parliament is elected every five years by EU citizens.
Group of Eight (G8)	The Group of Eight (G8) was the name of a forum for the governments of a group of eight leading industrialised countries that was originally formed by six leading industrialised countries and subsequently extended with two additional members. Russia, which was invited to join as the last member, was excluded from the forum by the other members on March 24, 2014, as a result of its involvement in the 2014 Crimea crisis in Ukraine. Thus the group now comprises seven nations and will continue to meet as the G7 group of nations.

Mini-case Study

Alibaba's American Dream

Described as a mix of eBay (EBAY), PayPal, Amazon.com (AMZN) and Google (GOOGL), Alibaba is the 800-pound gorilla in China's Internet economy, but it has little presence elsewhere in the world.

So what happens when Alibaba comes to the U.S.?

After the IPO, Alibaba will have billions of extra cash on hand. The company is likely to use some of those funds to shake up American commerce and Silicon Valley.

"If Alibaba buys its way into the U.S. economy, which they ought to be able to do, they may be able to become a North American brand," said Roger Kay, president of Endpoint Technologies Associates.

Alibaba's decision to list in New York came after the exchange in Hong Kong balked at the company's proposed governance structure, which would have breached rules there by allowing senior executives to nominate the majority of the board. Listing in the U.S. also offers the company an opportunity to introduce itself to American consumers.

The Chinese company has already made ripples in the U.S., shelling out hundreds of millions of dollars since the beginning of 2013 on investments in a slew of companies, including Uber-like app Lyft, social network Tango, app search engine Quixey and online shopping service ShopRunner.

Alibaba also continues to spend money on assets within China. Last week the company spent \$1.22 billion to acquire an 18.5% stake in China's YoukuTudou, an online video company likened to both YouTube and Netflix.

These deals show how the Chinese company is already adroit at scooping up top talent around the world, including in Silicon Valley.

But Alibaba looks ready to move beyond just acquiring American startups and into direct competition in the U.S.

The company recently announced plans to launch 11main.com, a new e-commerce site in the U.S. that will offer high-quality products from assorted merchants.

"I'm pretty skeptical because I think there's definitely a lack of familiarity of the Alibaba brand and business," said Scott Kessler, head of technology equity research at S&P Capital IQ.

While Alibaba may be able to offer value to customers, Kessler said it will take time to "cultivate and build trust" among American consumers who are often skeptical of Chinese companies.

Alibaba also faces cultural and, more importantly, competitive challenges in the mature U.S. market.

“Whether they can compete on a truly level global playing field is an open question. As strong as Alibaba is in China, Amazon is that strong here in the U.S.,” said Josh Green, founder and CEO of Panjiva, an intelligence platform for global trade professionals.

► Questions for discussion

1. What is Chinese business culture?
2. What is American business culture?
3. What attitude do American customers hold to Chinese companies and products?
4. What challenges will Alibaba face in American market?
5. What values should Alibaba act on in a global business setting?

After-class Exercises

A Multipolar, Multicivilizational World

In the post-Cold War world, for the first time in history, global politics has become multipolar and multicivilizational. During most of human existence, contacts between civilizations were intermittent or nonexistent. Then, with the beginning of the modern era, about A.D. 1500, global politics assumed two dimensions. For over four hundred years, the nation states of the West—Britain, France, Spain, Austria, Prussia, Germany, the United States, and others—constituted a multipolar international system within Western civilization and interacted, competed, and fought wars with each other. At the same time, Western nations also expanded, conquered, colonized, or decisively influenced every other civilization. During the Cold War global politics became bipolar and the world was divided into three parts. A group of mostly wealthy and democratic societies, led by the United States, was engaged in a pervasive ideological, political, economic, and, at times, military competition with a group of somewhat poorer communist societies associated with and led by the Soviet Union. Much of this conflict occurred in the Third World outside these two camps, composed of countries which often were poor, lacked political stability, were recently independent, and claimed to be nonaligned. In the late 1980s the communist world collapsed, and the Cold War international system became history. In the post-Cold War world, the most important distinctions among peoples are not ideological, political, or economic. They are cultural. Peoples and nations are attempting to answer the most basic question humans can face: *Who* are we? And they are answering that question in the traditional way human beings have answered it, by reference to the things that mean most to them. People define themselves in terms of ancestry, religion, language, history, values, customs, and institutions. They identify with cultural groups: tribes, ethnic groups, religious communities, nations, and, at the broadest level, civilizations. People use politics not just to advance their interests but also to define their identity. We know who we are only