

国际商务文化与礼仪

International Business Culture and Etiquette

刘锐 丁丽娟 刘岩 编著

吉林人民出版社

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前 言

随着中国改革开放的进一步深化,尤其是中国加入世贸组织之后,学习和研究世界各国商务文化与礼仪已成为进行国际商务沟通、发展商贸业务不可缺少的一个环节。了解其他国家的文化与礼仪,把握各国、各地区的商务文化差异,不仅有助于我们开展中外交流、经贸合作,还可以在在一定程度上避免因无知、失礼而导致的与各国或地区之间的矛盾纠纷;有助于加强与各国人民之间的沟通,增进友谊;对开拓国际市场、促进中外贸易交流具有直接的现实意义。

《国际商务文化与礼仪》一书力争适应当前我国商务发展的需要,立足于培养学生的文化修养,强化学生英语阅读能力,提高学生综合素质。本书以对比研究的形式介绍了20多个不同国家和地区的商务文化,系统而简明地阐述了商务会晤、约会、问候、称呼、衣着、宴请、谈判、礼物馈赠、社会行为等内容。

本书可以作为高等院校商贸、财经类专业及商务英语专业的专业课教材,也可以供大专院校的本科生、研究生、从事商贸活动的专业人士和广大英语学习爱好者使用。

由于编者水平有限,书中疏漏之处在所难免,敬请专家和读者不吝赐教,以便今后修订,使之日臻完善。

编者

2004年8月

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Chapter One

Greetings

The United States

The order of most names is first name, middle name, and last name. When you meet someone for the first time, use a title and his last name until you are told to do otherwise. In many cases, Americans will insist on using first names almost immediately; this is a cultural norm that reflects a more casual business style rather than a sign of intimacy.

Use titles such as “Dr.”, “Ms.”, “Miss”, “Mrs.”, or “Mr.”, followed by the last name. If you are not sure of a woman’s marital status, use “Ms.”. If a woman dislikes this term, she will usually tell you the courtesy title she prefers.

Outside of the office, Americans tend to be informal and insist on staying on a “first name basis.” Nevertheless, it’s important to understand the office hierarchy, and a visitor should learn the rank and titles of all members of the organization.

Sometimes you will not be told of a person’s last name; in this circumstance, simply use the first name or the nickname. Nicknames may be formal names which have been shortened in unusual ways, [i.e. Dick for Richard]. The use of nicknames is often encouraged, sometimes even by those in positions of considerable authority.

The names of businesspeople reflect America’s diversity. If you meet someone with a name that is difficult to pronounce or otherwise unfamiliar to you, do not be afraid to ask how to pronounce his or her name. Ensure that your U.S. acquaintances know what you prefer to be called.

The letters “Jr.” after a man’s name [i.e., Arthur Dobson Jr. or Arthur Jr.] signify that he was named after his father.

The Roman numeral III or IV after a man’s name indicates a third or fourth generation scion, with the same name as his predecessors [i.e., Thomas Reed III].

Canada

Although you may quickly move to a first-name basis, the best policy is to wait for your Canadian colleagues to invite you to do so. Be careful of name pronunciation,

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especially when dealing with Francophones. The order of most Canadian names is first name, middle name, and last name.

To confer respect, use an applicable professional title such as “Dr.” or courtesy titles such as “Ms.”, “Miss”, “Mrs.”, or “Mr.” with the last name, until you are told to do otherwise. Among French Canadians, use courtesy titles such as “Monsieur” or “Madame”, followed by a last name.

If you are unsure of a woman’s marital status, use “Ms.”, followed by her last name. If a woman dislikes this term, she will usually tell you the courtesy title she prefers. Although they often use first names over the telephone, French Canadians may revert to using surnames in person.

The United Kingdom

Despite their reputation for stiff formality, the British are in fact quite informal and the immediate use of first names is increasingly prevalent in all walks of British life, especially amongst the young (under 40-45 years of age) and in the newer industries.

Nevertheless, you should always wait to be invited to use first names before doing so yourself. Quite often the invitation will be spontaneous but it may never happen at all. Until then – and not all Britons like the up-front American approach – you should be careful to follow strict protocol, especially when dealing with older members of the “Establishment.” No one is offended by exaggerated correctness whereas premature informality may be deemed presumptuous. Equally, it is best to avoid the American habit of constantly repeating someone’s name in the course of a conversation once on first-name terms.

Exhaustive manuals such as Debrett’s Correct Form set out the full intricacies of how one should properly address the Queen, a lord, a bishop or an admiral but a simple and effective guiding principle in ordinary circumstances is to follow the title given on a business card or the one given when first introduced.

The same principles apply to writing letters. You should start off formally and continue until your correspondent hints (e.g. by signing off with just his or her first name) that it is appropriate to switch. Some correspondences, however, may continue formally until the writers actually meet. Subordinates may never feel comfortable addressing their superiors by their first names either in writing or orally.

The rules for e-mail are more relaxed but there are some who write e-mails as if they were writing a “normal” letter. In any case, there is no excuse for not using the

spellchecker.

Different conventions apply when it comes to official documents, meetings, conferences etc. where it is common practice to use full titles even if all the participants would ordinarily be on first-name terms. Thus: “Mr Chairman”, “the Commander-in-Chief thinks”, “the Prime Minister is mistaken”, and so on.

Feminist concerns can add to the confusion. It is usually best to address a woman whose marital status is uncertain as “Ms”. By extension, you should also perhaps avoid the suffix “-man”, which logically should result in such ugly expressions as “Ms Chair” (in practice, though, this usually translates as “Madam Chair”). In general, the older generation remain happy, and may even prefer, to use “Mrs” or “Miss” whereas “Ms” is current amongst those born post-1960.

Some professions - government, the military, the Church, academia - are still devoted to titles denoting rank or academic achievement and these should be respected but this is the realm of the Establishment and rarely impinges on British business protocol.

There is a persistent tradition amongst very close (male) friends, who have usually attended the same (public, i.e. private) school or (ancient) university, of using only their surnames. This practice is not to be emulated. In the absence of a professional title you should always use at least the courtesy titles “Mr”, “Mrs”, etc. when using someone’s surname.

“Sir” and “Madam” are used by shop assistants to address customers. Knights, however, tend to like being called “Sir” largely because a knighthood usually recognizes real achievement rather than political patronage. Incongruous as this may seem, it is therefore not uncommon to come across knights in the business world. When John Smith is knighted, he is known as “Sir John” but his wife is “Lady Smith.” The female equivalent of a knight is a “dame” and the correct mode of address in this instance is “Dame”, followed by her first name only. To add to the confusion, the daughter of a duke, marquess or earl is a “Lady” and also addressed by her first name only.

France

In accordance with French business protocol, use first names only when invited. Use of first name has become common for colleagues at work. This is less frequent when age or position gap is very large. Outsiders, clients, suppliers are usually referred to as Monsieur or Madame.

When speaking French, use the “vous” form until you are asked to use “tu.”

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“Madame” is a basic title of courtesy for all women, as is “Monsieur” for men. Today, the courtesy title “Mademoiselle” is rarely, if ever, used and should be avoided.

The French will sometimes introduce themselves by first saying their surnames, followed by their first names; if both sound like first names, this can be especially confusing [i.e. if Maurice Francois introduces himself as “Francois”, “Maurice”]. If unsure, be sure to ask.

For casual contacts such as waiters and clerks, courtesy titles such as “Monsieur” or “Madame” will suffice. When entering a store or restaurant, you may say “bonjour” or “bonsoir”, and “au revoir” upon leaving.

Germany

First names are usually reserved for family members, as well as friends and close colleagues. Moreover, in German business culture, it's not uncommon for colleagues who have worked together for years to remain on a formal, last name basis. This can reflect, on the one hand, a pronounced institutional hierarchy in German society which requires a degree of formality [much less than in, for example, East Asian and South America, but much more so than in very casual North America and Australia or New Zealand].

On the other hand, the formal “Sie” form of “you” can also be used to impose psychological and emotional distance between oneself and another person, if this is desired. English native speakers who speak German often find it tricky to navigate between “Sie” and the familiar “Du”. Foreigners coming from hierarchical cultures may especially find it difficult to overcome their natural insecurity and disorientation if invited by an older German to “duzen” [use the familiar “Du”].

The point here is that if the German offers to “duzen”, the foreigner should not worry about insulting [loss of “face”] or showing disrespect to the older or higher-ranking German. The general rule would be to always use “Sie” unless someone specifically offers you the “Du”. [Note that among students and younger people, “duzen” right from the beginning is the standard.]

In business, it is often the case that a multinational American company has an English-speaking corporate culture, with all colleagues being on a first name basis. You, as a visitor, may also be invited to use first names with your contacts. This will not be problematic in a multinational group, but it can prove to be tricky when you suddenly switch to speaking German with a German member of that group, especially if he has a

very senior rank and is older than yourself. What do you do when, in English, you have been addressing him by his first name, but now, in German, your instinct tells you it would be very strange to use “Du”? Go with your instinct, and do what would be “normal” in the given language.

In other words, do not necessarily switch to Herr So-and-So [too drastic], but do use “Sie” to establish a balance between familiarity and acknowledgement of rank. Again, only switch then to “Du” if the individual invites you to do so. If you are in a situation where you simply are not sure, do not hesitate to ask a German of similar rank to yours what is appropriate. [Note: it is not uncommon, especially in younger high-tech companies, where “duzen” is the company policy across the board.]

In accordance with German business protocol, in very formal business meetings, the highest ranking person enters the room first, regardless of gender or age. However, the more informal the meeting, the more likely it will be that Germans will enter a room in no particular order of rank. Professional rank and status in Germany are largely determined by the individual’s achievements. Therefore, if you come from a highly hierarchical culture [African, Far Eastern, South American, Middle Eastern], be prepared for a woman or younger person to have the highest rank in the German group you will be dealing with. Though few women hold very high-ranking positions in the German corporate hierarchy, they are present at middle management level and in the academic sector. Therefore, they will be involved in project meetings, organization and project co-ordination, and negotiations. Women with rank in a company may well feel frustrated and annoyed if foreign business guests or partners talk “over their heads” to male colleagues who may even be their subordinates. This could be interpreted as being extremely disrespectful and aggressive behavior towards them.

“Dr.” can be a medical or academic title, and is often used, especially among Germans, as part of their names [e.g. in passports, in phone books, on official documents, all forms of official addresses, etc.]. Accordingly, Dr. Martin Meyer should be addressed as “Herr Doktor Meyer”. If you are going to meet a professor, address him or her as Herr [or Frau] Professor [Surname]. Accordingly, Prof. Dr. Karin Schmidt should be addressed as “Frau Professor Schmidt”.

“Fräulein” is very much out of fashion today. Once a girl comes of age, she is normally addressed as “Frau” in public. When shopping or approaching a customer service provider, it’s common courtesy here to say “Guten Tag” [“hello”] upon entering an establishment, and later “Vielen Dank, auf Wiedersehen” [“thank you, goodbye”] to the presiding store clerk when leaving. Greeting strangers on the street, however, with a

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“hello” or “Guten Tag” is not expected and you may well get no reaction despite there having been direct eye contact.

Telephone etiquette expects the person who answers the phone to identify himself to the caller with his last name, in the home as well as in the office. A simple “Hello” can throw the caller off in slight confusion, leading him or her to ask point blank “Who am I speaking to?” Note that “hallo” is also often used to get someone’s attention, much like “Excuse me” in English.

Any effort, small or large, to learn and use some basic expression of courtesy will be appreciated. These might include:

- Danke “Thank you”
- Vielen Dank “Thank you very much”
- Bitte schön “You’re welcome”
- Guten Tag “Hello”
- Guten Morgen “Good morning”
- Guten Abend “Good evening”
- Können Sie mir helfen? “Can you help me?”
- Sprechen Sie Englisch? “Do you speak English?”

Note that if you are planning a long-term stay in Germany, you would be well-advised to attend German language courses and acquire functional skills as soon as possible. German bureaucracy alone, for instance, requires even native speakers of German to be on top of their language. As a long-term or permanent foreign resident without the language you will be severely handicapped, especially if you reside anywhere except in the largest cities.

Denmark

The order of Danish names is the same as in the United States, with first name followed by surname. It is appropriate to use a person’s title until the use of first names is welcomed.

The trend in Denmark today is to call people by their first names once rapport has been established. Still, you must wait for the okay from your Danish peers. Use professional titles when applicable. Otherwise use the following Danish courtesy titles.

- Herr: Mr.
- Fru: Mrs.
- Froken: Miss

Spain

As a guiding principle, first names are reserved for family, close friends and children. It is always appropriate to use the basic titles of courtesy -- "Señor" [Mr], "Señora" [Mrs], "Señorita" [Miss] -- followed by the surname. It is also important to address qualified individuals by any titles they may have, such as Profesor or Ingeniero, followed by their surnames; professional titles are not normally used, however, when addressing Spanish executives.

The old courtesy titles "don" and "doña" preceding a first name to show respect to an older or senior man or woman when talking to or about them is increasingly rare in modern Spain; they may still be used before full names in official documents and contracts or in combination with "Sr", "Sra" or "Srta" in formal correspondence. To use them in speech today risks appearing sarcastic or mocking.

Spaniards have two surnames [apellidos] - their father's first surname and their mother's first surname - and you should take care to use both unless or until it becomes clear that your colleague uses only one; the same applies to compound first names, e.g. José-Maria.

Similarly, you should use the formal "usted" when addressing a counterpart in Spanish unless or until invited to use the more informal "tú".

Increasingly, however, you will find that younger Spaniards in particular will use "tú" from the outset in business relations, at least with their peers, and reserve "usted" for superiors and for older people, whatever their position in the company.

Italy

Follow Italian business protocol by waiting until you are invited before using first names. People often use titles and surnames even when they have worked together for years. It is usually a sign of respect, though it can also mean that they feel that they do not know each other well enough to move to first names.

In most Italian companies, executives and subordinates continue to use titles and surnames only. In many large Italian multinationals, however, the corporate culture of using first names has become the norm.

You are expected to use "Signore" [Mr.] and "Signora" [Mrs.], plus the family name, when introduced to strangers.

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“Signorina” [Miss] is rarely used in Italy today, and is best avoided. It is most commonly used when a woman appears relatively young [late teens or early twenties] and is unmarried.

Where a title is known, it is best to use it, as a title relating to a university degree has higher status than “Signore” or “Signora.”

A male university graduate is given the title of “Dottore”, while the female equivalent is “Dottoressa.” If in doubt whether someone has a degree or not it is best to err on the side of caution. You pay a compliment even if you get it wrong.

Italian business etiquette requires that personal and professional titles be used constantly, whether in casual conversation or formal writing. Consequently, ensure that you learn and use the titles of everyone you expect to encounter.

If you have to summon a server or clerk, you may use the phrase “senta”, which means, generally, “Please come here.”

Russia

Only people who are very intimate friends or relations refer to one another by the first names. It is perfectly appropriate, when meeting someone, to simply state your family name without any additional greeting.

Ensure that you learn the titles of everyone you plan to encounter, as these distinctions are extremely important in this culture.

Usually, Russians have three names. The first name is a given name, while the last name is the father’s family name. The middle name is a version of the father’s first name, known as a patronymic; for a man, it ends with the suffixes “vich” or “ovich” meaning “son of.” For a woman, the patronymic is also the father’s first name but with suffixes “a” or “ova” added, which means “daughter of.” When you become well acquainted with a person, you may be invited to refer to him or her by the first name and patronymic.

As a visitor, it is appropriate to refer to your Russian colleague by either “gaspodin” [a courtesy title similar to “Mr.”] or “gaspazhah” [similar to “Mrs.” or “Miss”] plus his or her surname. When using a person’s full name and patronymic, an honorific is unnecessary.

Some names are so common that you will need additional information to identify the correct person. In official circles, Russians use a person’s birth date to differentiate between identically named individuals. Moreover, Russians often use prefixes “senior” and “junior” after a name to differentiate between two persons [especially men] that are

identically named.

Married women take their husbands' last names, but indicate their gender by changing the last letter when it is a vowel [which it almost always is] into an "a."

The term "tovarisch", meaning "comrade", is now out of date. It was popular in Communist days, but should no longer be used.

Turkey

The easiest and most respectful way to address a Turkish professional is by his or her occupational title alone. Simply say "Doctor" [Doktor] or "Attorney" [Avukat]. If the professional is a woman, add the word "Bayan" after the title [e.g. Mrs. or Miss Attorney is Avukat Bayan].

When your Turkish colleague does not have a title, the situation becomes more complicated. Realize that most Turks did not have surnames until the 1934 Law of Surnames made them compulsory. The order of names is the same as in the United States: first name followed by the surname.

The traditional mode of address was to use a Turk's first name, followed by "bey" [for men] or "hanım" [for women]. Use this form with older people unless instructed otherwise.

Most Turks you will do business with use the modern form of address. The modern way is to use the surname, preceded by "Bay" for men or "Bayan" for women. For example, Cengiz Dagci, a male novelist, would traditionally be addressed as Cengiz bey. The modern form of address is Bay Dagci [note the difference in spelling: bey vs. bay]. Nezihe Meric, a female author, would traditionally be addressed as Nezihe hanım. The modern form of address is Bayan Meric.

Saudi Arabia

The use of first names denotes more familiarity than in the west and there is no real equivalent to Mister, although the Saudis borrow the Hashemite noble title "Sayyed" for this purpose in correspondence.

"Bin" [or ben or ibn], preceding a name, particularly a middle name, means "son of." "Bint" [daughter of] is the female form.

The perfect level of friendliness without undue familiarity is achieved by the use of the "kunya". A man becomes known to his friends as "Abu" [father of], followed by the

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name of his [usually eldest] son. It is quite acceptable to ask a mutual acquaintance if you don't know a man's "kunya". Somewhat less common is the female equivalent "Umm" [mother of].

Just as in most western monarchies, Saudi Princes are addressed as His or Your Royal Highness [Samu Maliki]. Similarly, non-royal ministers and ambassadors have the standard international designation of "Excellency."

Several years ago, King Fahed abandoned the style of Majesty in favour of "Khadam al-Haramain ash-Sharifain." This translates to "Steward of the Two Noble Sanctuaries" but is often very badly rendered "Custodian of the Two Holy Mosques" in English.

The titles Doctor, "Shaikh" [chief], "Mohandas" [engineer] and "Ustadh" [professor] are used, as on the Continent, in both the literal and honorific senses. "Shaikh" should always be used the same as a knighthood in English -- applied only to the first name, never the surname.

Israel

In business, people should be addressed by title and surname, as you normally do in the West. In writing, use their full names. For those without professional titles, use courtesy titles such as "Mr.", "Mrs.", or "Miss."

Address Israelis by their professional titles or a courtesy title such as "Mr.", "Mrs.", "Miss", and their surnames. It's likely that you will quickly be invited to move to a first-name basis. There is a tendency among Israelis to downplay their professional titles.

The Israelis are not formal, although formality is becoming more common particularly in the business world. Visitors should not be surprised or offended if they are called by their first names.

Israeli Arabs have traditional Arabic names, which Westerners frequently find confusing. Before you meet your Arab contacts, the best strategy is to learn both their full names and how they should be addressed.

Generally, Hebrew or Arabic names are written in the same order as English names, starting with a title, given name, middle name if exists, and surname.

The term "abu" means "father of" in Arabic. Israeli Arabs frequently refer to revered elders as "Abu." The meaning in Hebrew is "ABA" which means father. The Hebrew term "giveret" means "Miss" while "adon" means "Mr."

In business invitations the first name will be that of the business partner and then his spouse. In a social invitation the lady comes first and then the spouse.

Japan

First names are usually reserved for family and close friends. Consequently, wait to be invited before presuming to use first names. Don't invite others to call you by your first name until you have met several times and know each other well.

Even if you are on a first name basis with a Japanese colleague, it is appropriate to use his or her last name in the presence of colleagues, to avoid causing any embarrassment. Be sure to use courtesy titles such as "Mr.," "Ms.," or the suffix "san", in addition to last names.

"San", an honorific attached to a person's last name, is not to be used when referring to your spouse or children. Also, it is not used to refer to someone in your company when talking with someone outside it. This is because it is considered bad manners to elevate people of your own group when speaking with "outsiders." Otherwise, "san" can be used when addressing men or women, married or single.

The Japanese often use professional titles in the place of actual names, as an acknowledgment of a person's status.

When speaking in English, you may use "Mr." or "Ms." instead of "san" when addressing Japanese colleagues or referring to someone else. Again, you should never refer to yourself as "Mr. Jones," for example. Adding an honorific to your own name is a no-no.

South Korea

Address people by their titles alone or by both their titles and their family names unless you are asked to address them by their first names. In Korean corporations doing business internationally, it's been very popular to use the two initials of their first names, such as C. H. Kim for Chan-Ho Kim.

Korean names are different from Western names. A person has, in the following order, a family name and a given name. Sometimes, a given name may include a part with a family or generation heritage. Western naming patterns are equally confusing to South Koreans.

Korean family names tend to be one-syllable, while given names are more likely to be two-syllables. You may meet several people at once with the last name of "Kim": nearly a quarter of the population has this last name.

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The most common family names are “Kim”, “Park”, and “Lee”. These names can be transliterated into English in various ways: “Lee” in English might be “Rhee”, “Li” or “Lee”.

Married women will retain their maiden names. But if you do not know a woman’s maiden name, you may refer to her as “Mrs.” with her husband’s family name. When writing letters, address the recipient as “Dear” with the title and last name.

Singapore

The naming patterns in this country are diverse and can be quite confusing. It is best to ask a Singaporean what you should call him or her. Repeat the sequence of names and make sure you have them correct. Specify what they should call you [they may be unsure as to which is your surname], but choose the same degree of formality.

Most people you encounter should be addressed by title and last name. If a person does not have a professional title [i.e., “President”, “Doctor”, “Professor”], simply use a courtesy title such as “Mr.” or “Madam”, “Mrs.” or “Miss”, plus a last name.

Chinese Naming Patterns

Chinese names are usually composed of a family name followed by one or two personal names. Men should simply be addressed with a courtesy or professional title plus a surname [i.e. “Mr. Ping” or “Dr. Ping”].

Married Chinese women usually keep their maiden names. Moreover, a married woman should be addressed as “Madam” plus her maiden name. For example, Mr. Ping’s wife should be addressed not as “Mrs. Ping”, but by her maiden name, which could be “Mrs. Huang.”

To lessen confusion, Chinese businesspeople often assume an English first name so that their Western counterparts can have a familiar sounding name to identify them by. Others use their initials plus a surname.

Malay Naming Patterns

Malays do not have family names. Each Muslim is known by a given name plus “bin” [son of] followed by their father’s name.

A Malay woman is identified by her given name plus “binti” [daughter of], followed by her father’s name. For business purposes, some Malay women attach their husbands’ names. Note that in English, “binti” may also be spelled “binte.” Some Westernized