经济管理

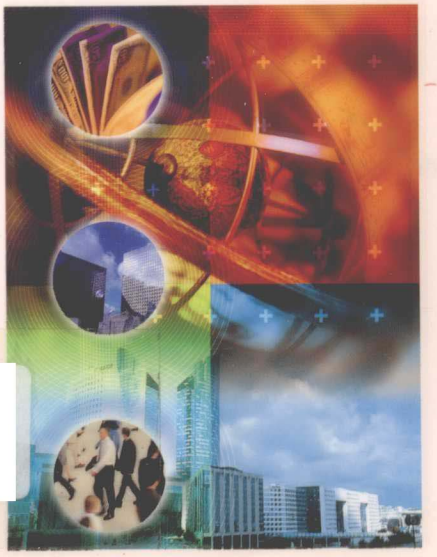
高等院校规划教材

跨文化商务沟通

（第二版）

Intercultural Business Communication

主编 王春阳 鲍平平 周 江



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PREFACE TO THE SECOND EDITION

再版前言

《跨文化商务沟通》自2007年9月出版以来受到广大读者的好评，这是一件值得高兴的事。同时，我们也感到书中的部分内容和编排结构尚有不尽人意之处。为了更全面地反映国际上最新的跨文化理论及实证研究成果，强调合作互动的现代教育模式，增加案例教学等多种探究式教学方式的应用，从而有助于全国高校涉外经管专业师生和广大新老读者培养跨文化沟通及管理的意识和技能，我们决定对第一版进行修订，并利用这个机会尽量使本书内容更加充实、完善和新颖。

为了便于课堂讲授，本版的篇目章节安排维持第一版的设置不变。内容上增加了国际上著名跨文化管理理论的最新学术研究成果，并对不同国别经济的内容和数据进行了更新；修订后在每章“学习目的”后都增加了开篇案例，这样不仅在内容结构上做到开篇、文中及章后大量案例相互配合，而且可以使读者能更好地将理论联系实际，培养多层次、多角度、多元化思考问题的思维习惯，有利于边学习、边分析、边研究。

参加本版修订工作的人员是承担本课程及相关课程教学和研究的专业教师。其中，第1章、第4章由王春阳、周江编写；第2章由周江、杭言勇编写；第3章、第8章、第12章由周江编写；第5章由杭言勇编写；第6章、第7章、第9章由鲍平平编写；第10章、第11章由王春阳、刘玉瑾编写。周江作了修订的主要工作。全书由王春阳、鲍平平、周江任主编，杭言勇、刘玉瑾任副主编，姚忠、卢海英、鲍伟、王彬也参与了相应的修订工作。

本次修订吸收和借鉴了国内外部分跨文化沟通与管理的研究成果，在此向相关作者表示衷心感谢。对于书中的错误和纰漏，恳请读者批评指正。

编 者

2010年8月

PREFACE

前言

随着经济全球化的加速发展，国际商务交流与合作已经全方位展开。国际贸易和国际生产活动不仅跨越国界，往往也跨越文化，使跨国生产与贸易成为一种跨文化的沟通。文化的差异也就难免给国际商务合作造成摩擦和障碍。这种摩擦和障碍也是多方面的。经济全球化越是深入发展，文化上的摩擦与障碍这一问题就越突出。消除这些摩擦和障碍，提高跨文化沟通的有效性也就越来越重要，甚至成了决定国际商务活动成功与否的关键因素。比如，随着越来越多的跨国企业、合资企业的建立，人力资源的来源日益呈现出国际化的趋势。来自不同国家、不同民族的员工具有不同的文化背景，他们的价值观、行为准则、思维方式、态度等具有相当大的差异。这种文化差异很可能引起行为上的冲突。企业的管理人员能否在跨文化管理过程中有效解决文化冲突，减少文化差异造成的消极作用，对跨文化团队的建设和企业国际竞争力的提高意义重大。中国加入 WTO 后，文化差异也是中国企业走出国门，外资企业进入中国市场所面临的最大挑战。因此，为消除文化差异造成的障碍，迎接文化多元化的挑战，必须进行有效的跨文化商务沟通及跨文化商务管理方面的教育和培训。

跨文化商务研究这一学科发端于 20 世纪七八十年代的美国，是目前国外研究的热点之一，已有大量的著作和教材问世。但目前国内对此问题进行研究者尚少，除引进的原版教材外，本土学者编写的教材数量较少。为此，我们认为应该编写《跨文化商务沟通》一书来揭示文化冲突根源、分析国际商务活动和跨国公司管理中的文化冲突、解决由文化差异所导致的文化困惑，以使中国学生和读者加深对文化及其重要性的认识，意识到文化差异对跨文化沟通的影响，增强克服文化障碍的

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信心和技能，顺利开展跨文化交流活动，促进中国经济的发展并带动其他方面的进步。

本书的主旨是研究文化背景不同的各类经济主体，如何通过文化整合处理文化与商务的关系，以更好地开展国际商务和跨国公司管理活动。内容安排除前言外共分 12 章。前 4 章对文化及文化构成元素进行概括介绍与分析，包括文化差异的客观性及经济全球化背景下跨文化商务沟通的重要性；不同文化背景下的政治、经济、教育及婚姻家庭等制度及文化对这些制度的影响和作用；作为文化核心的价值观，以及由不同价值观所形成的不同的商业文化；由于文化差异存在所形成的文化冲击问题。第 5 章至第 8 章主要介绍文化差异的表现，包括跨文化沟通中如何使用语言；不同文化下非语言沟通的含义；商业交往中由于文化差异可能造成的书面沟通障碍；跨文化沟通中的习俗、礼仪和礼节的重要性。第 8 章至第 12 章则重点介绍跨文化商务沟通的类型，包括跨文化谈判、跨文化管理、跨文化营销，最后以介绍主要国家商务文化风格收尾。

与同类教材相比，本书具有以下特点：

第一，本教材在内容上融合中外此类教材之精华，并吸收了该领域的最新研究成果，既探讨文化的深层含义，又从文化的表现入手，细解不同文化的差异，并对文化差异对国际商务沟通的影响进行了深入分析。与国内外同类教材相比，不仅包括关于文化及其构成要素、文化差异类型等介绍，还增加了跨文化管理、跨文化营销等章节，内容上更为全面、具体。

第二，本书结构和内容编排独具特色，力图使学术性、知识性、实用性和趣味性相结合。文中及各章后提供大量案例，各章后还附有根据中国人的思维习惯设计的自测题、案例和实践性问题，供学生进一步思考。

第三，本书采取以英文为主并辅以中文导读的双语写法。英文部分采取引用与编著相结合，引用部分均选自于英文原版刊物；中文导读部分并不是简单翻译和对照，而是就该问题作进一步的展开或描述。

本教材不仅具有一定的学术研究价值，而且具有一定的实用价值，既适合高等院校财经类专业和涉外专业师生的教学和研究使用，同时也以从事国际商务活动（进出口贸易、投资签约、技术合作、国际金融）及跨国企业经营管理、商贸旅游、英语专业及出国留学人员等人士为服务对象；对于进行涉外经贸领域的培训及对此

学科感兴趣者，也不失为一本有借鉴价值的教材和读物。

本书由杭州电子科技大学承担本课程教学和研究的专业教师编写。其中第1章、第4章由王春阳编写；第2章、第5章由杭言勇编写；第3章、第7章由周江编写；第8章、第9章由鲍平平编写；第6章由鲍平平、鲍伟共同编写；第10章由王春阳、刘玉瑾共同编写；第11章由王春阳、杭言勇共同编写；第12章由周江、王彬共同编写。全书由王春阳、鲍平平担任主编并负责统稿，周江、王彬负责整理和校对。

本书在编写时查阅了大量数据资料，吸收和借鉴了国内外大量跨文化沟通与管理的研究成果，在此向相关作者表示衷心感谢。由于跨文化商务沟通在中国属于新兴学科，加之作者的知识和水平有限，书中的错误和纰漏在所难免，恳请读者批评指正。

编 者

2007年7月

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Cultural Differences and Intercultural Communication

Chapter 1

LEARNING OBJECTIVES

Upon completion of this chapter, you will:

- Understand the concept of culture, dimensions of culture, and characteristics of culture.
- Be able to define such terms as intercultural communication, intercultural business communication, world culture, intracultural communication, international communication, enculturation, acculturation, subcultures and subgroups.
- Appreciate the relationship of culture and communication.
- Understand the differences between norms, rules, roles, and networks.
- Be able to know the processes of communication.
- Understand how communication barriers affect intercultural communication, and how to improve communication components.

Opening Case

Facing a World of Diverse Cultures

Cultural differences are certainly broader than the following incidents, but even such unusual examples remind us of a diverse world. For example, Hindu ritual practices of cleansing differ from Islamic rituals. When we consider food and drink differences travelers encounter among different regions of the world, one can identify the meaning of at least a modest level of cultural difference. In 1979 and the early 1980s, during Iran's political transition, dissenters (n. 持异议者,反对者) to the resurgence of a Moslem nation sometimes fell victim on a trail of executions and severe punishments. The Kurdish group in Iraq is victimized by the ethnocentric (adj. 种族优越感的,民族文化中心主义的) Iraqi power elite. Vandalism (n. 肆意破坏公物的行为) at a certain level in Singapore is punishable by "caning." Perhaps such an application of law and social control should be no more surprising than practices in portions of the United States not so many years ago when thieves were hanged for stealing a horse, but released or mildly punished for taking a life. The violation of minority rights and human ethics of fairness in the United States all too often sound like silent cries for the perpetrators but are actually loud cries of minority injustice. The mass suicide of nine hundred persons in Jonestown, Guyana, Starvation in Ethiopia, crisis in the former Yugoslavia, and war lords in Somalia all remind us than ours is a world of different cultures.

(*Source*: Adapted from Dodd C H. *Dynamics of intercultural Communication*. 5th ed. Shanghai: Shanghai Foreign Language Education Press, 2007.)

Globalization and Intercultural Business Communication

More than Two million North Americans work for foreign employers, and the number of foreign companies which have built plants in the U.S., EU, China, and other countries is increasing. Evidence shows that the world is becoming more globalized as we can see there are increasing numbers of multinational companies around the world such as Coca-Cola, McDonald's, Sony, and Honda, etc. The new economic bonanza is apparent in the universal appreciation of food such as sushi,

fashion such as jeans, and music such as U.S. jazz and rock (Chaney & Martin, 2002).

Because of the global boom, more and more business will involve international activities which was called globalization. With the increasing number of multinational corporations and the internationalization of the economy, the globalization of the world economy is being a general trend. Intercultural business communication continues to become more and more important, therefore, it is imperative that managers, both present and future, be sensitive to differences in intercultural business communication and require the ability to communicate across cultures.

The International Monetary Fund defines **globalization** as the growing economic interdependence of countries worldwide through increasing volume and variety of cross-border transactions in rapid and services and of international capital flows, and also through the more rapid and widespread diffusion of technology. In simple words, business globalization is the ability of a corporation to take a product and market it in the entire civilized world. For better or for worse, it has changed the way the world does business. Though still in its early stages, it is all but unstoppable. The challenge that businesses and individuals face is learning how to live with it, manage it, and take advantage of the benefits it offers.

The globalization of economies has created a confluence of cultures when it comes to business practices. In a number of important respects, the increased globalization of the world's major economies such as the United States, the European Union, Japan and China is beginning to elicit demands for more uniform and organized business practices — in other words, a global standard for such corporate practices as ethics, governance and accounting. The dramatic rise in cross-border capital flow and international investment has created a sense urgency to reach such global standards. The information revolution and the Internet, along with improvements in telecommunications technology, has facilitated cross-border discussion on these issues as well.

Globalization of national economies and business has had a great impact on capital, technology and trade flows but it has also had a major impact on national values, thought processes and the actions of people, organizations and institutions. The American fast food giant, McDonald's, is a dramatic example of how a company that does business around the globe can have an impact on local cultural traditions that seem

totally unrelated to their main product — fast food. The company is also a prime example of how a company can think globally and act locally. In many countries — at least among the younger generations — McDonald's is considered a local company. In these countries, McDonald's has been absorbed into the local communities and become assimilated. It is no longer thought of as a foreign restaurant — and in many ways it no longer functions as one. The company is about more than the globalization of hamburgers — it is about altering culture.

Why is intercultural knowledge and understanding so important? The American statesman and inventor Benjamin Franklin wrote that time is money. Globe-trotting businesspeople would add that being aware of cultural differences and sensitivities is money, too. Failing to grasp the subtleties that lie beyond such public cultural displays like greeting rituals and seating arrangements can make the difference between a truly successful international business transaction and one that fails to connect. Culture affects the most basic forms of personal and business interaction from decision making to management style. National culture, in turn, determines corporate culture, affecting a firm's internal structure, its marketing behavior and its view of foreign business partners and contracts. The business world is littered with "international" projects that failed to overcome cultural barriers (Mitchell, 1999).

Understanding Culture

There are hundreds of definitions of culture. It is difficult to define because it is a large and inclusive concept. "Everything you need to know in life to get along in a society" is not as useful a definition, however, as one that focuses on what culture's characteristics are. Culture involves learned and shared behaviors, norms, values, and material objects. It also encompasses what humans create to express values, attitudes, and norms. A culture is not usually discussed by the members who share it. Edward Hall (1966), a key researcher into culture, wrote

Culture [is] those deep, common, unstated experiences which members of a given culture share, which they communicate without knowing, and which form the backdrop against which all other events are judged.

Culture is like the water fish swim in — a reality that is taken for granted,

rarely examined. It is in the air we breathe and as necessary to our understanding of who we are as air is to our physical life. Culture is the property of a community of people, not simply a characteristics of individuals. Societies are programmed by culture and that programming comes from similar life experiences and similar interpretations of what those experiences mean. If culture is mental programming, it is also a mental map of reality. It tells us from early childhood what matters, what to prefer, what to avoid, and what to do. Culture also tells us what ought to be. It gives us assumptions about the ideal beyond what individuals may experience. It helps us in setting priorities. It establishes codes for behavior and provides justification and legitimization for this behavior. Linda Beamer and Iris Varner (2001) defined culture:

Culture is the coherent, learned, shared view of a group of people about life's concerns that ranks what is import, furnishes, attitudes about what things are appropriate, and dictates behavior.

Charles Mitchell (1999) gives a more formal and common definition:

culture is a set of learned core values, beliefs, standards, knowledge, morals, laws, and behaviors shared by individuals and societies that determines how an individual acts, feels and view oneself and others.

A society's culture is passed from generation to generation, and aspects such as language, religion, customs and laws are interrelated — that is, a society's view of authority, morals and ethics will eventually manifest itself in how an individual does business, negotiates a contract or deals with a potential business relationship. Understanding the cultural context and mindset of a potential foreign business partner or competitor can help in developing sound strategy for negotiations and deal-making. What once seemed mysterious may become more predictable — and can ultimately be used to your advantage.

Characteristics of Culture

Culture Is Coherent

Each culture, past or present, is coherent and complete within itself — an entire view of the universe. Edward Tylor, the pioneer researcher into the study

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