

**МИНИСТЕРСТВО ТРАНСПОРТА
РОССИЙСКОЙ ФЕДЕРАЦИИ**

**ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ БЮДЖЕТНОЕ
ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ ВЫСШЕГО
ОБРАЗОВАНИЯ
«РОССИЙСКИЙ УНИВЕРСИТЕТ ТРАНСПОРТА
(МИИТ)»**

Институт экономики и финансов

Кафедра «Лингвистика»

М.И. Богомолва

**Межкультурная коммуникация
в сфере бизнеса**

Практикум

МОСКВА - 2017

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**Практикум на английском языке
для студентов-бакалавров
направления «Лингвистика»**

МОСКВА - 2017

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Настоящий практикум предназначен для студентов-бакалавров направления «Лингвистика».

Цель практикума – ознакомление студентов-бакалавров с культурными особенностями стран мира, знакомство с проблематикой деловой межкультурной коммуникации и стилями делового общения; формирование навыков понимания, извлечения, обработки и воспроизведения информации по данной тематике на английском языке.

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WESTERN EUROPE

1. UK

FACTS AND STATISTICS

Capital: London

Nationality: English, Irish, Scottish or Welsh (or just British which covers all of them)

Ethnic Make-Up: white 87.2%, black/African/Caribbean/black British 3%, Asian British: Indian 2.3%, Asian/Asian British: Pakistani 1.9%, mixed 2%, other 3.7% (2011 census)

Climate: Temperate; moderated by prevailing southwest winds over the North Atlantic Current; more than one-half of the days are overcast.

Currency: Pound Sterling, known as the Pound or Great British Pound (GBP)

Government: parliamentary constitutional monarchy

Language

English is the main language spoken by approximately 98% of the population in the UK with numerous dialects. Accents can vary tremendously from south to north, even occasionally confusing Brits themselves.

There are some regional language speakers including Scottish Gaelic, Irish Gaelic and Welsh. The latter is one of the most widely spoken regional languages.

As a multi-national country, the UK has a number of other languages spoken across the country. The second most spoken, non-native

language in the UK is Polish. The next commonly spoken languages come from India and Pakistan: Punjabi, Bengali and Gujarati. These are followed by Arabic, Chinese, Portuguese and French.

BRITISH CULTURE & SOCIETY

Religion & Beliefs

The official state-sanctioned religion in the UK is the Church of England which is of the Christian Protestant faith. However, there has been a huge decline in the role of the Church in Britain since the middle of the last Century with less than half the population attending Church services or believing in God.

Whilst Christianity is the dominant religion in the UK, minority religions include Islam, Hinduism, Sikhism, Judaism and Buddhism.

Major Celebrations/Secular Celebrations

Major celebrations in the UK calendar include: Christmas Day (25th December), Boxing Day (26th December), New Year's Day, Good Friday, Easter Sunday, the Queen's Birthday on the second Saturday in June.

Other celebrations are known as Bank Holidays: May Day, celebrated on 1st May, the Spring Bank Holiday on the last weekend of May and the Summer Bank Holiday on the last weekend of August. Bank Holidays take place at the weekend with most other businesses and institutions closed on the following Monday.

Social Stratification

Historically, a class system has operated in the UK with the 'Upper Class' and 'Aristocracy' at the top of the pecking order. These are high ranking nobility who hold hereditary titles, wealth and privilege.

The next strata are known as the ‘middle class’ and the ‘working class’.

Traditionally the working classes defined themselves as hard working and with no social privilege, born into a family dependent upon unskilled labour. Historically, the working classes were unlikely to have access to higher education.

Those who affiliate to the middle classes have been viewed as ‘white collar’ workers living in privately owned suburban homes and to have access to higher education.

However, in the past few decades, people from varied backgrounds have had greater access to higher education and business opportunities which is levelling wealth distribution and allowing for upward mobility. Hence the middle class and the working class at have become more homogeneous although there is still very much an elite and privileged class in Britain.

SOCIAL CUSTOMS & ETIQUETTE

Naming conventions

In the UK, the first name is also known as ‘the Christian name’, although this has little to do with religion today. This is traditionally followed by a middle name and then the family name which in the UK is known as the surname.

In previous centuries children tended to be named after a member of the family or a religious figure. Catholic families, in particular, tend to name their children after saints.

In modern times, children are often given names that are liked by the parents and which have no particular significance regarding family or religion. Some children are named after famous football stars, singers or film actors.

Traditionally when couples marry the woman takes her husband's name as her surname but some couple now choose to amalgamate their names which is referred to as a double-barrelled name.

Meeting & Greeting

Although the British may appear on the surface to be reserved and perhaps even aloof, they are in fact friendly people and welcoming to foreign visitors.

The etiquette when greeting is to shake hands with all those present, even children.

At social or business meetings, it is polite to also shake hands upon leaving. Hand-shakes should not be too hearty, just a light friendly touch.

Last names should be used with the appropriate title unless specifically invited to use the first name.

Communication style

The British have an interesting mix of communication styles encompassing both understatement and direct communication.

Many older businesspeople or those from the 'upper class' rely heavily upon formal use of established protocol.

Most British are masters of understatement and do not use effusive language. If anything, they have a marked tendency to use 'qualifiers' such as 'perhaps', 'possibly' or 'it could be'.

When communicating with people they see as equal to themselves in rank or class, the British are direct, but modest. If communicating with someone they know well, their style may be more informal, although they will still be reserved.

Written communication follows strict rules of protocol. How a letter is closed varies depending upon how well the writer knows the recipient.

Written communication is always addressed using the person's title and their surname. First names are not generally used in written communication, unless you know the person well.

E-mail is now much more widespread, however the communication style remains more formal, at least initially, than in many other countries. Most British will not use slang or abbreviations and will think negatively if your communication appears overly familiar.

Gift Giving

It is customary to take a small gift for the host if invited to their home. This is usually either a bottle of wine, flowers or chocolates. Some people may send flowers in advance of a dinner party but it is equally acceptable to take them on the day. Gifts are opened on receipt.

It is not usual for gifts to be exchanged in a business setting.

Dining & Food

Table manners are Continental, i.e. the fork is held in the left hand and the knife in the right while eating.

The fork is held tines down so food is scooped on to the back of the fork. This is a skill that takes time to master.

Remain standing until invited to sit down. You may be shown to a particular seat.

Do not rest your elbows on the table.

If you have not finished eating, cross your knife and fork on your plate with the fork over the knife.

Indicate you have finished eating by laying your knife and fork together at the clock position of 6.30.

Toasts are given at formal meals when the host will raise a glass (usually wine but a soft drink is acceptable) and will invite the guests to commemorate a person or event. The guests then raise their glass and repeat the toast before taking a sip of their drink.

When in a pub, it is common practice to pay for a round of drinks for everyone in your group.

If invited to a meal at a restaurant, the person extending the invitation usually pays. It is important to arrive on time. Do not argue about the check; simply reciprocate at a later time.

Do not wave your hand or call out to summons a waiter if in a restaurant.

Visiting a home

Unlike many European cultures, the British enjoy entertaining people in their homes.

Although the British value punctuality, you may arrive 10-15 minutes later than invited to dinner.

It is not always required to remove your shoes when entering a British home, but it is recommended that you ask upon entry whether or not shoes can be worn.

Taboos

- Do not rest your elbows on the table.
- Do not stare.
- Do not be overly familiar with people you do not know well.

- Do not ask personal questions such as how much someone earns, who they voted for etc.
- Do not speak too loudly or cut into a conversation.

BUSINESS CULTURE & PRACTICE

What to wear?

Although the rules on business wear have changed in the last decade and some professions are less formal, more conservative businesses still expect men to wear a suit and tie and women to dress smartly.

This may involve a smart, unfussy dress and shoes but it is also acceptable for women to wear trousers, a smart blouse and jacket.

Titles

In addition to formal professional titles, (such as doctor or professor), it is polite to refer to men with 'Mr' and women as 'Mrs' (if married) or 'Miss' (if unmarried).

Formal titles should be used in business unless otherwise stated.

Business cards

These are usually given at the end of a meeting.

There is no ceremony as to business card giving in the UK.

Do not be surprised if someone writes on your business card.

Meetings

Meetings always have a clearly defined purpose, which may include an agenda.

There will be a brief amount of small talk before getting down to the business at hand

If you make a presentation, avoid making exaggerated claims. Make brief eye contact with the team members to encourage a feeling of inclusion.

Make certain your presentation and any materials provided appear professional and well thought out.

Be prepared to back up your claims with facts and figures. The British rely on facts, rather than emotions, to make decisions.

Maintain a few feet of personal space.

Always be on time to a meeting if not a bit early.

If you have hosted the meeting then you should send an email summarizing what was decided and the next steps to be taken.

Negotiating

Major decisions are made from the top and will be passed down the chain of management.

Any hard selling or confrontation is ill-advised.

Management

The style of management in the UK has been changing over the past few decades from what may be perceived to be stuffy, conservative values to a more open and progressive approach recognising the significant role played by the employees.

Where meetings are concerned, it is important to treat all people with respect and deference and that time should not be wasted.

Always arrive promptly prepared for the discussions on the content of the business at hand.

Although some organisations will appear to be hierarchical people within the company, whatever their position, play an important role in the decision-making process for the greater good of the company.

Employees expect to be consulted on issues that affect their working environment and morale.

Exercise 1.

Answer the following questions:

1. What is the name of the currency in the UK?
2. What is the most commonly spoken non-native language spoken in the UK?
3. What is the major holiday in the UK that falls on December 25th?
4. What does it mean when the host of a celebratory gathering proposes a toast?
5. At what position of the clock should the knife and fork be placed when a dinner guest has finished their meal?
6. How do people in the UK greet one another?
7. What is the name of the UK flag?

Exercise 2.

The following case is set in the UK. What in your opinion would be the best solution to the situation? What would you advise Sally to do?

Over a period of about five years Sally, who is a manager within a private sector organization, has seen her team change in cultural composition. From what was once a white team, staffed predominantly by white staff, the team now includes four black staff, out of a total of 15 people.

The black staff participates in team meetings, but they are not heard equally. For example, on a number of occasions their suggestions have been ignored.

A few incidents have occurred. Some “lighthearted” jokes have been directed at one of the black staff about what they have brought in for their lunch, and comments made about the smell of the food; some of the language used by white colleagues has been subtly, and sometimes not so subtly, objected to by black staff.

The use of the term “colored” about clients raised the black staff's objection that the term “colored” had been imposed on them in the past, defining them in a subordinate and oppressive relationship. They also pointed out that black people have now adopted the term “black”, thereby asserting the element of choice born of independent status. The white staff's view was that the black staff were being “oversensitive”, and that the objections which have been made to the use of language should not be taken seriously. The behavior of the white staff remained unchanged. Two black members of the staff approached the manager and asked if a black workers' group could be set up.

Suggested answer:

The manager needs to take some action. The formation of the group would provide the black workers with a forum where they could meet, and her support for it would send a signal to the white workers. The danger of forming the group is that the communication between the groups might polarize, and get even worse.

Further action might include:

- getting feedback from the white workers to find out why they are behaving as they are;
- making sure that all the staff understand the reasons for the formation of the group;
- encouraging staff to challenge discriminatory remarks or actions;
- offering training to all staff.

2. FRANCE

FACTS AND STATISTICS

Capital: Paris

Climate: generally cool winters and mild summers, but mild winters and hot summers along

the Mediterranean; occasional strong, cold, dry, north-to-northwesterly wind known as mistral

Ethnic Make-up: Celtic and Latin with Teutonic, Slavic, North African, Indochinese, Basque minorities

Religions: Roman Catholic 83%-88%, Protestant 2%, Jewish 1%, Muslim 5%-10%

Government: republic

Language

French, the official language, is the first language of 88% of the population.

Most of those who speak minority languages also speak French, as the minority languages are given no legal recognition. 3% of the population speak German dialects, predominantly in the eastern provinces of Alsace-Lorraine and Moselle.

Flemish is spoken by around 90,000 people in the northeast, which is 0.2% of the French population. Around 1m people near the Italian border, roughly 1.7% of the population, speaks Italian. Basque is spoken by 0.1% and mainly along the French-Spanish border.

Catalan dialects are spoken in the French Pyrenees by around 260,000 people or 0.4% of the French population.

The Celtic language, Breton, is spoken by 1.2% and mainly in the north west of France. These three languages have no official status within France.

In the South of France, over 7m speak Occitan dialects, representing 12% of the population of France, but these dialects have no official status. Nor too does Corsu, the dialect of the island of Corsica that is closely related to Tuscan and is spoken by 0.3%.

Arabic, the third largest minority language, is spoken by around 1.7% of the population throughout the country. Other immigrant languages from the former French colonies include Kabyle and Antillean Creole

FRENCH SOCIETY & CULTURE

Cuisine

Food is one of the great passions of the French people.

French cooking is highly refined and involves careful preparation, attention to detail, and the use of fresh ingredients.

It varies by region and is heavily influenced by what is grown locally.

French Family Values

The family is the social adhesive of the country and each member has certain duties and responsibilities.

The extended family provides both emotional and financial support.

Despite their reputation as romantics, the French have a practical approach towards marriage.

Families have few children, but parents take their role as guardians and providers very seriously.

Relationships - Public vs. Private

The French are private people and have different rules of behaviour for people within their social circle and those who are not.

Although the French are generally polite in all dealings, it is only with their close friends and family that they are free to be themselves.

Friendship brings with it a set of roles and responsibilities, including being available should you be needed. Friendship involves frequent, if not daily, contact.

ETIQUETTE & CUSTOMS

Meeting Etiquette

The handshake is a common form of greeting.

Friends may greet each other by lightly kissing on the cheeks, once on the left cheek and once on the right cheek.

First names are reserved for family and close friends. Wait until invited before using someone's first name.

You are expected to say 'bonjour' or 'bonsoir' (good morning and good evening) with the honorific title Monsieur or Madame when entering a shop and 'au revoir' (good-bye) when leaving.

If you live in an apartment building, it is polite to greet your neighbours with the same appellation.

Gift Giving Etiquette

Flowers should be given in odd numbers but not 13, which is considered unlucky.

Some older French retain old-style prohibitions against receiving certain flowers: White lilies or chrysanthemums as they are used at funerals; red carnations as they symbolize bad will; any white flowers as they are used at weddings.

Prohibitions about flowers are not generally followed by the young. When in doubt, it is always best to err on the side of conservatism.

If you give wine, make sure it is of the highest quality you can afford. The French appreciate their wines.

Gifts are usually opened when received.

Dining Etiquette

If you are invited to a French house for dinner:

Arrive on time. Under no circumstances should you arrive more than 10 minutes later than invited without telephoning to explain you have been detained.

The further south you go in the country, the more flexible time is.

If invited to a large dinner party, especially in Paris, send flowers the morning of the occasion so that they may be displayed that evening.

Dress well. The French are fashion conscious and their version of casual is not as relaxed as in many western countries.

Table manners

Table manners are Continental -- the fork is held in the left hand and the knife in the right while eating.

If there is a seating plan, you may be directed to a particular seat.

Do not begin eating until the hostess says 'bon appetit'.

If you have not finished eating, cross your knife and fork on your plate with the fork over the knife.

Do not rest your elbows on the table, although your hands should be visible and not in your lap.

Finish everything on your plate.

Do not cut salad with a knife and fork. Fold the lettuce on to your fork.

Peel and slice fruit before eating it.

Leave your wine glass nearly full if you do not want more.

BUSINESS CULTURE & PRACTICE

Relationships & Communication

French business behaviour emphasizes courtesy and a degree of formality.

Mutual trust and respect is required to get things done. Trust is earned through proper behaviour.

Creating a wide network of close personal business alliances is very important.

If you do not speak French, an apology for not knowing their language may aid in developing a relationship. It is always a good idea to learn a few key phrases, since it demonstrates an interest in a long-term relationship.

The way a French person communicates is often predicated by their social status, education level, and which part of the country they were raised.

In business, the French often appear extremely direct because they are not afraid of asking probing questions.

Written communication is formal. Secretaries often schedule meetings and may be used to relay information from your French business colleagues.

Business Meetings Etiquette

Appointments are necessary and should be made at least 2 weeks in advance.

Appointments may be made in writing or by telephone and, depending upon the level of the person you are meeting, are often handled by the secretary.

Do not try to schedule meetings during July or August, as this is a common vacation period.

If you expect to be delayed, telephone immediately and offer an explanation.

Meetings are to discuss issues, not to make decisions.

Avoid exaggerated claims, as the French do not appreciate hyperbole.

Business Negotiation

French business emphasizes courtesy and a fair degree of formality.

Wait to be told where to sit.

Maintain direct eye contact while speaking.

Business is conducted slowly. You will have to be patient and not appear ruffled by the strict adherence to protocol.

Avoid confrontational behaviour or high-pressure tactics. It can be counterproductive.

The French will carefully analyse every detail of a proposal, regardless of how minute.

Business is hierarchical. Decisions are generally made at the top of the company.

The French are often impressed with good debating skills that demonstrate an intellectual grasp of the situation and all the ramifications.

Never attempt to be overly friendly. The French generally compartmentalize their business and personal lives.

Discussions may be heated and intense.

High-pressure sales tactics should be avoided. The French are more receptive to a low-key, logical presentation that explains the advantages of a proposal in full.

When an agreement is reached, the French may insist it be formalized in an extremely comprehensive, precisely worded contract.

Dress Etiquette

Business dress is understated and stylish.

Men should wear dark-coloured, conservative business suits for the initial meeting. How you dress later is largely dependent upon the personality of the company with which you are conducting business.

Women should wear either business suits or elegant dresses in soft colours.

The French like the finer things in life, so wear good quality accessories.

Business Cards

Business cards are exchanged after the initial introductions without formal ritual.

Have the other side of your business card translated into French. Although not a business necessity, it demonstrates an attention to detail that will be appreciated.

Include any advanced academic degrees on your business card.

French business cards are often a bit larger than in many other countries.

Exercise 1.

Imagine that you are experienced international businessman going to France. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Read the text below and discuss what you think caused the problem or misunderstanding. Present your interpretation of the case to see if the rest of the class agrees with it. Could these situations cause conflict or misunderstanding in your country?

Jim Turner was attending a conference in Lyons. This was not his first trip to France, and he was pleased some of the French colleagues he'd met previously remembered him. One evening they invited him along for dinner and began joking about the quality of the food. That surprised him. He thought the food was really rather good and said so, expecting the discussion to continue. But to his great discomfort, they then made some joke about 'food and Americans' and changed the subject. He felt somewhat excluded and didn't know what he'd done wrong.

Exercise 3.

Read the following case and think over the reasons why it has happened:

Jenny Rains had been assigned to the Paris office of his company. As a graduate in French and someone with a lot of admiration for all things French she was very excited. Upon arriving at the new office Jenny was looking forward to meeting all his new colleagues and

getting to know them. While waiting for a meeting to begin she decided to initiate some conversation with another member of staff present, Mr Le Blanc. She introduced herself as Madame Rains and went on to enquire as to whether Mr Le Blanc was married and had children. Monsieur Le Blanc seemed distant and unapproachable.

Why?

- Introducing oneself as Monsieur/Madame if you are a foreigner is considered arrogant in France.
- As a new member of staff, Jenny should have waited for Mr. Le Blanc to approach her.
- Asking personal questions in France is considered intrusive.
- Chatting before meetings is not considered proper business conduct.

3. GERMANY

FACTS AND STATISTICS

Capital: Berlin

Climate: temperate and marine; cool, cloudy, wet winters and summers; occasional warm

mountain wind

Ethnic Make-up: German 91.5%, Turkish 2.4%, other 6.1% (made up largely of Greek, Italian, Polish,

Russian, Serbo-Croatian, Spanish)

Religions: Protestant 34%, Roman Catholic 34%, Muslim 3.7%, unaffiliated or other 28.3%

Government: federal republic

Language

The official language of Germany is German, with over 95% of the population speaking German as their first language. Minority languages include Sorbian, spoken by 0.09% in the east of Germany; North and West Frisian, spoken around the Rhine estuary by around 10,000 people, or 0.01%, who also speak German.

Danish is spoken by 0.06%, mainly in the area along the Danish border. Romani, an indigenous language is spoken by around 0.08%.

Immigrant languages include Turkish, which is spoken by around 1.8%, and Kurdish, by 0.3%.

GERMAN CULTURE & SOCIETY

A Planning Culture

In many respects, Germans can be considered the masters of planning.

This is a culture that prizes forward thinking and knowing what they will be doing at a specific time on a specific day.

Careful planning, in one's business and personal life, provides a sense of security.

Rules and regulations allow people to know what is expected and plan their life accordingly.

Once the proper way to perform a task is discovered, there is no need to think of doing it any other way.

Germans believe that maintaining clear lines of demarcation between people, places, and things is the surest way to lead a structured and ordered life.

Work and personal lives are rigidly divided.

There is a proper time for every activity. When the business day ends, you are expected to leave the office. If you must remain after normal closing, it indicates that you did not plan your day properly.

The German Home

Germans take great pride in their homes.

They are kept neat and tidy at all times, with everything in its appointed place.

In a culture where most communication is rather formal, the home is the place where one can relax and allow your individualism to shine.

Only close friends and relatives are invited into the sanctity of the house, so it is the one place where more informal communication may occur.

There are many unwritten rules surrounding the outward maintenance of one's home.

It is imperative that common areas such as sidewalks, pavements, corridors (in apartments), and steps be kept clean at all times.

ETIQUETTE & CUSTOMS

Personal titles

Titles are very important to Germans. Do your best to address people by their full, correct title, no matter how extraordinarily long that title may seem to foreigners. This is also true when addressing a letter.

First names are reserved for family members and close friends. In German business culture, it is not uncommon for colleagues who have worked together for years not to call each other by their first names.

Until you know otherwise, or have developed a personal relationship, it is very important to refer to your German colleague with his or her title (respectively, Herr and Frau for Mr. and Mrs.) plus the last name (do not use the first name until you have established a friendship). If someone is introduced to you with an additional title (e.g., Dr.), use it. This is a formal culture until people get to know each other.

Mr. = Herr (i.e. Herr Muller)

Mrs. (or Ms.) = Frau (i.e. Frau Muller)

Dr. (male) = Herr Doctor (i.e. Herr Doctor Muller)

Dr. (female) = Frau Doctor (i.e. Frau Doctor Muller)

If speaking German to your counterparts, use the formal version of you (“Sie”), unless someone specifically invites you to use the informal “Du” form. It is usually best to let your German counterpart take the initiative of proposing the informal form of address (this implies readiness to develop a personal relationship).

Meeting Etiquette

Greetings are formal.

A quick, firm handshake is the traditional greeting.

Titles are very important and denote respect. Use a person's title and their surname until invited to use their first name. You should say Herr or Frau and the person's title and their surname.

In general, wait for your host or hostess to introduce you to a group.

When entering a room, shake hands with everyone individually, including children.

Gift Giving Etiquette

If you are invited to a German's house, bring a gift such as chocolates or flowers.

Yellow roses or tea roses are always well received.

Do not give red roses as they symbolize romantic intentions.

Do not give carnations as they symbolize mourning.

Do not give lilies or chrysanthemums as they are used at funerals.

If you bring wine, it should be imported, French or Italian. Giving German wines is viewed as meaning you do not think the host will serve a good quality wine.

Gifts are usually opened when received.

Dining Etiquette

If you are invited to a German's house:

Arrive on time as punctuality indicates proper planning. Never arrive early.

Never arrive more than 15 minutes later than invited without telephoning to explain you have been detained.

Send a handwritten thank you note the following day to thank your hostess for her hospitality.

Table manners

Remain standing until invited to sit down. You may be shown to a particular seat.

Table manners are Continental -- the fork is held in the left hand and the knife in the right while eating.

Do not begin eating until the hostess starts or someone says 'guten appetit' (good appetite).

At a large dinner party, wait for the hostess to place her napkin in her lap before doing so yourself.

Do not rest your elbows on the table.

Do not cut lettuce in a salad. Fold it using your knife and fork.

Cut as much of your food with your fork as possible, since this compliments the cook by indicating the food is tender.

Finish everything on your plate.

Rolls should be broken apart by hand.

Indicate you have finished eating by laying your knife and fork parallel across the right side of your plate, with the fork over the knife.

The host gives the first toast.

An honoured guest should return the toast later in the meal.

The most common toast with wine is 'Zum Wohl!' ('good health').

The most common toast with beer is 'Prost!' ('good health').

BUSINESS CULTURE & PRACTICE

Relationships & Communications

Germans do not need a personal relationship in order to do business.

They will be interested in your academic credentials and the amount of time your company has been in business.

Germans display great deference to people in authority, so it is imperative that they understand your level relative to their own.

Germans do not have an open-door policy. People often work with their office door closed. Knock and wait to be invited in before entering.

German communication is formal.

Following the established protocol is critical to building and maintaining business relationships.

As a group, Germans are suspicious of hyperbole, promises that sound too good to be true, or displays of emotion.

Germans will be direct to the point of bluntness.

Expect a great deal of written communication, both to back up decisions and to maintain a record of decisions and discussions.

Business Meeting Etiquette

Appointments are mandatory and should be made 1 to 2 weeks in advance.

Letters should be addressed to the top person in the functional area, including the person's name as well as their proper business title.

If you write to schedule an appointment, the letter should be written in German.

Punctuality is taken extremely seriously. If you expect to be delayed, telephone immediately and offer an explanation. It is extremely rude to cancel a meeting at the last minute and it could jeopardize your business relationship.

Meetings are generally formal.

Initial meetings are used to get to know each other. They allow your German colleagues to determine if you are trustworthy.

Meetings adhere to strict agendas, including starting and ending times.

Maintain direct eye contact while speaking.

Although English may be spoken, it is a good idea to hire an interpreter so as to avoid any misunderstandings.

At the end of a meeting, some Germans signal their approval by rapping their knuckles on the tabletop.

There is a strict protocol to follow when entering a room:

The eldest or highest ranking person enters the room first.

Men enter before women, if their age and status are roughly equivalent.

Business Negotiation

Do not sit until invited and told where to sit. There is a rigid protocol to be followed.

Meetings adhere to strict agendas, including starting and ending times.

Treat the process with the formality that it deserves.

Germany is heavily regulated and extremely bureaucratic.

Germans prefer to get down to business and only engage in the briefest of small talk. They will be interested in your credentials.

Make sure your printed material is available in both English and German.

Contracts are strictly followed.

You must be patient and not appear ruffled by the strict adherence to protocol. Germans are detail- oriented and want to understand every innuendo before coming to an agreement.

Business is hierarchical. Decision-making is held at the top of the company.

Final decisions are translated into rigorous, comprehensive action steps that you can expect will be carried out to the letter.

Avoid confrontational behaviour or high- pressure tactics. It can be counterproductive.

Once a decision is made, it will not be changed.

Dress Etiquette

Business dress is understated, formal and conservative.

Men should wear dark coloured, conservative business suits.

Women should wear either business suits or conservative dresses.

Do not wear ostentatious jewellery or accessories.

Exercise 1.

Imagine that you are experienced international businessman going to Germany. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Decide whether the statements true or false:

- When engaging in business negotiations in Germany, it is a good idea to avoid any last-minute changes.
- Germans pay much more attention to the underlying ideas and intentions of a presentation than to the details of what is being shown.
- In Germany, even if a boss is wrong on an issue, people will hesitate to speak up, because Germans tend to be obedient.

WESTERN EUROPE

4. CZECH REPUBLIC

FACTS AND STATISTICS

Capital: Prague

Ethnic Make-up: Czech 81.2%, Moravian 13.2%, Slovak 3.1%, Polish 0.6%, German 0.5%, Silesian 0.4%, Roma 0.3%, Hungarian 0.2%, other 0.5% (1991)

Religions: Roman Catholic 39.2%, Protestant 4.6%, Orthodox 3%, other 13.4%, atheist 39.8%

Language

95% of the population speak Czech. 3% of the population speak Slovak, which is closely related to Czech. 2% of the population speak Czech but are also mother tongue speakers of German, Hungarian, Romani and Polish.

CZECH CULTURE & SOCIETY

The Family

The family is the centre of the social structure.

Obligation to the family is a person's first priority.

Practicality

Czechs prize forward thinking, logical, practical, and efficient.

Careful planning, in both one's business and personal life, provides a sense of security.

Rules and regulations allow people to know what is expected and to plan their life accordingly.

Privacy

Czechs are private people until they get to know you.

They are formal and reserved.

Once you develop a personal relationship Czechs open up a bit, but they are never overly emotional.

Although always polite, they seldom move to a first-name basis with people outside their extended family or very close friends.

Czechs tend not to acknowledge people whom they do not know as they walk along the street or ride the train.

ETIQUETTE & CUSTOMS

Meeting and Greeting

Initial greetings are formal and reserved.

Most greetings include a handshake, direct eye contact, and the appropriate greeting for the time of day.

Wait to be invited before using someone's first name or an informal greeting, as these are all signs of friendship.

The offer to move to the informal is generally offered by the woman, the older person, or the person of higher status.

Moving to the informal without an invitation insults the person and may be viewed as an attempt to humiliate them.

Giving and Accepting Gifts

If you are invited to dinner, bring a box of good quality chocolates, or flowers to the hostess or a bottle of wine or good brandy to the host.

In general, you should be cautious about giving flowers, since people over the age of 35 often see flowers as having a romantic connotation.

If you give flowers, give an odd number, but not 13, which is considered unlucky.

Do not give calla lilies as they are used at funerals.

Gifts are usually opened when received.

Dining Etiquette

If you are visiting a Czech's house:

Arrive on time.

Remove your shoes..

Expect to be treated with great honour and respect.

Dress modestly and well.

Do not discuss business. Czechs separate their business and personal lives.

Table manners are rather formal in Czech Republic.

Remain standing until invited to sit down. You may be shown to a particular seat.

Table manners are Continental -- the fork is held in the left hand and the knife in the right while eating.

Do not begin eating until the hostess starts.

Unless the meal is formal, the napkin remains folded next to the plate. At formal meals, the napkin is unfolded and put on your lap.

The oldest woman or honoured guest is generally served first.

Always refuse second helpings the first time they are offered. Wait for the hostess to insist.

Compliment the meal while you are eating. This allows the hostess to discuss the food and the preparation.

Indicate you have finished eating by laying your knife and fork parallel across the right side of your plate.

BUSINESS CULTURE & PRACTICE

Business Meetings

Appointments are mandatory and should be made in advance.

Letters should be addressed to the company rather than a specific person. This prevents a letter from being held up if the person it is addressed to is away from the office.

Do not try to schedule meetings on Friday afternoon as many Czechs leave for their country cottages after lunch.

Many businesses close during August.

Punctuality for meetings is taken extremely seriously.

Initial meetings are scheduled to get to know each other and to see if your Czech associates believe that you are trustworthy. The first meeting may be with a gatekeeper rather than the actual decision maker.

Expect some small talk and getting-to-know-you conversation before business is discussed.

Maintain direct eye contact while speaking.

Do not remove your suit jacket unless the highest-ranking Czech does so.

Presentations should be accurate, detailed and thorough.

Have charts and figures to back up your claims.

Communication

Czechs are both formal and somewhat indirect in their communication.

They try not to purposely offend and will often go out of their way to protect someone's feelings.

Czechs are non-confrontational and often take an indirect approach to business dealings.

If they lower their eyes and become silent they are uncomfortable with something you have said.

Negotiating

It will take several meetings for your Czech business associates to become familiar with you and appear comfortable and . Politeness prevents many Czechs from giving an absolute 'no'. However, statements such as 'It is difficult' or 'We will see' are often negatives.

Business is conducted slowly. You will have to be patient and not appear ruffled by the strict adherence to protocol.

Business is hierarchical. Decision-making power is held at the top of the company. Decisions are reached slowly.

It may take several visits to reach a decision.

Avoid high-pressure tactics.

Czechs generally offer what they expect to get and do not often give counter-offers.

Exercise 1.

Imagine that you are experienced international businessman going to Czech Republic. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. What is the traditional vacation time in the Czech Republic?
2. How is the date written in the Czech Republic?

3. Many Czechs judge others by their family Status, individual achievements or job title?
4. How do Czechs prefer to be addressed?
5. When talking to Czech business associates is it appropriate to discuss business immediately?
6. In the Czech Republic, what is the most common time for a business meal?
7. What is the correct way to greet a Czech?

WESTERN EUROPE

5. FINLAND

FACTS AND STATISTICS

Capital: Helsinki

Climate: cold temperate; potentially subarctic but comparatively mild because of moderating influence of the North Atlantic Current, Baltic Sea, and more than 60,000 lakes

Ethnic Make-up: Finn 93%, Swede 6%, Sami 0.11%, Roma 0.12%, Tatar 0.02%

Religions: Evangelical Lutheran 89%, Russian Orthodox 1%, none 9%, other 1%

Government: republic

Language

Of the two official languages of Finland, Finnish is the first language spoken by 93% of the country's 5 million inhabitants. Finnish, unlike Scandinavian languages, is not Germanic but in a class of its own. Theoretically, it is related to Hungarian but in practice the two are not mutually comprehensible.

The other official language, Swedish, is spoken by around 6% of the population, most of whom live in the south west and are also speakers of Finnish. Sami is a minority language in Scandinavia that is spoken by around 2,000 people living in the north of Finland, which is 0.03% of the Finnish population.

FINNISH CULTURE & SOCIETY

Nordic but not Scandinavian

Finland along with Iceland is Nordic rather than Scandinavian.

This is reflected in their language which is not Germanic in origin.

While many social values are the same, there are subtle differences with Scandinavians.

Finnish Egalitarianism

Finland is an egalitarian society, which is reflected in their language, which employs gender-neutral words.

Finns are very modest and downplay their own accomplishments.

They view being humble and modest as virtues.

Finnish Behaviour

Finns believe there is a proper way to act in any circumstance and always expect courteous behaviour.

Talk in moderate tones and do not do anything to call attention to yourself.

Serial conversation is the rule - i.e. listen to the speaker, wait for them to finish and then reply. Interrupting is rude.

Fancy a Sauna?

The sauna has a special role in the domestic life of Finns.

It is an experience shared with family and friends.

Important business meetings may be followed by a sauna in which the conversation is continued on a more informal basis.

Saunas are found everywhere: At the end of calendar year 2002, there were 1,212,000 saunas in private apartments and another 800,000 in summer cottages and public swimming pools. This translates to more than 2,000,000 saunas for a population of 5.2 million.

ETIQUETTE & CUSTOMS

Finnish Meeting Etiquette

Greetings are formal, with a firm handshake, direct eye contact, and a smile.

It is common practice to repeat your first and surname while shaking hands.

When greeting a married couple, the wife should be greeted first.

Finnish Gift Giving Etiquette

If you are invited to a Finn's home, bring flowers, good quality chocolates or wine to the host.

Flowers should not be given in even numbers.

Do not give white or yellow flowers since they are used at funerals.

Do not give potted plants.

Gifts are opened when received.

Finnish Dining Etiquette

If you are invited to a Finn's home:

Arrive on time. Finns are punctual in both business and social situations.

Remove your outdoor shoes before entering the house.

Contact the hostess ahead of time to see if she would like you to bring a dish.

Offer to help the hostess with the preparation or clearing up after a meal is served.

If you are invited for coffee and cake, there may be as many as 7 cakes to sample.

Do not discuss business.

Thank the hosts for the hospitality before saying good-bye to the other guests.

Table Manners

Wait to be told where to sit.

Table manners are Continental -- hold the fork in the left hand and the knife in the right while eating.

Always keep your hands visible when eating. Keep your wrists resting on the edge of the table.

Do not begin eating until the hostess invites you to start.

Bread and shrimp are the only foods eaten by hand. Even fruit is eaten with utensils.

Accept second helpings.

When passing salt and pepper shakers, put them on the table within the person's reach. Do not give them directly.

Men should keep their jacket on at meals unless the host removes his.

Finish everything on your plate. Finns do not appreciate waste.

When you have finished eating, place your knife and fork across your plate with the prongs facing down and the handles facing to the right.

BUSINESS CULTURE & PRACTICE

Relationships & Communication

Finns are transactional and do not need long-standing personal relationships in order to conduct business.

The basic business style is formal - i.e. there is relatively little small talk and Finns prefer people to speak succinctly and to focus purely on business.

Finns do not require face-to- face contact and, in fact, are quite comfortable using e- mail.

Finns are excellent time managers who prefer to organize their workday in order to accomplish as much as possible.

Finns are interested in long- term relationships.

Relationship building often takes place outside the office: in a restaurant or the sauna.

Never turn down an invitation to use the sauna, as it is an entrenched part of the Finnish culture.

Finns place a great value on speaking plainly and openly.

What someone says is accepted at face value and this is a culture where "a man's word is his bond" and will be treated as seriously as a written contract, so verbal commitments are considered agreements.

Finns are direct communicators. Expect your colleagues to tell you what they think rather than what you want to hear.

Professional differences are not viewed as personal attacks.

Business Meeting Etiquette

Appointments are necessary and should be made in advance by telephone, e- mail, or fax.

It is extremely difficult to meet with people without a formal appointment.

Do not schedule meetings between June and August as many Finns take vacation during the summer.

You should arrive at meetings on time or slightly early.

Telephone immediately if you will be detained more than 5 minutes. Being punctual is a sign of respect and efficiency.

Expect a bare minimum of small talk, if any, before getting into the business discussion.

Send an agenda before the meeting as well as the biographies of your team.

Meetings begin and end on time.

Avoid hype, exaggerated claims, or bells and whistles in your presentation.

Finnish seldom ask questions. The presenter is expected to make his/her case with sufficient detail that their Finnish colleagues do not need to ask questions.

There is no taboo on humour in the business environment.

Dress Etiquette

Business attire is stylish and conservative.

Men should wear dark coloured, conservative business suits.

Women should wear conservative business suits, trouser suits, or dresses.

Business Card Etiquette

Business cards are exchanged without formal ritual.

Present your business card so it is readable to the recipient.

Treat someone's business card with respect as it symbolizes the way you will treat them.

Exercise 1.

Answer the following questions:

1. What are the two official languages of Finland?
2. What hours do most Finnish businesses work?
3. Do Finns tend to be fairly quiet and unemotional in public?
4. Which subjects should you avoid talking to a Finn about?
5. Which gestures are considered to be rude in Finland?
6. Is it true that most Finns are quite unfashionable in their clothing tastes?
7. What is the principal religion in Finland?
8. When meeting with a Finnish family, who should you shake hands with first?
9. Is punctuality extremely important for business appointments and social occasions?

SOUTHERN EUROPE

6. GREECE

FACTS AND STATISTICS

Capital: Athens

Climate: mostly mountains with ranges extending into the sea as peninsulas or chains of islands

Ethnic Make-up: Greek 98%, other 2%

Religions: Greek Orthodox 98%, Muslim 1.3%, other 0.7%

Government: parliamentary republic; monarchy rejected by referendum 8 December 1974

The Greek Language

98% of the 10.6m population of Greece speaks Greek, which is the country's official language. The largest minority language is Macedonian, spoken by 1.8% of the population. Others include Albanian, spoken in the center and the south, Turkish, spoken by Muslim communities around the Aegean, and Arumanian and Bulgarian. None of these minority languages has official status.

GREEK CULTURE & SOCIETY

An Ancient Heritage

Greeks are proud of their cultural heritage and their contribution to world civilization.

A recent study found that Greeks' pride in being Greek surpassed the ethnic satisfaction of every other European nation.

Plays continue to be staged in the theatres where they were originally performed.

Greek literature includes poetry, drama, philosophy, history, as well as travelogues.

Religion in Greece

The Greek Orthodox Church is the national religion and is practiced by the majority of the population.

Religion is integral to life in Greece and is evidenced in the respect for hierarchy and view of the family as a single unit of strength.

Most holidays and festivals are religious in nature.

Younger people are not as devout church-goers as their parents and grandparents, yet most will still turn to the church to observe such important rituals such as weddings and funerals.

Easter is the major religious holiday and the celebration is more important to most Greeks than Christmas.

The Church plays a greater role in political, civic, and governmental affairs than in more secular countries.

Greek Family Values

The family is the basis of the social structure.

The family offers both financial and emotional support to its members.

The extended family is expected to help relatives in times of need, even to the point of assisting them to find employment.

Family relationships carry over into business. Nepotism is accepted

The wrongdoing of one family member brings dishonour to the entire family.

ETIQUETTE & CUSTOMS

Meeting Etiquette

Greeks are warm and hospitable.

When meeting someone for the first time, they shake hands firmly, smile, and maintain direct eye contact.

Good friends often embrace; they may also kiss each other on each cheek. Male friends often slap each other's arm at the shoulder.

Gift Giving Etiquette

In general, Greeks exchange gifts with family and friends for 'namedays' (birth date of the saint after whom they are named) and Christmas.

Some Greeks celebrate birthdays, but in general, celebrating namedays is more likely

Gifts need not be expensive. Since gifts are generally reciprocated, giving something of great value could put a burden on the recipient since they would feel obligated to give you something of equivalent value.

When invited to dinner at a Greek home, bring something small.

A floral arrangement may be sent in advance of the actual event.

Gifts should be wrapped.

Gifts are usually opened when received.

Dining Etiquette

If you are invited to a Greek home:

Arriving 30 minutes late is considered punctual!

Dress well. This demonstrates respect for your hosts.

Offer to help the hostess with the preparation or clearing up after a meal is served. Your offer may not be accepted, but it will be appreciated.

Expect to be treated like royalty!

Compliment the house.

Table manners

Remain standing until invited to sit down. You may be shown to a particular seat.

Table manners are Continental -- the fork is held in the left hand and the knife in the right while eating.

The oldest person is generally served first.

Do not begin eating until the hostess starts.

Keep your elbows off the table and your hands above the table when eating.

Accepting a second helping compliments the host.

Expect a great deal of discussion. Meals are a time for socializing.

It is considered polite to soak up gravy or sauce with a piece of bread.

People often share food from their plate.

Finish everything on your plate.

Put your napkin next to your plate when you have finished eating.

Indicate you have finished eating by laying your knife and fork parallel on your plate with the handles facing to the right.

The host gives the first toast.

An honoured guest should return the toast later in the meal.

The most common toast is "to your health", which is "stinygiasou" in informal situations and "eis igian sas" at formal functions.

BUSINESS CULTURE & PRACTICE

Relationships & Communication

Relationships are the linchpin of business dealings since Greeks prefer to do business with those they know and trust.

They maintain an intricate web of family and friends to call upon for business assistance since they can be confident of their trustworthiness.

Nepotism is not viewed negatively and it is very common for relatives to work for the same company.

Greeks prefer face-to-face meetings rather than doing business by telephone or in writing, which are seen as too impersonal.

It takes time to develop relationships: this can be done in the office, over extended lunches, dinners, and social outings.

Never say or do anything that can be construed as challenging the honour or integrity of a business colleague.

Under no circumstances should you publicly question someone's statements.

Greeks do not like people who are pretentious or standoffish.

Although business is relaxed, it is also serious. Acting informal before a relationship has developed is considered discourteous.

If your Greek business colleagues become quiet and withdrawn, you may have said or done something to upset them.

Business Meeting Etiquette

Appointments are necessary and should be made 1 to 2 weeks in advance, although it is often possible to schedule them on short notice.

Confirm meetings one day in advance by telephone.

Many businesspeople eat lunch between 1 and 3 p.m., so this is not the optimal time for a meeting.

Quite often it is not until the third meeting that business is actually conducted. During the first meeting your Greek business colleagues will want to get to know something about you as a person. The second meeting is used to develop trust and mutual respect. By the third meeting, business may begin.

Have printed material available in both English and Greek.

Meetings are often interrupted. Several people may speak at the same time.

Greeks will deviate from agendas. They view agendas as starting points for discussions and will then follow the discussion to the next logical place.

Although some business people speak English, it is a good idea to hire an interpreter.

Business Negotiation

Forming a personal relationship is critical to developing a successful business relationship.

Companies are hierarchical. Greeks respect age and position.

Business is conducted slowly. You will have to be patient and not appear ruffled.

Demonstrate how your product or service enhances your colleague's reputation.

Do not lose your temper or appear irritated during business discussions.

Greeks are skilled negotiators. They quite enjoy haggling.

Decision making is held at the top of the company.

Imposing a deadline on reaching a decision may end the negotiations.

Contracts are often quite simple since the personal relationship dictates that accommodations will be made on either side should the need arise.

Business Dress

Business dress is as in most of Europe.

Men should wear dark coloured, conservative business suits.

Women should wear either business suits or tasteful dresses, preferably in dark or subtle colours.

Business Cards

Business cards are exchanged without formal ritual.

Have one side of your business card translated into Greek.

Present your card so the Greek side faces the recipient.

Exercise 1.

Imagine that you are experienced international businessman going to Greece. Comment on customs, traditions and patterns of behavior of this country.

7. SPAIN

FACTS AND STATISTICS

Capital: Madrid

Flag: There are two red horizontal bands top and bottom of the flag with a wider (double the width) yellow band between them. The national coat of arms is displayed on the hoist side of the flag in the yellow band and represents the four tradition kingdoms of the country; going clockwise from the top left: Castile (represented by a castle), Leon (represented by a lion), Aragon (represented by red and yellow stripes) and Navarre (represented by linked chains). The Moorish kingdom of Granada is represented by a pomegranate fruit at the bottom of the shield. Either side of the shield are the mythological pillars of 'Hercules' and the shield is topped by a crown. The flag of Spain is known as 'la Rojigualda'.

Ethnic Make-up: The ethnic groups in Spain are: Castilian (approx. 75%), Catalan (approx. 16%), Galician (approx. 6.5%) and Basque (approx. 2%).

Climate: temperate; clear, hot summers in interior, more moderate and cloudy along coast;

cloudy, cold winters in interior, partly cloudy and cool along coast

Currency: The currency in Spain is the Euro

Government: The Government in Spain is a Constitutional Monarchy. The King is the head of state and commander-in-chief but does not have extensive powers in Government.

Language

The official language in Spain is Spanish or Castilian Spanish.

At least 90% of the population speak Castilian Spanish as a first or second language. About 17% of the population speak Catalan, 7% speak Galician and 2% speak Basque.

SPANISH CULTURE & SOCIETY

Religion & Beliefs:

Spain is a predominantly Roman Catholic country with approximately 94% of the population affiliated to that religion.

During the history of Spain, there have been long periods where different religious groups have coexisted, including Muslims, Jews and Christians.

Some traditions are more a cultural event rather than a religious one.

During Holy Week, processions take place when participants wear a capirote which is a pointed hat of conical form and is part of the uniform of some brotherhoods and fraternities. They walk barefoot and carry a burden which is symbolic of a penitent.

Religious history is apparent in every small town, where the most grandiose building is typically the church. In the large cities the Cathedrals are almost museums.

The Family:

Traditionally, the family has been the basis of the social structure, including the nuclear and the extended family, which provide both social and financial support.

Although it has become less common over the past few decades for extended family to share the same home, familial ties remain a very important aspect of Spanish society.

The structure and size of a traditional Spanish family has changed over time. People are living longer and having less children.

Food:

Spain is a large country with many regions each having their own version of traditional cuisine. With miles of coast, it is not surprising that many dishes feature seafood.

The Spanish are particularly famed for their Paella, a recipe which is said to have its origins in Valencia which lies on the south eastern coast. The dish is rice based and includes a mixture of vegetable, meat and fish. It is seasoned with saffron and various spices.

Another favourite is the Tapas, which is an assortment of appetizers which may be hot or cold. A typical Tapas can involve: Chorizo, Patatas bravas (pieces of potato fried in oil and served in a tomato sauce), spicy lamb meat balls, deep fried calamari, grilled artichoke, aubergine.

Tortilla espanola (omelette made with potatoes and onions) is very popular throughout Spain.

Pincho is a traditional small snack similar to tapas and is particularly popular in northern Spain. It is usually eaten in bars whilst socialising with friends and family.

Arts, Humanities & Popular Culture:

Spain has a long history of art and culture which was severely affected during Franco's dictatorship – (1939-1975) when many artists were forced to pursue their craft in exile. There is enormous pride and interest in the heritage of Spanish art and the Spanish government

support all forms of art and humanities which are reflected in their museums, universities and professional academies:

Antoni Gaudi (1852 – 1926) made his mark on Spain, particularly in and around Barcelona with his creative contribution to architecture. His style was distinctive and eclectic and included the famous basilica La Sagrada Familia.

Spain has produced many famous artists: Picasso, Dali, Goya, Velázquez, el Greco – to name but a few.

In the field of literature, Spain's history has been well documented in the written word from medieval times including the cantar de mio cid – a poem dating back to the 12th Century,

The story of Don Quixote penned by Miguel de Cervantes Saavedra and published in 1605 remains as popular today as it was then. It is an adventure which was made into a movie in 2000.

Numerous works have been written about the Spanish Civil War which raged from 1936 to 1939.

Throughout Spain's history one of the most traditional forms of music is the iconic Spanish Guitar music played at family and cultural celebrations across the country. Of all the traditions of music and dance in Spain, the most famous and popular is the Flamenco guitar that accompanies another traditional and popular art form, the Flamenco dance. The female traditionally wears a flouncy red dress and dances to the music holding in her hand castanets, (small concave pieces of wood in two parts joined by chord) which are clicked as the dancer twirls and stamps her feet.

ETIQUETTE & CUSTOMS

Naming conventions:

Children in Spain are given a first name which is then followed by the paternal surname and then the mother's surname.

There is no concept of a middle name although the first name is sometimes a composite of two names - eg: José Luis

Women do not change their name when they marry.

Meeting & Greeting:

When introduced expect to shake hands.

Once a relationship is established, men may embrace and pat each other on the shoulder.

Female friends kiss each other on both cheeks, starting with the left.

People are often referred to as Don or Dona and their first name when in formal occasion as a general rule.

Many men use a two-handed shake where the left hand is placed on the right forearm of the other person.

Communication style:

Communication regarding business relationships is often quite formal and incorporates strict rules of protocol. Any form of confrontation is not acceptable and should be avoided.

Spanish people are proud and very protective of their standing and how others perceive them.

Boasting of achievement and personal accomplishment should be avoided.

Spanish people tend to be extrovert and friendly as is typical in Mediterranean culture and they place modesty and personality foremost to professional or business success.

Most young people in Spain are fluent in or at least have a good understanding of English but some older people may require the use of an interpreter.

Personal Space:

Spanish people are open and friendly. In an informal situation whether with family close friends or virtual strangers they greet women with a kiss on each cheek.

Men have no fear of personal space with other men in an informal situation and they will often greet or say good-bye with a hug (abrazo).

Gift Giving:

When invited to a home for dinner it is customary to give the host or hostess a gift: a good bottle of wine, flowers, chocolates and/or a dessert. It is especially good to ensure the gift is beautifully wrapped.

It is not advisable to give chrysanthemums, white lilies or red roses and flowers should be in odd numbers except for 13 which is seen as an unlucky number.

If the hosts of the dinner party have children it is considered good etiquette to take a small gift for them.

If receiving a gift it should be opened immediately in the presence of the giver.

Dining & Food:

Remain standing until invited to sit down. You may be shown to a particular seat.

Always keep your hands visible when eating. Keep your wrists resting on the edge of the table.

Do not begin eating until the hostess starts.

Use utensils to eat most food. Even fruit is eaten with a knife and fork.

If you have not finished eating, cross your knife and fork on your plate with the fork over the knife.

The host gives the first toast.

An honoured guest should return the toast later in the meal.

It is acceptable for a woman to make a toast.

Indicate you have finished eating by laying your knife and fork parallel on your plate, tines facing up, with the handles facing to the right.

Do not get up until the guest of honour does.

Taboos:

- Do not talk about religion. The Spanish have a strong sense of religious pride.
- Do not expect dinner in the evening to be any time before 9pm.
- Do not plan anything for a Tuesday 13th as this is seen as an unlucky date.
-

BUSINESS CULTURE & PRACTICE

What to wear:

Business dress is stylish yet, conservative.

Dress as you would in the rest of Europe.

Elegant accessories are important for both men and women.

Business cards:

Present your business card to the receptionist upon arriving.

Have one side of your card translated into Spanish.

Hand your card so the Spanish side faces the recipient.

Titles:

First names only are used when addressing family, friends and children.

In business settings, it is recommended that you address your counterparts with 'señor', 'señora' or 'señorita' for men, women or unmarried women respectively.

When addressing a professional then use titles where appropriate (e.g. doctor / professor). It is not necessary to use titles however, when addressing Spanish business counterparts.

Meetings:

Appointments are mandatory and should be made in advance, preferably by telephone or fax. Reconfirm in writing or by telephone the week before.

You should try to arrive on time for meetings.

The first meeting is generally formal (although can often seem more relaxed than in other western business meetings.) and is used to get to

know one another. Do not be surprised if no business is actually conducted during the first meeting.

Agendas are often used but not always and they are not always strictly adhered to.

Make sure all your printed material is available in both English and Spanish.

Not all businesspeople speak English, so it is wise to check if you should hire an interpreter.

Several people may speak at once. You may be interrupted while you are speaking although this should not be seen as an insult. It often means that they are interested in what you are saying.

Decisions are not necessarily reached. Meetings are for discussion and to exchange ideas.

Most Spaniards do not give their opinion at meetings. Therefore, it is important to watch their non-verbal communication.

Negotiation:

Spaniards place great importance on the character of the person with whom they do business.

Hierarchy and rank are important. You should deal with people of similar rank to your own.

Decision-making is held at the top of the company, since this is a hierarchical country. You may never actually meet the person who ultimately makes the decision.

Spaniards do not like to lose face, so they will not necessarily say that they do not understand something, particularly if you are not speaking Spanish. You must be adept at discerning body language.

Spaniards are very thorough. They will review every minute detail to make certain it is understood.

First you must reach an oral understanding. A formal contract will be drawn up at a later date.

Spaniards expect both sides to strictly adhere to the terms of a contract.

Exercise 1.

Imagine that you are experienced international businessman going to Spain. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Choose the right answer:

1. Which kingdom of Spain is represented by a pomegranate on the Spanish flag?

- Valencia
- Castile
- Granada

2. Who became a military dictator in Spain and for how long did he reign?

- Augusto Pinochet – 41 years
- Francisco Franco – 36 years
- c. Francois Duvalier – 23 years

3. Women do not usually keep their own name after they marry

- True
 - False
4. What holiday is celebrated on Oct 12th and what does it commemorate?
- Bastille Day
 - The running of the bulls
 - Columbus Day
5. The people of Spain are typically extrovert and friendly
- True
 - False
6. Who was Antoni Guadi and what was his contribution to Spain?
- A politician – who introduced democracy
 - An architect – who built a basilica in Barcelona
7. What is the government of Spain?
- Republic
 - Constitutional Monarchy
 - Dictatorship
8. The predominant religion in Spain is...
- Catholic
 - Protestant
 - Unitarian
9. Women in Spain greet one another by...
- Slapping each other on the back
 - Rub noses
 - Kiss on each cheek

8. ITALY

FACTS AND STATISTICS

Capital: Rome

Climate: predominantly Mediterranean; Alpine in far north; hot, dry in south

Ethnic Make-up: Italian (includes small clusters of German-, French-, and Slovene-Italians in the north and Albanian-Italians and Greek-Italians in the south)

Religions: predominately Roman Catholic with mature Protestant and Jewish communities and a growing Muslim immigrant community

Government: republic

Language

Italian is the official language of Italy, and 93% of population are native Italian speakers. Around 50% of population speak a regional dialect as mother tongue. Many dialects are mutually unintelligible and thus considered by linguists as separate languages, but are not officially recognised. Friulian, one of these dialects, is spoken by 600,000 people in the north east of Italy, which is 1% of the entire population. Other northern minority languages include Ladin, Slovene, German, which enjoys equal recognition with Italian in the province of Alto-Adige, and French, which is legally recognised in the Alpine region of the Val d'Aosta.

Albanian is spoken by 0.2% of the population, mainly in the southern part of Italy, as too are Croatian and Greek.

Catalan is spoken in one city, Alghero, on the island of Sardinia, by around 0.07% of the population. On the rest of the island, Sardinian is spoken by over 1m, which comes to 1.7% of the Italian population.

ITALIAN CULTURE & SOCIETY

Italian Family Values

The family is the centre of the social structure and provides a stabilizing influence for its members.

In the north, generally only the nuclear family lives together; while in the south, the extended family often resides together in one house.

The family provides both emotional and financial support to its members.

Italian Style

Appearances matter in Italy.

The way you dress can indicate your social status, your family's background, and your education level.

First impressions are lasting impressions in Italy.

The concept of 'bella figura' or good image is important to Italians.

They unconsciously assess another person's age and social standing in the first few seconds of meeting them, often before any words are exchanged.

Clothes are important to Italians.

They are extremely fashion conscious and judge people on their appearance.

You will be judged on your clothes, shoes, accessories and the way you carry yourself.

Bella figura is more than dressing well. It extends to the aura your project too - i.e. confidence, style, demeanour, etc.

Catholicism

The primary religion in Italy is Roman Catholic.

There are more Catholic churches per capita in Italy than in any other country.

Although church attendance is relatively low, the influence of the church is still high.

Many office buildings will have a cross or a religious statue in the lobby.

Each day of the year has at least one patron saint associated with it.

Children are named for a particular saint and celebrate their saint's day as if it were their own birthday.

Each trade and profession has a patron saint.

The church promulgates hierarchy, which can be seen in all Italian relationships.

They respect and defer to those who are older, those who have achieved a level of business success, and those who come from well-connected families.

ETIQUETTE & CUSTOMS

Meeting Etiquette

Greetings are enthusiastic yet rather formal.

The usual handshake with direct eye contact and a smile suffices between strangers.

Once a relationship develops, air-kissing on both cheeks, starting with the left is often added as well as a pat on the back between men.

Wait until invited to move to a first name basis.

Italians are guided by first impressions, so it is important that you demonstrate propriety and respect when greeting people, especially when meeting them for the first time.

Many Italians use calling cards in social situations. These are slightly larger than traditional business cards and include the person's name, address, title or academic honours, and their telephone number.

If you are staying in Italy for an extended period of time, it is a good idea to have calling cards made. Never give your business card in lieu of a calling card in a social situation.

Gift Giving Etiquette

Do not give chrysanthemums as they are used at funerals.

Do not give red flowers as they indicate secrecy.

Do not give yellow flowers as they indicate jealousy

If you bring wine, make sure it is a good vintage. Quality, rather than quantity, is important.

Do not wrap gifts in black, as is traditionally a mourning colour.

Do not wrap gifts in purple, as it is a symbol of bad luck.

Gifts are usually opened when received.

Dining Etiquette

If invited to an Italian house:

If an invitation says the dress is informal, wear stylish clothes that are still rather formal, i.e., jacket and tie for men and an elegant dress for women.

Punctuality is not mandatory. You may arrive between 15 minutes late if invited to dinner and up to 30 minutes late if invited to a party.

If you are invited to a meal, bring gift-wrapped such as wine or chocolates.

If you are invited for dinner and want to send flowers, have them delivered that day.

Table manners

Remain standing until invited to sit down. You may be shown to a particular seat.

Table manners are Continental -- the fork is held in the left hand and the knife in the right while eating.

Follow the lead of the hostess - she sits at the table first, starts eating first, and is the first to get up at the end of the meal.

The host gives the first toast.

An honoured guest should return the toast later in the meal.

Women may offer a toast.

Always take a small amount at first so you can be cajoled into accepting a second helping.

Do not keep your hands in your lap during the meal; however, do not rest your elbows on the table either.

It is acceptable to leave a small amount of food on your plate.

Pick up cheese with your knife rather than your fingers.

If you do not want more wine, leave your wine glass nearly full.

BUSINESS CULTURE & PRACTICE

Relationships & Communication

Italians prefer to do business with people they know and trust.

A third party introduction will go a long way in providing an initial platform from which to work.

Italians much prefer face-to-face contact, so it is important to spend time in Italy developing the relationship.

Your business colleagues will be eager to know something about you as a person before conducting business with you.

Demeanour is important as Italians judge people on appearances and the first impression you make will be a lasting one.

Italians are intuitive. Therefore, make an effort to ensure that your Italian colleagues like and trust you.

Networking can be an almost full-time occupation in Italy. Personal contacts allow people to get ahead.

Take the time to ask questions about your business colleagues family and personal interests, as this helps build the relationship

Italians are extremely expressive communicators. They tend to be wordy, eloquent, emotional, and demonstrative, often using facial and hand gestures to prove their point.

Business Meeting Etiquette

Appointments are mandatory and should be made in writing (in Italian) 2 to 3 weeks in advance.

Reconfirm the meeting by telephone or fax (again in Italian).

Many companies are closed in August, and if they are open many Italians take vacations at this time, so it is best not to try to schedule meetings then.

In the north, punctuality is viewed as a virtue and your business associates will most likely be on time.

The goal of the initial meeting is to develop a sense of respect and trust with your Italian business colleagues.

Have all your printed material available in both English and Italian.

Hire an interpreter if you are not fluent in Italian.

It is common to be interrupted while speaking or for several people to speak at once.

People often raise their voice to be heard over other speakers, not because they are angry.

Although written agendas are frequently provided, they may not be followed. They serve as a jumping off point for further discussions.

Decisions are not reached in meetings. Meetings are meant for a free flow of ideas and to let everyone have their say.

Business Negotiation

In the north, people are direct, see time as money, and get down to business after only a brief period of social talk.

In the south, people take a more leisurely approach to life and want to get to know the people with whom they do business.

Allow your Italian business colleagues to set the pace for your negotiations. Follow their lead as to when it is appropriate to move from social to business discussions.

Italians prefer to do business with high-ranking people.

Hierarchy is the cornerstone of Italian business. Italians respect power and age.

Negotiations are often protracted.

Never use high-pressure sales tactics.

Always adhere to your verbal agreements. Failing to follow through on a commitment will destroy a business relationship.

Heated debates and arguments often erupt in meetings. This is simply a function of the free-flow of ideas.

Haggling over price and delivery date is common.

Decisions are often based more on how you are viewed by the other party than on concrete business objectives.

Dress Etiquette

Dressing well is a priority in Italy.

Men should wear dark coloured, conservative business suits.

Women should wear either business suits or conservative dresses.

Elegant accessories are equally important for men and women.

Business Cards

Business cards are exchanged after the formal introduction.

To demonstrate proper respect for the other person, look closely at their business card before putting it in your card holder.

It is a good idea to have one side of your business card translated into Italian.

If you have a graduate degree, include it on your business card.

Make sure your title is on your card. Italians like knowing how you fit within your organization.

Exercise 1.

Imagine that you are experienced international businessman going to Italy. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. What is the best way to initiate a business relationship?
2. Which of these qualities will be most beneficial when negotiating with Italians: humility, patience or aggression?

3. Which of these is true?
 - Italians do not like close personal contact
 - Italians are very tactile people
4. Which of these is good etiquette at the dining table?
 - Passing dishes to the right
 - Letting the host pay
 - Answering phone calls
5. Is it true that demonstrating urgency when negotiating with Italians is a sign of sincerity?
6. What is the Italian attitude towards punctuality?
7. Which month should you avoid booking meetings in?
8. Do Italians only shake hands when meeting?
9. What is the most practiced religion in Italy?
10. What should you do at the beginning of meetings or negotiations?

Exercise 3.

Read the following case and think over the reasons why it has happened:

A European organization is planning a major international congress in Italy. As communication with the local organizers is almost non-existent, the group goes to visit the site. They are impressed by the hospitality of the local hotel owners' association, but are worried that although the lengthy meals were most enjoyable, they are not getting very far with their business proposals. The budget is not available, and the cost of the conference venue is unclear. When one of the European group asks the Italian organizer how much the venue will cost, she

replies by saying “I’m having lunch with the head of the Chamber of Commerce tomorrow to discuss costs.” Although the committee members go home feeling frustrated, they are pleasantly surprised when the conference is a complete success, and they make a substantial profit.

Comments:

For Italians, building up and looking after relationships is of utmost importance. They consider that having a meal with someone is a vital part of getting to know each other, and leads to the mutual knowledge and trust that is necessary for business to be done. In many instances, business success also depends on knowing the right people — which is why it is important for the Italian organizer to have lunch with the representative of the Chamber of Commerce. In this way the Chamber may be persuaded to become a sponsor for the event, and thus help the organizer to secure a good financial result. It is unlikely that the delegation's rather impatient approach would have produced such positive results. As a high-context culture, in Italy oral communication is preferred to written communication, and the plans and agreements are not written down in as much detail as in lower-context cultures.

MIDDLE EAST

9. TURKEY

FACTS AND STATISTICS

Location: southeastern Europe and southwestern Asia (that portion of Turkey west of the Bosphorus is geographically part of Europe), bordering the Black Sea, between Bulgaria and Georgia, and bordering the Aegean Sea and the Mediterranean Sea, between Greece and Syria

Capital: Ankara

Climate: temperate; hot, dry summers with mild, wet winters; harsher in interior

Ethnic Make-up: Turkish 80%, Kurdish 20% (estimated)

Religions: Muslim 99.8% (mostly Sunni), other 0.2% (mostly Christians and Jews)

Government: republican parliamentary democracy

Language

The official language, Turkish, is the first language spoken by 90% of the 63m population. Minority languages include Kurdish, spoken by 6% of the population. Arabic is spoken by 1.2% of the Turkish population; most of those speakers are bilingual Arabic and Turkish speakers. Other minority languages include Circassian, spoken by more than 0.09% throughout the country, Greek, Armenian and Judezmo, a Romance language spoken by Jews.

TURKISH CULTURE & SOCIETY

Islam

Islam is the religion of the majority of Turks although the state is fiercely secular. Islam emanated from what is today Saudi Arabia. The Prophet Muhammad is seen as the last of God's emissaries (following in the footsteps of Jesus, Moses, Abraham, etc) to bring revelation to mankind. He was distinguished with bringing a message for the whole of mankind, rather than just to a certain peoples. As Moses brought the Torah and Jesus the Bible, Muhammad brought the last book, the Quran. The Quran and the actions of the Prophet (the Sunnah) are used as the basis for all guidance in the religion.

Among certain obligations for Muslims are to pray five times a day - at dawn, noon, afternoon, sunset, and evening. The exact time is listed in the local newspaper each day. Friday is the Muslim holy day although this is not practised in Turkey. However, most males will attend the

congregational afternoon prayer. During the holy month of Ramazan all Muslims must fast from dawn to dusk. Fasting includes no eating, drinking, cigarette smoking, or gum chewing.

ETIQUETTE & CUSTOMS

Meeting and Greeting Etiquette

When meeting shake hands firmly. When departing it is not always customary to shake hands although it is practised occasionally.

Friends and relations would greet each other with either one or two kisses on the cheek. Elders are always respected by kissing their right hand then placing the forehead onto the hand.

When entering a room, if you are not automatically met by someone greet the most elderly or most senior first. At social occasions greet the person closest to you then work your way around the room or table anti-clockwise.

Greet people with either the Islamic greeting of 'Asalamu alaykum' (peace be upon you) or 'Nasilsiniz' (How are you? pronounced na-sul-su-nuz). Other useful phrases are

'Gunaydin' (Good Morning, pronounced goon-ay-dun), 'iyi gunler' (Good Day, pronounced ee-yee gun-ler) or 'Memnun Oldum' (pleased to meet you).

Gift Giving Etiquette

Gift giving has no real place in business relationships or etiquette. Relationship building and the like will usually take the form of dining or sight seeing trips rather than lavish gifts.

However, if a gift is given it will be accepted well. It is always a good idea to bring gifts from your own country such as food stuffs or craft items.

Be aware that Turkey is a Muslim country. Before giving alcohol to anyone be 100% sure that they drink.

The only time you would need to give any great thought to gifts would be if you were invited to a Turk's home for dinner. The most usual gifts to take are pastries, (especially 'baklava') and decorative items for the home such as ornaments or vases. Flowers are not usually taken to a host but can be if felt appropriate. It is best to ask a florist for advice on what is best to take. If the host has children take some expensive sweets or candy.

Dining Etiquette

Most business entertaining will take place in restaurants. Turks enjoy food and the meal is a time for relaxing and engaging in some good conversation.

The protocol of Turkish hospitality dictates that the host always pays for the meal. The concept of sharing a bill is completely alien. You may try and offer to pay, which may be seen as polite, but you would never be allowed to do so. The best policy is to graciously thank the host then a few days later invite them to do dinner at a restaurant of your choice. It may be a good idea to inform the restaurant manager that under no circumstances are they to accept payment from your guests.

Evening meals may be accompanied by some alcohol, usually the local tittle called Raký (pronounced rak-uh). It will comprise of a few courses with the main course always meat or fish based, accompanied by bread and a salad.

Turks smoke during meals and will often take breaks between courses to have a cigarette and a few drinks before moving onto the next.

Tea or Turkish coffee is served at the end of a meal sometimes with pastries. Turkish coffee is a national drink and should at least be sampled. It comes either without sugar, a little sugar or sweet. Turkish coffee is sipped and allowed to melt into the taste buds so do not gulp it down as you would instant coffee. Never drink to the bottom of the cup as it will be full of ground coffee and taste awful.

BUSINESS CULTURE & PRACTICE

Relationships & Communication

Turks prefer to do business with those they know and respect, therefore spend time establishing a personal relationship.

Relationships are fostered in the office, over extended lunches, dinners, and social outings.

Courtesy is crucial in all business dealings.

Turks do not require as much personal space as many other cultures and will stand close to you while conversing.

Do not back away, as this can be construed as unfriendly.

Discussions may start slowly, with many questions that may seem irrelevant to the purpose of your visit. It is extremely rude to insist that your colleagues get to the point.

Ask about his/her family without prying. Questions about children will be welcomed.

The Turks are proud of their country and will enjoy answering questions on their culture and history although be sure to avoid political history.

Most Turkish men love football (soccer) and usually support one of three teams: Galatasaray, Beşiktaş or Fenerbahçe. Asking after their team's recent fortunes will always

produce lively and animate responses.

Once a relationship has been established, communication is direct.

It is vital that you maintain eye contact while speaking since Turks take this as a sign of sincerity.

Business Meeting Etiquette

Appointments are necessary and should be made 1 to 2 weeks in advance, preferably by telephone.

Many Turks take vacation during July or August, so it is best not to try to schedule appointments at that time.

It is also not a good idea to schedule meetings during Ramazan (Ramadan).

Punctuality is expected although you should be prepared to be kept waiting.

First appointments are more social- than business-oriented since Turks prefer to do business with people they know.

Small talk helps establish a rapport. Do not immediately begin discussing business.

Have all printed material available in both English and Turkish.

Presentations should be well thought-out, thorough, and backed up with visual aids such as maps, chart and graphs.

Business Negotiation Etiquette

Always come to Turkey knowing two things. Your success is defined by your ability to build effective personal relationships combined with a clearly outlined and well presented proposal.

Business is personal. Although this is changing with the influx of big multi-nationals and a more corporate culture in some of the larger companies, many businesses are still family owned and run.

Turks will want to do business with those they like, trust, feel comfortable with and with those that can provide a long term relationship. If they feel you are hiding something or there is an element of suspicion about your motives you may not get very far.

Building a relationship with your Turkish counterpart(s) is therefore critical. The first meeting at least should be solely focused on getting to know each other. Once a relationship has been established you can safely move on to business matters.

As well as looking to the person, Turks are also astute business people. Ensure your proposal clearly demonstrates the mutual benefit and profitability of any agreement or partnership.

Turks are primarily oral and visual communicators so in addition to written statistics, projections and the like try to present information vocally or with maps, graphs and charts.

Decision making can be slow. It is most likely that you will meet and negotiate with less senior members of a family first. Once you are seen as trustworthy and your proposal financially viable you will then move

on to meet more senior members. A decision is ultimately made by the head of the family/company.

When negotiating, the Turks will start at extremes in order to gage your response. Prior to negotiations know your target figure and work slowly towards it through meaningful concessions. When conceding ensure you present this as a favour and a decision made out of respect and liking for your counterpart(s). Try and concede only once you have gained agreement on a reciprocal concession on a separate or related issue.

Do not use deadlines or pressure tactics as the Turks will use this to their advantage and reverse the tactic by threatening to cancel agreements or end negotiations. Be patient.

It may not always be necessary to focus on financial benefits when negotiating. It is just as useful to point to areas such as power, influence, honour, respect and other non-monetary incentives.

Business Dress Etiquette

Business dress is conservative. You will be expected to wear a suit and tie. Similarly women should wear smart professional outfits.

In the summer, and especially in the cities of Istanbul, Izmir and Ankara the weather is very hot and humid. It is acceptable to just wear a shirt with trousers and in most cases to not wear a tie.

Outside the big cities and especially in the East of Turkey both women and men should wear more conservative clothing. Women are advised to refrain from exposing their legs and arms and to ensure clothes are not tight-fitting. Men should not wear shorts.

Naming Conventions

When addressing a Turk the most common method is to call a man by his first name followed by 'bey' (pronounced bay). So, Ertan Gonca, would be Ertan Bey. Similarly a woman's first name would be followed by 'hanim' (pronounced ha-num).

Where professional titles exist such as Doctor or Professor, always use them either on their own or before the first name. Curiously this is also the case with many other professions such as lawyers 'Avukat' or engineers 'Muhendis'. Within Turkish companies and organisations senior ranking staff will be addressed accordingly. A common example is Mr. Manager, 'Mudur Bey'.

A common phrase you will hear Turks using is 'efendim' (literally 'my master'). You may hear this from a waiter, a secretary, taxi driver, doorman, shop staff and many others. It is simply a polite way of addressing people you are not familiar with.

Business Card Etiquette

Business cards are exchanged without formal ritual.

Use both hands to exchange cards.

Present your business card to the receptionist when you arrive.

Have one side of your business card translated into Turkish. Although not a business necessity, it will impress your business colleagues.

Often Turks do not give their business card unless they are certain that they wish to establish a business relationship.

Exercise 1.

Imagine that you are experienced international businessman going to Turkey. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. How would you call a man in Turkey?
2. What does a flick of the head upwards means...?
3. What language do the Turks speak?
4. Is it true that successful business venture in Turkey relies on a strong personal relationship?
5. When doing business, Turks look for what in potential partners?
6. Which region of Turkey can be considered to be more traditional?
7. Are pressure tactics a requisite when negotiating?
8. How are decisions made in a Turkish company?
9. Who always pays the bill for a meal?
10. What religion do most Turks consider themselves to follow?

Exercise 3.

Read the following case and discuss what you think caused the problem or misunderstanding. Present your interpretation of the case to see if the rest of the class agrees with it.

Jane and Diana had been working together as teachers in Istanbul, Turkey. It was coming up to the end of their contracts and had decided they wanted to see a bit more of 'real Turkey'. As they got further into the countryside and away from Istanbul they started to feel hostility towards them. On one occasion they stopped at a small coffee house in a village for some refreshments and found themselves the centre of attention. They felt shaken by the numerous stares. Jane and Diane could not understand the difference in attitude between people in Istanbul and those in the countryside.

Comments:

There was no hostility - in many parts of the world people tend to stare at something new or unusual. Istanbulis are a lot more cosmopolitan and are used to Western women.

Women are not allowed to leave the house in rural Turkey.

In small villages in Turkey one should always greet the village head before doing anything.

Turks in general are suspicious of strangers and this is amplified in rural locations.

10. SAUDI ARABIA

FACTS AND STATISTICS

Capital: Riyadh

Nationality: Saudi

Ethnic Make-up: Arab 90%, Afro-Asian 10%

Climate: harsh, dry desert with great temperature extremes

Currency: Saudi Riyal

Government: monarchy

Language

Arabic is the official language of Saudi Arabia, but English is widely spoken.

It is used in business and is a compulsory second language in schools. Among the non-Saudi population, many people speak Urdu, the official language of Pakistan and other Asian languages such as Farsi and Turkish.

Arabic is spoken by almost 200 million people in more than 22 countries. It is the language of the Qur'an, the Holy Book of Islam, and of Arab poetry and literature. While spoken Arabic varies from country to country, classical Arabic has remained unchanged for centuries.

In Saudi, there are differences between the dialects spoken in urban areas and those spoken in rural areas as well as between those in the West, East and South.

SAUDI CULTURE & SOCIETY

Religion & Beliefs

Islam is practised by all Saudis and governs their personal, political, economic and legal lives.

Islam was born in Saudi Arabia and thus is visited by millions of Muslims every year.

The majority of Saudi Muslims are Sunni although a large number of Shia populate the Eastern coast and some smaller sects near the Yemen border.

Among certain obligations for Muslims are to pray five times a day - at dawn, noon, afternoon, sunset, and evening.

The exact time is listed in the local newspaper each day and also on the news on TV.

Friday is the Muslim holy day. Everything is closed. Many companies also close on Thursday, making the weekend Thursday and Friday.

During the holy month of Ramadan all Muslims must fast from dawn to dusk and are only permitted to work six hours per day.

Fasting includes no eating, drinking, cigarette smoking, or gum chewing.

Expatriates are not required to fast; however, they must not eat, drink, smoke, or chew gum in public.

It is possible to find other places of worship (mainly in Jeddah, Riyadh, etc) for Christians, Hindus, Sikhs, etc which serve expatriate communities.

The Family

The family and tribe are the basis of the social structure.

As is seen in their naming conventions, Saudis are cognizant of their heritage, their clan, and their extended family, as well as their nuclear family.

Saudis take their responsibilities to their family quite seriously.

Families tend to be large and the extended family is quite close.

The individual derives a social network and assistance in times of need from the family.

Nepotism is considered a good thing, since it implies that employing people one knows and trusts is of primary importance.

Gender Roles

Strict gender segregation is sanctioned by the state and society.

Males and females are only ever seen together within a family setting or context.

Woman may work but this is usually within female only environments such as schools, universities or certain government departments.

The vast majority of Saudi women do not work.

Legally men have more rights than do women. For example, women are not allowed to drive, they cannot travel without the permission or presence of a male guardian and are dependent on male members of the family (fathers, brothers, husbands) to conduct almost all their business.

Women can however own property in their own names and invest their own money in business deals.

Within the family structure the women's status is much more elevated – she is seen as the nurturer and bedrock of the family.

Socialization

Socialization has changed dramatically in Saudi Arabia within the last 40-50 years.

Mothers used to give birth at home before raising the child at home with the extended family or even a wet-nurse. This instilled the culture, religion and language.

Domestic servants or maids now are very much responsible for raising children. As a result children today grow up speaking English and

learning the morals and cultural cues from foreigners, usually Filipinos, Sri Lankans, etc.

Food

‘Kapsa/Kabsa’ is the best known dish in Saudi – essentially consisting of rice with a roasted meat (lamb, camel or chicken). It is eaten every day.

Fast-food outlets are now to be found across the Kingdom as are other international cuisines.

The traditional staple foods of Saudi culture were dates, goat, camel, milk, ghee, cheese, bread and other foods from wheat, millet, and barley as well as some basic vegetable and herbs such as mint, coriander, parsley, and cumin.

Muslims do not drink alcohol or eat meat that is not ritually slaughtered (halal).

Three meals are usually eaten – breakfast, lunch & dinner. Dinner is usually eaten very late in the evening around 10pm. Lunches can be long and lazy affairs.

Tea and coffee are very popular drinks throughout the day.

Food is a central part of Saud life and they go to great efforts to please guests at meals.

ETIQUETTE & CUSTOMS

Naming conventions

People’s names say a lot about their ancestry and where they are from. They are treasured in Saudi Arabia with many people being able to recite the names of great grandfathers back many generations.

Everyone's names follow a similar pattern: first name – son/daughter of father's name – son/daughter of grandfather's name – family/tribal/dynastic name.

For example, a man might have the name, Muhammad Ibn Abdullah ibn Abdullah Al-Saud

So, he is Muhammad the son of Abdullah who was the son of Abdullah from the Al-Saud tribe.

A woman will have the same structure but bint is used instead of ibn – so Maryam bint Ali Al-Ahmadi, is Maryam the daughter of Ali from the tribe of Al-Ahmadi.

Meeting & Greeting

Men shake hands. Good friends may greet each other with a handshake and a then kiss on each cheek, sometimes three.

It is custom to hold the handshake for a lot longer than expected in Western culture.

Women generally hug and kiss close friends and within business will general shake hands or place hands on hearts.

Men and women would not greet each other in public if not from the same family. This does not apply to foreigners.

When Saudis greet each other they take their time and converse about general things.

Communication style

Saudi communication style is tempered by the need to save face, honour and follow Sunnah, the example of the Prophet Muhammad.

Being rude, causing offence or looking ungracious is worse than death in Saudi culture so they will always want to save face, whether their own or someone else's.

As a result, you will find a generally friendly, relaxed and indirect communication style.

Saudis tend to say 'yes' to everything and 'no' to very little especially when dealing with foreigners. However, between themselves and those lower down in hierarchy they can be very blunt.

Emotional outbursts are very rare and point to serious issues if someone loses their temper.

It is common especially among good friends or colleagues to see very local arguments with lots of aggressive body language. This is seen as being passionate and involved in the topic at hand as all parties understand it is a charade.

Saudis love to flatter guests; this should be taken in the positive and friendly spirit intended and if possible, returned in kind.

It is common to be asked very personal questions about your family or lifestyle; this is not being nosy, rather inquisitive.

Personal Space

Saudis feel comfortable standing close to one another when together.

Even within public, i.e. at the mosque, in a queue, shopping, etc people are a lot more comfortable with being in close quarters.

Between sexes the distance is however much greater with men generally avoiding eye contact with women who are not related to themselves.

It also very common for men to walk holding hands. This has no sexual connotations.

Gift Giving

Gifts are common in Saudi Arabia, especially in business and socially.

If you are invited to a Saudi's house always bring something small as a thank you. Dates, cakes and sweets are always well received.

Flowers are nice touch for the hostess.

In business corporate gifts such as pens, prayer beads and USB sticks are standard practice.

Teachers are often the recipients of many gifts from pupils.

Dining & Food

If the meal is on the floor, sit cross-legged or kneel on one knee. Keep your feet away from the cloth or plastic sheet.

Eat only with the right hand as the left is considered unclean. Ask for a fork if you want one.

Try a bit of everything that is served.

Honoured guests are often offered the most prized pieces such as a sheep's head so be prepared!

There is often more food than you can eat. Part of Saudi hospitality and generosity is to shower guests with abundance.

There is little conversation during meals so that diners may relish the food.

Wash hands before and after meals – all restaurants usually have washing up areas.

Visiting a home

If you are invited to a Saudi's house:

You would usually remove your shoes at the entrance and be given slippers.

You should dress conservatively and smart.

You should try to arrive around 30 mins after the time specified – being on time is not the norm.

Show respect for the elders by greeting them first and stand up when they enter a room.

Accept the offer of Arabic coffee and dates.

If you are invited for a meal, understand that there will be a great deal of socializing and small talk before the meal is served and you will be expected to stay afterwards for more conversation and fruit.

Taboos

- Don't point at anyone or show the soles of your shoes.
- Don't stare at women.
- Don't point at people – keep your hand flat and gesture instead.
- Don't wear tight clothing.
- Don't say anything critical of the royal family, Islam or a person's family.
- Don't show affection to the opposite sex in public.
- Don't discuss sex in public.

BUSINESS CULTURE & PRACTICE

Saudi Arabia is a country in which meetings, presentations and the news are opened in the name of God. Religion pervades everything including the business culture and commercial environment.

Business happens at a much slower pace with a huge emphasis on relationships, connections and local business practices.

What to wear

Men should wear suits and ties when in a professional capacity. Smartness is expected. During summer you are not expected to wear the jacket but at least have it over your arm.

Colours should be kept conservative and traditional.

Women should wear conservative business attire, again in neutral colours, with short heeled shoes and preferably a light pashmina-type scarf at hand. Other than hands and face, skin should not be visible.

Foreigners should not wear any local dress to business meetings as it would look bizarre.

Titles

You will soon learn someone's title by how other's address them or how they introduce themselves.

Titles within business are usually associated with rank, job title, family and other factors.

As a foreigner you will be called Mr/Mrs and your first name.

Saudis are often addressed with titles such as Dr, Professor, Chairman, Your Highness, etc. Teachers, engineers and some other professions also carry titles which are used.

Business cards

Business cards are exchanged but with little fan-fair.

Cards may be used to try and glean some initial information about someone, but other than that carry no major importance within a meeting.

Having one side in Arabic is always a nice touch but not 100% necessary.

Meetings

Appointments are necessary and should be made several weeks to one month in advance.

When meeting with government officials, a firm date will not be settled upon until you are physically in the country.

Try to schedule meetings in the morning.

You should arrive at meetings on time, although it is an accepted custom to keep foreigners waiting.

It is not uncommon to have a meeting cancelled once you arrive.

Meetings are generally not private until after a relationship of trust has been developed. This means you may expect frequent interruptions. Others may wander into the room and start a different discussion.

Business meetings start after prolonged inquiries about health, family, etc. Indulge in conversation as this is all part of the relationship and trust building process.

Meetings can feel haphazard as Saudis tend not to stick rigidly to agendas.

Negotiating

Decisions are made slowly. Do not try to rush the process.

The society is extremely bureaucratic. Most decisions require several layers of approval. It takes several visits to accomplish simple tasks.

Saudis are tough negotiators and demand patience.

Business is hierarchical. Decisions are made by the highest-ranking person.

Repeat your main points since it they be interpreted as meaning you are telling the truth.

Do not use high-pressure tactics as these tend to back-fire.

Decisions can be easily overturned.

When discussing price, Saudis will often make an initial offer that is extremely low when they are buying. Conversely, when they are selling, their initial offer will be extremely high.

You may need to compromise on a point if someone's dignity is at stake.

There is a tendency to avoid giving bad news and to give effusive acceptances, which may only mean 'perhaps'.

Management

Managers or those in a position to do so will make decisions, while in general their subordinates will wait to be told what to do.

Saudi Arabia is a low risk and low change-tolerant culture.

When working with people from Saudi Arabia, it's advisable to reinforce the importance of the agreed-upon deadline.

Managers reach decisions after many discussions with major stakeholders. Once a decision is reached, it is handed down to subordinates to implement.

Exercise 1.

Imagine that you are experienced international businessman going to Saudi Arabia. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. Which describes Saudi management style best?
 - Hierarchical
 - Egalitarian
2. What is 'kapsa'?
 - Meat and rice
 - Pasta and sauce
 - Bread and cheese
3. Which holy city is located in Saudi Arabia?
 - Islamabad
 - Jerusalem
 - Makkah
4. Which of these would be the best gift to take to a Saudi home?
 - Cash

- Electronics
- Sweet pastries
- Soft drinks

5. Where is Saudi Arabia located?

- Europe
- America
- Asia
- Africa

6. What does 'ibn' mean in Arabic?

- Son of
- Daughter of
- Father of

7. What should you remove before entering a home?

- Shoes
- Gloves
- Hat

8. Most Saudis are Shia Muslims.

- True
- False

9. Saudis tend to be very indirect in their communication style because:

- They want to protect face/honour
- They are culturally shy
- They want to have the upper hand

10. Foreign women have to wear headscarves in Saudi Arabia.

- True
- False

Exercise 3.

Read the following extract and think about what may caused the problem or misunderstanding.

In groups, read each of the four extracts. And discuss what you think caused the problem or misunderstanding. I. Mr. Byrd was an ex-US State Department employee hired by a well-known multinational corporation to be its “man in Riyadh”, Saudi Arabia. This retired American diplomat went to the home of a Saudi, Mr. Fouad, to try to interest him in participating in a local joint venture with his company. A middleman who knew them both had introduced them. As this was a first meeting, the men's conversation began with small talk that made Mr. Byrd a little impatient. Questions such as “how are you doing? how was your flight? how is your family? and how is your father?” were common. Mr Byrd, familiar with all these obligatory formalities of greeting, answered, “Fine.” “Oh, my father, yes, well, he is fine, but he is getting a little deaf. I saw him a few months ago during Christmas when we took him out of the nursing home for a few days.” From that point everything froze up. Mr. Byrd's mission was completely derailed. Mr. Fouad remained gracious enough but was obviously uninterested in doing any business with Mr. Byrd.

Exercise 4.

The following case is set in the Saudi Arabia. What in your opinion would be the best solution to the situation?

George Tailor works as a supervisor for an engineering company in Riyadh, Saudi Arabia. In the UK he had a reputation for speaking his mind and by doing so getting the best out of his staff. At the current project in Riyadh he supervises 12 British staff and nearly 50 Saudi staff. After a few months George has become increasingly

frustrated by what he sees a less than effective Saudi team. Their lack of competence and slow work pace is worrying George.

What should he do to try and bring the Saudi staff back into line?

Publicly reprimand a few of the Saudi staff to ensure the message gets across to them all. By doing so he will also establish who is boss.

Pick one member of the Saudi staff to explain his worries to. This staff member will then be used to relay George's opinions to the rest.

Speak to as many members of staff individually or in small groups, explaining his viewpoint and encouraging them to better their work practice and enthusiasm.

Report them to his manager, a Saudi national, and let him deal with them.

11. UNITED ARAB EMIRATES

FACTS AND STATISTICS

Location: Middle East, bordering the Gulf of Oman and the Persian Gulf, between Oman and Saudi Arabia.

Capital: Abu Dhabi.

Nationality: Emiratis.

Ethnic Make-up: Emirati 11.6%, South Asian 59.4% (includes Indian 38.2%, Bangladeshi 9.5%, Pakistani 9.4%, other 2.3%), Egyptian 10.2%, Philippine 6.1%, other 12.8% (2015 est.)

Climate: Desert; cooler in The eastern mountain area.

Currency: Dirham.

Government: Federal Constitution.

Language

Arabic is the official language of the UAE although English is widely spoken and understood.

Since the UAE is home to a large expatriate community, a number of other languages are widely spoken which primarily include: Persian, Hindi, Urdu, Bengali and Chinese.

CULTURE & SOCIETY

Religion & Beliefs:

UAE Emiratis are predominantly Sunni Muslims and all social and political matters are driven by Sharia (Islamic) law.

However, the UAE is tolerant of other religions and accords religious freedom to the expatriate population. These religions primarily include Hinduism, Christianity, Sikhism and Buddhism.

Although Muslims can proselytise to those of other faiths, it is forbidden for those of other faiths to proselytise to Muslims. Muslims are not allowed to convert out of Islam and there are repercussions for those who actively try and encourage Muslims to convert to a different religion. As an example, there have been cases of individuals who have been held and then deported out of the UAE for distributing bibles. Although bibles are not in themselves illegal, giving them out to Muslims is.

The Family:

Family is Key to UAE society and is based upon the long-held values of Emirati tribal kinship.

Children are highly prized and families are close knit, preferring to reside in the same neighbourhood.

In February 2010, the Prime Minister Sheikh Mohammed bin Rashid, introduced the 'UAE National Charter 2021' which aims to strengthen family relationships and preserve the traditional principles of marriage.

The introduction to the charter states that, "We aim to be among the best countries in the world and this can only be achieved by strengthening families, which form the nucleus of society." The Charter emphasises the importance of communication between family generations and respect for elders. As part of the campaign a 'Family Pledge' was set up asking Emiratis to sign an online form honouring family traditions.

Large families are encouraged and it is not uncommon for couples to have six children or more.

Traditionally, marriages are arranged by parents and it is frowned upon for an Emirati to marry outside his or her tribal kinship group.

Divorce in the UAE is becoming more common and is subject to Sharia Law with complex issues around the custody of children. Joint custody is not recognised in the UAE.

Social Stratification:

Social class is clearly defined in the UAE. The first distinction is the divide between Emirati Nationals and the immigrant population who are known as 'incomers'.

The ruling Sheikh families hold the highest positions in society both politically and socially. They have enormous wealth and power.

The merchant classes are the next layer of the social strata. Historically the merchants worked within the, (now obsolete), pearling industry. They now have considerable dealings within international commerce.

Next is the new strand of middle class professionals having attained higher levels of education in the burgeoning economy following the formation of the Federation of Emirati States.

At the base of the class system are those groups within the lower income bracket, namely: former pearl divers, farmers and Bedouin settlers.

There is a social class system among the immigrant groups which begins with the top layer of executives, technocrats and international contractors. The next group are teachers, technicians, sales personnel and nursing staff. At the lowest end of the scale are the low-paid semi-skilled and unskilled service workers who are largely from Asia.

Gender Roles:

Although traditionally, Emirati culture has been based upon a patriarchal society, the UAE endorses gender equality, guaranteeing equal rights for both sexes. Women are awarded the same legal status, access to education and employment, claim to titles and the right to inherit property. According to the World Economic Forum 2016, the UAE are a leading country in the region for equality.

Women now play a far greater role across the workforce. This includes previously male dominated establishments such as the military, business and government.

Until recently, all education establishments were strictly segregated but co-education is gradually being introduced. More than 70% of women are opting for further education and many choosing to study science, technology, engineering and mathematics.

Despite the visible endorsement of equality of the sexes on the part of the government however, there remains some disparity. Married women cannot take paid employment without her husband's consent and is required by law to obey her husband. As yet, although considerable pressure has been applied by various women's organisations, there is still no coherent law regarding domestic violence against women.

Socialization:

Children are highly prized and nurtured in the UAE.

They are raised to be respectful and obedient to their elders and tend to grow up in a large extended family community.

The education system in the UAE is comparatively young as it was not until the inception of the Federation that it became compulsory.

Primary School begins from the age of six and the leaving age has recently been raised to eighteen years. Nursery facilities are widely available.

Food:

Cuisine in the UAE emanates from a rich history of changing civilisations. Since much of the Emirates lies on the coast of the Persian Gulf, fish and seafood is very much a mainstay of the UAE diet.

Muslims do not eat pork but all most other meats are used in the cuisine with a preference for lamb, goat and chicken.

A national speciality is stuffed camel which is an ancient Bedouin recipe modified over the years. It involves stuffing the interior of the animal with sheep, goats and chickens then, traditionally, cooked slowly over a pit of burning charcoal for up to 24 hours.

One of the most frequently eaten foods is Sharwarma which is spit roasted meat or mixed meats served with a variety of ingredients such as tabbouleh, tahini, hummus, pickles, cucumber or tomato. It can be served on a plate or in a Taboon bread (flatbread).

The cuisine is augmented with various spices and ingredients including: cloves, saffron, cinnamon, cardamom and nutmeg or almonds, pine nuts, dates and sultanas. Kabsa is a popular recipe that involves a number of rice dishes with meats and vegetables containing various spices and ingredients.

Harees is a beloved dish which is often served during Ramadan and the Eid festivals. The recipe involves cracked wheat and meat which is slow cooked and has the consistency of porridge.

Maqluba is another favourite dish which incorporates meat, rice and vegetables which is cooked in one pot and turned over after cooking so that the bottom layer now appears at the top. It is served with a simple salad and yogurt or another sauce such as Tahini.

ETIQUETTE & CUSTOMS

Naming conventions:

The first name is the personal name followed by ibn which means son of and the name of the father, then followed again by ibn meaning the name of the father of his father. This is then followed by the family name.

Where a daughter is concerned the ibn becomes bint. Her first name followed by bint (daughter of) father's name, then ibn to indicate the grandfather's name followed by the family name.

When a couple marry, the wife retains her family name and children will take the name of the father.

In modern times ibn and bint are often only used in official circumstances. Additionally, addresses are likely to only include son or daughter of the father as opposed to both father and grandfather, e.g. the first prime minister of the UAE was addressed as Sheikh Maktoum bin Rashid Al Maktoum

Meeting & Greeting:

A long but steady handshake is common. Ensure you only use your right hand.

Greetings between individuals of the same gender who know each other well are often warm and include hugs and embraces.

Arab men or women may decline to shake the hands of those from the other sex. This is a religious adherence practiced by many male and female Muslims. It is not personal and it should not be taken offensively. We suggest therefore, that men wait to see if a female offers her hand prior to offering his.

Likewise, if a female offers her hand and it is refused by a male, then we suggest the use of a gesture that is often used across the Muslim world as an alternative greeting whereby the right hand is placed flat over the heart, coupled with a brief nod of the head and a smile.

It is polite to greet the oldest or most senior members of the group first.

Communication style:

Small talk is common, indeed expected, and is often the prelude to business discussion.

Business is conducted on the basis of trust in the UAE and will fall short if individuals try to hurry on to business matters too hastily. Take the time to get to know your counterpart by asking generic questions and showing an interest in them personally. Ask about their children, their school, sporting interests, trips abroad etc.

It may take a good few meetings and a restaurant visit before your counterpart will feel ready to move into any business transactions with you.

Genuine flattery will never go amiss

Be aware of hierarchical structures and show due respect to those in a higher position. Use titles where appropriate.

Never criticize Islam, the ruling classes or local traditions.

Never sit in a position that shows the soles of the feet. To do so is an insult as feet are considered dirty.

Personal Space:

Maintain eye contact with people of the same sex.

Men should show courtesy and respect for women. Never make prolonged eye contact with a woman or compliment her on her appearance or dress.

It is not uncommon for men to greet other men with a kiss or a nose rub. Male friends often link arms or hold hands.

Members of the opposite sex do not embrace or kiss in public

Gift Giving:

All gifts should be of a high quality. Good perfume is acceptable even for men who take a pride in the appearance and status but such a gift for a woman should only be given by another woman.

Gifts with a personal touch that show thoughtfulness are very acceptable.

Never give alcohol, pork products, knives or dog related items.

Dining & Food:

Dining in the UAE is a very social affair and can be a means to doing business also.

It is considered polite to arrive fifteen minutes late.

Expect to eat with the right hand – the left hand is considered dirty. However, if you are left handed it is acceptable to eat with a utensil in the left hand. Arabs may eat with their hand only and without utensils. Hand cleanliness is therefore very important.

Some families prefer to be seated on cushions on the floor.

It is not considered polite to decline the offer of more food.

If eating with utensils, place the cutlery facing up in the middle of the plate on finishing the meal.

If dining in a restaurant give more than the service charge – up to 10% is acceptable.

Taboos:

- Do not discuss religion or criticise Islam.
- Men should not stare at women or offer compliments
- Do not go outside scantily dressed
- Non-Muslims should not enter a mosque or touch a Qu'ran

- Kissing or cuddling in public is strictly prohibited and such conduct can result in arrest.

BUSINESS CULTURE & PRACTICE

What to wear:

Dress conservatively. Men should wear a neat suit and tie.

Women should dress smartly and modestly ensuring that their arms are covered regardless of temperature.

Titles:

The Emiratis expect formality and respect.

Position is important and should be recognised.

Expect to be addressed by your title and be sure to research the position and titles of those with whom you do business. It is polite for instance, to address the head of the department or company as ‘Sheikh’.

Business cards:

Business cards are given before the meeting and should be printed in Arabic on one side. The Arabic side should be presented first.

Present and receive business cards with your right hand.

Meetings:

Appointments should be made at least two weeks ahead and confirmed a day or two before the meeting is due to take place.

It is not unusual for a meeting to take place in a café or restaurant.

Punctuality is important and deemed respectful.

Informal ‘small talk’ prior to the start of business is common and is essential to building relationships.

Face is important to the Emirates so that any criticism or conflict should be strictly avoided.

It is not unusual for meetings to seem a little disorganised and interruptions are not uncommon. An individual unrelated to the meeting may therefore join the meeting for a period and the subject may change accordingly. You may also find that some individuals make or receive calls during the meeting.

Negotiating:

Building relations in UAE and personal contacts are paramount to successful business. If you have not taken the time and made the effort to build a positive relationship with your counterpart then it’s unlikely that they will trust you sufficiently to negotiate with you.

Any business agreements should be passed by a lawyer before signing on the dotted line.

If there is some doubt about the outcome of negotiations this should not be expressed too negatively and the word ‘no’ is best avoided.

Do not use high pressure tactics as these will not be tolerated and are likely to negatively impact proceedings.

Management:

Be aware that the work week in the UAE runs from Sunday to Thursday. Friday and Saturday are weekend days.

Government office hours are typically between 07:30 and 15:00, although private office hours are typically open for longer and often

finish as late as 21:00. However, where this is the case, a three to four-hour break at some point in the day is given.

The boss often holds a fairly paternalistic role. As such, it's not uncommon for conversations to be move to more personal matters during discussions between boss and team member.

Managers tend to be slightly more conservative in the UAE and, as such, this may affect the speed and nature of change.

Although timescales and deadlines are broadly adhered to, less priority is given to them compared to Western cultures. If therefore, you are a Westerner doing business in the UAE, then you may wish to, gently and politely, reinforce any deadlines.

In family owned companies, deference is paid to the head of the family who will also most likely be the key decision maker.

Managers will typically consult stakeholders during the decision-making process. Responsibility for implementation will then be passed to subordinate team members.

Do not question the boss in a way that puts him / her on the spot as this will potentially cause a loss of face and will not be well received.

Exercise 1.

Imagine that you are experienced international businessman going to UAE. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. What year was the UAE first formed?

- 1971
 - 1981
 - 1951
2. More non-Emiratis live in the UAE than Emiratis.
- True
 - False
3. What did Prime Minister Sheikh Mohammed bin Rashid introduce in 2010?
- The National Charter 2021
 - Free Education
 - The Social Activity Programme
4. UAE nationals and prohibited from eating pork and drinking alcohol?
- True
 - False
5. Kissing in public is prohibited.
- True
 - False
6. What is celebrated on the 2nd December in the UAE?
- Commemoration Day
 - National Day
 - Islamic New Year
7. What is the name of the city voted Cultural Capital of the Arab World in 1998?
- Sharjah
 - Dubai
 - Abu Dhabi
8. What law governs social and political matters in the UAE?

- Sharia law
- British law
- Ottoman law

9. What is Sharwarma in the UAE?

- Food
- Tribe
- Dance

10. What was the epithet the British once gave to the Trucial Coast?

- The Emerald Coast
- The Pirate Coast
- The Trouble Coast

11. How many states make up the Emirates?

- 6
- 7
- 5

ASIA

12. CHINA

FACTS AND STATISTICS

Capital: Beijing

Climate: extremely diverse; tropical in south to subarctic in north

Ethnic Make-up: Han Chinese 91.9%, Zhuang, Uyгур, Hui, Yi, Tibetan, Miao, Manchu, Mongol, Buyi, Korean, and other nationalities 8.1%

Religions: Daoist (Taoist), Buddhist, Muslim 1%-2%, Christian 3%-4%

Government: Communist state

Language

Chinese is a family of closely-related but mutually unintelligible languages. These languages are known regional languages, dialects of Chinese or varieties of Chinese. In all over 1.2 billion people speak one or more varieties of Chinese.

All varieties of Chinese belong to the Sino-Tibetan family of languages and each one has its own dialects and sub-dialects, which are more or less mutually intelligible.

Why not learn some useful Mandarin or Cantonese phrases before your visit? Alternatively find out a bit more about the differences in the Chinese language and watch the video below.

CHINESE CULTURE & SOCIETY

The Importance of "Face"

The concept of 'face' roughly translates as 'honour', 'good reputation' or 'respect'.

There are four types of 'face':

- 1) Diu-mian-zi: this is when one's actions or deeds have been exposed to people.
- 2) Gei-mian-zi: involves the giving of face to others through showing respect.
- 3) Liu-mian-zi: this is developed by avoiding mistakes and showing wisdom in action.

4) Jiang-mian-zi: this is when face is increased through others, i.e. someone complementing you to an associate.

It is critical you avoid losing face or causing the loss of face at all times.

Confucianism

Confucianism is a system of behaviours and ethics that stress the obligations of people towards one another based upon their relationship. The basic tenets are based upon five different relationships:

Ruler and subject

Husband and wife

Parents and children

Brothers and sisters

Friend and friend

Confucianism stresses duty, sincerity, loyalty, honour, filial piety, respect for age and seniority. Through maintaining harmonious relations as individuals, society itself becomes stable.

Collectivism vs. Individualism

In general, the Chinese are a collective society with a need for group affiliation, whether to their family, school, work group, or country.

In order to maintain a sense of harmony, they will act with decorum at all times and will not do anything to cause someone else public embarrassment.

They are willing to subjugate their own feelings for the good of the group.

This is often observed by the use of silence in very structured meetings. If someone disagrees with what another person says, rather than disagree publicly, the person will remain quiet. This gives face to the other person, while speaking up would make both parties lose face.

Non-Verbal Communication

Chinese non-verbal communication speaks volumes.

Since the Chinese strive for harmony and are group dependent, they rely on facial expression, tone of voice and posture to tell them what someone feels.

Frowning while someone is speaking is interpreted as a sign of disagreement. Therefore, most Chinese maintain an impassive expression when speaking.

It is considered disrespectful to stare into another person's eyes. In crowded situations the Chinese avoid eye contact to give themselves privacy.

ETIQUETTE & CUSTOMS

Etiquette in China

Greetings are formal and the oldest person is always greeted first.

Handshakes are the most common form of greeting with foreigners.

Many Chinese will look towards the ground when greeting someone.

Address the person by an honorific title and their surname. If they want to move to a first-name basis, they will advise you which name to use.

The Chinese have a terrific sense of humour. They can laugh at themselves most readily if they have a comfortable relationship with the

other person. Be ready to laugh at yourself given the proper circumstances.

Gift Giving Etiquette

In general, gifts are given at Chinese New Year, weddings, births and more recently (because of marketing), birthdays.

The Chinese like food and a nice food basket will make a great gift.

Do not give scissors, knives or other cutting utensils as they indicate the severing of the relationship.

Do not give clocks, handkerchiefs or straw sandals as they are associated with funerals and death.

Do not give flowers, as many Chinese associate these with funerals.

Do not wrap gifts in white, blue or black paper.

Four is an unlucky number so do not give four of anything. Eight is the luckiest number, so giving eight of something brings luck to the recipient.

Always present gifts with two hands.

Gifts are not opened when received.

Gifts may be refused three times before they are accepted.

Dining Etiquette

The Chinese prefer to entertain in public places rather than in their homes, especially when entertaining foreigners.

If you are invited to their house, consider it a great honour. If you must turn down such an honour, it is considered polite to explain the conflict in your schedule so that your actions are not taken as a slight.

Arrive on time.

Remove your shoes before entering the house.

Bring a small gift to the hostess.

Eat well to demonstrate that you are enjoying the food!

Table manners:

Learn to use chopsticks.

Wait to be told where to sit. The guest of honour will be given a seat facing the door.

The host begins eating first.

You should try everything that is offered to you.

Never eat the last piece from the serving tray.

Be observant to other peoples' needs.

Chopsticks should be returned to the chopstick rest after every few bites and when you drink or stop to speak.

The host offers the first toast.

Do not put bones in your bowl. Place them on the table or in a special bowl for that purpose.

Hold the rice bowl close to your mouth while eating.

Do not be offended if a Chinese person makes slurping or belching sounds; it merely indicates that they are enjoying their food.

There are no strict rules about finishing all the food in your bowl.

BUSINESS CULTURE & PRACTICE

Relationships & Communication

The Chinese don't like doing business with companies they don't know, so working through an intermediary is crucial. This could be an individual or an organization who can make a formal introduction and vouch for the reliability of your company.

Before arriving in China send materials (written in Chinese) that describe your company, its history, and literature about your products and services. The Chinese often use intermediaries to ask questions that they would prefer not to make directly.

Business relationships are built formally after the Chinese get to know you.

Be very patient. It takes a considerable amount of time and is bound up with enormous bureaucracy.

The Chinese see foreigners as representatives of their company rather than as individuals.

Rank is extremely important in business relationships and you must keep rank differences in mind when communicating.

Gender bias is nonexistent in business.

Never lose sight of the fact that communication is official, especially in dealing with someone of higher rank. Treating them too informally, especially in front of their peers, may well ruin a potential deal.

The Chinese prefer face-to-face meetings rather than written or telephonic communication.

Meals and social events are not the place for business discussions. There is a demarcation between business and socializing in China, so try to be careful not to intertwine the two.

Business Meeting Etiquette

Appointments are necessary and, if possible, should be made between one-to-two months in advance, preferably in writing.

If you do not have a contact within the company, use an intermediary to arrange a formal introduction. Once the introduction has been made, you should provide the company with information about your company and what you want to accomplish at the meeting.

You should arrive at meetings on time or slightly early. The Chinese view punctuality as a virtue. Arriving late is an insult and could negatively affect your relationship

Pay great attention to the agenda as each Chinese participant has his or her own agenda that they will attempt to introduce.

Send an agenda before the meeting so your Chinese colleagues have the chance to meet with any technical experts prior to the meeting. Discuss the agenda with your translator/intermediary prior to submission.

Each participant will take an opportunity to dominate the floor for lengthy periods without appearing to say very much of anything that actually contributes to the meeting. Be patient and listen. There could be subtle messages being transmitted that would assist you in allaying fears of on-going association.

Meetings require patience. Mobile phones ring frequently and conversations tend to be boisterous. Never ask the Chinese to turn off their mobile phones as this causes you both to lose face.

Guests are generally escorted to their seats, which are in descending order of rank. Senior people generally sit opposite senior people from the other side.

It is imperative that you bring your own interpreter, especially if you plan to discuss legal or extremely technical concepts as you can brief the interpreter prior to the meeting.

Written material should be available in both English and Chinese, using simplified characters. Be very careful about what is written. Make absolutely certain that written translations are accurate and cannot be misinterpreted.

Visual aids are useful in large meetings and should only be done with black type on white background. Colours have special meanings and if you are not careful, your colour choice could work against you.

Presentations should be detailed and factual and focus on long-term benefits. Be prepared for the presentation to be a challenge.

Business Negotiation

Only senior members of the negotiating team will speak. Designate the most senior person in your group as your spokesman for the introductory functions.

Business negotiations occur at a slow pace.

Be prepared for the agenda to become a jumping off point for other discussions.

Chinese are non-confrontational. They will not overtly say 'no', they will say 'they will think about it' or 'they will see'.

Chinese negotiations are process oriented. They want to determine if relationships can develop to a stage where both parties are comfortable doing business with the other.

Decisions may take a long time, as they require careful review and consideration.

Under no circumstances should you lose your temper or you will lose face and irrevocably damage your relationship.

Do not use high-pressure tactics. You might find yourself outmanoeuvred.

Business is hierarchical. Decisions are unlikely to be made during the meetings you attend.

The Chinese are shrewd negotiators.

Your starting price should leave room for negotiation.

What to Wear?

Business attire is conservative and unpretentious.

Men should wear dark coloured, conservative business suits.

Women should wear conservative business suits or dresses with a high neckline.

Women should wear flat shoes or shoes with very low heels.

Bright colours should be avoided.

Business Cards

Business cards are exchanged after the initial introduction.

Have one side of your business card translated into Chinese using simplified Chinese characters that are printed in gold ink since gold is an auspicious colour.

Your business card should include your title. If your company is the oldest or largest in your country, that fact should be on your card as well.

Hold the card in both hands when offering it, Chinese side facing the recipient.

Examine a business card before putting it on the table next to you or in a business card case.

Never write on someone's card unless so directed.

Exercise 1.

Imagine that you are experienced international businessman going to China. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. The Chinese prefer business communication by which of these methods?

- Phone
- Face to Face
- Writing

2. Aggressive negotiation tactics are recommended.

- TRUE
 - FALSE
3. A handshake in China should be ...
- Limp and brief
 - Strong and lengthy
 - Firm but brief
4. Gifts within the business context are seen as bribes?
- TRUE
 - FALSE
5. Who would you expect to make decisions from negotiations and meetings?
- The negotiation team through consensus
 - Most senior ranking attendee
 - Your direct counterpart
6. How should one receive business cards?
- Both hands
 - Right hands
 - With left hand propped by right
7. Which of these should you not do during a business meeting?
- Address anyone but the head of the Chinese contingency
 - Show emotion
8. It is acceptable to answer phone calls in meetings.
- TRUE
 - FALSE
9. Which of these should you try and have on your business cards?

- Title
- Age

13. JAPAN

FACTS AND STATISTICS

Capital: Tokyo

Nationality: Japanese

Ethnic Make-up: Japanese 98.5%, Koreans 0.5%, Chinese 0.4%, other 0.6% note: up to 230,000 Brazilians of Japanese origin migrated to Japan in the 1990s to work in industries; some have returned to Brazil (2004)

Climate: The climate in Japan varies from tropical in the south to cool and temperate in the north.

Currency: The currency in Japan is the Japanese Yen.

Government: The government in Japan is constitutional monarchy. Although the Emperor is the ceremonial head of state he has no constitutional powers.

Language

The dominant spoken language is Japanese (Nihongo) which is the sixth most spoken language in the world with more than 99% of the population using it.

Linguistically, Nihongo is related in syntax to the Korean language although in spite of the similarities, both contemporary languages are incomprehensible to one another. The Meiji reformation in 1868 was followed by significant social and political change which included the

establishment of a dominant national language to replace regional dialects. The subsequent dialect, *hyōjungo*, became the standard language, based upon the linguistic patterns of Tokyo's warrior classes. Some dialects are still used in certain areas, particularly in Kyoto and Osaka, but standard Japanese, based on the speech of Tokyo, has become more popular through the use of television, radio and movies.

CULTURE & SOCIETY

Religion & Beliefs:

Shinto and Buddhism 84%, other 16% (including Christian 0.7%)

Shinto dates back to ancient times when people believed that the natural world possessed *Kami*, a Shinto deity or divine spirit. Buddhism came from China in the 6th Century and the two religions have co-existed in Japan from that time.

The Family:

Family patterns have changed over the decades from multi-generational households to the typical 'nuclear family' with two parents and their children (particularly in the more urban areas).

Some families may have an elderly parent or relative residing with them.

During the second half of the 20th century, new laws were introduced reducing patriarchal authority and awarding greater legal rights for women.

Marriage is based upon mutual attraction rather than the once traditional 'arranged marriage'.

Gender Roles:

Historically, women in Japan were expected to be subordinate to men and were confined to domestic matters only. They were excluded from certain sacred areas and were expected to show deference to hierarchal authority in both speech and behaviour.

In 1947, a new legal framework was established affording equality to both sexes, thus giving women more access to education, job opportunities and career advancement. However, the changes in the gender gap, equal pay and educational attainment are slow moving and the concept of total equality remains an 'ideal' rather than the norm at present.

Socialization:

Children are the centre of the family in Japan and child rearing is seen as an extremely important role. Strong family bonds are developed early on, particularly between the mother and children.

Compulsory education commences from the age of six with six years in elementary school which is followed by three years in middle school.

Although compulsory education ends with middle school, many go on to further education. Prior to compulsory school, there are two strands of pre-school education: nursery school from the age of three and kindergarten from five years.

Food:

Whilst Japan has its own identity of traditional cuisine there are early influences from Korea, China and South East Asia.

White rice is a staple element of almost all meals and other ingredients include soy products, grilled or raw fish, thinly sliced stir-fried pork with bean sprouts and vegetables.

Miso soup is a popular dish made from miso paste (fermented soya beans and barley) and containing various accoutrements such as tofu and/or vegetables.

Sushi is also a popular Japanese meal which involves vinegared rice with seafood, raw fish or vegetables.

A typical Japanese meal usually involves a number of dishes on the table rather than a main course.

ETIQUETTE & CUSTOMS

Naming conventions:

In Japan people have two names, the surname and the given name. The surname comes before the given name and is inherited from the father.

Meeting & Greeting:

Greetings in Japan are very formal and ritualized.

It is important to show the correct amount of respect and deference to someone based upon their status relative to your own.

Wait to be introduced.

It is considered impolite to introduce yourself, even in a large gathering.

While foreigners are expected to shake hands, the traditional form of greeting is the bow. How far you bow depends upon your relationship to the other person as well as the situation. The deeper you bow, the more respect you show.

A foreign visitor ('gaijin') may bow the head slightly, since no one expects foreigners to generally understand the subtle nuances of bowing.

Communication style:

The Japanese rely on facial expression, tone of voice and posture to tell them what someone feels.

They often trust non-verbal messages more than the spoken word as words can have several meanings.

The context in which something is said affects the meaning of the words. Therefore, it is imperative to understand the situation to fully appreciate the response.

Frowning while someone is speaking is interpreted as a sign of disagreement.

Most Japanese maintain an impassive expression when speaking.

Non-verbal communication is so vital that there is a book for 'gaijins' (foreigners) on how to interpret the signs!

It is considered disrespectful to stare into another person's eyes, particularly those of a person who is senior to you because of age or status.

In crowded situations the Japanese avoid eye contact to give themselves privacy.

Saving face is crucial in Japanese society.

The Japanese believe that turning down someone's request causes embarrassment and loss of face to the other person.

If the request cannot be agreed to, they will say, 'it's inconvenient' or 'it's under consideration'.

Face is a mark of personal dignity and means having high status with one's peers.

Therefore, they do not openly criticize, insult, or put anyone on-the-spot.

Personal Space:

The Japanese prefer to have some distance, at least arms-length in their personal space.

Gift Giving:

In Japan, gift-giving is highly ritualistic and meaningful.

The ceremony of presenting the gift and the way in which it is wrapped is as important, and sometimes more important, than the gift itself.

Gifts are given for many occasions.

The gift need not be expensive, but take great care to ask someone who understands the culture to help you decide what type of gift to give.

Good quality chocolates or small cakes are a good idea.

Do not give lilies, camellias or lotus blossoms as they are associated with funerals and avoid white flowers of any kind as they are associated with funerals.

Do not give potted plants as they encourage sickness, although a bonsai tree is always acceptable.

Give items in odd numbers, but not 9 (the numbers 9 and 4 are considered unlucky in Japan)

If you buy the gift in Japan, have it wrapped. Pastel colours are the best choices for wrapping paper.

Gifts are not necessarily opened upon receipt.

Dining & Food:

On the rare occasion you are invited to a Japanese house:

Remove your shoes before entering and put on the slippers left at the doorway.

Leave your shoes pointing away from the doorway you are about to walk through.

Arrive on time or no more than 5 minutes late if invited for dinner.

If invited to a large social gathering, arriving a little bit later than the invitation is acceptable, although punctuality is always appreciated.

Unless you have been told the event is casual, dress as if you were going into the office.

If you use the toilet, put on the available toilet slippers and remove them when you are finished. Do not wear them back out of the bathroom.

Dining Etiquette:

Wait to be told where to sit. There is a protocol to be followed.

The honoured guest or the eldest person will be seated in the centre of the table the furthest from the door.

The honoured guest or the eldest is the first person to begin eating.

It will yield tremendous dividends if you learn to use chopsticks.

Never point your chopsticks.

Do not pierce your food with chopsticks.

Chopsticks should be returned to the chopstick rest after every few bites and when you drink or stop to speak.

Do not cross your chopsticks when putting them on the chopstick rest.

Place bones on the side of your plate.

Try a little bit of everything. It is acceptable to ask what something is and even to make a face if you do not like the taste.

Don't be surprised if your Japanese colleagues slurp their noodles and soup.

Mixing other food with rice is usually not done. You eat a bit of one and then a bit of the other, but they should never be mixed together as you do in many Western countries.

If you do not want anything more to drink, do not finish what is in your glass. An empty glass is an invitation for someone to serve you more.

When you have finished eating, place your chopsticks on the chopstick rest or on the table. Do not place your chopsticks across the top of your bowl.

If you leave a small amount of rice in your bowl, you will be given more. To signify that you do not want more rice, finish every grain in your bowl.

It is acceptable to leave a small amount of food on your plate when you have finished eating.

Conversation at the table is generally subdued. The Japanese like to savour their food.

BUSINESS CULTURE & PRACTICE

What to wear:

It is important to dress smartly and conservatively.

Men should wear a dark suit in the winter months with white shirt and tie that is not brightly coloured.

As the summer months can be very hot it is acceptable to wear half sleeve shirts and light grey suits.

Women should also dress conservatively, wear hair either short or tied back. Conspicuous jewellery or short skirts are not considered appropriate.

Business cards:

Business cards are exchanged constantly and with great ceremony.

Invest in quality cards.

Always keep your business cards in pristine condition.

Treat the business card you receive as you would the person.

You may be given a business card that is only in Japanese.

It is wise to have one side of your business card translated into Japanese.

Give your business card with the Japanese side facing the recipient.

Make sure your business card includes your title, so your Japanese colleagues know your status within your organization.

Business cards are given and received with two hands and a slight bow.

Examine any business card you receive very carefully.

During a meeting, place the business cards on the table in front of you in the order people are seated.

When the meeting is over, put the business cards in a business card case or a portfolio.

Meetings:

Appointments are required and, whenever possible, should be made several weeks in advance.

It is best to telephone for an appointment rather than send a letter, fax or email.

Punctuality is important. Arrive on time for meetings and expect your Japanese colleagues will do the same.

Since this is a group society, even if you think you will be meeting one person, be prepared for a group meeting.

The most senior Japanese person will be seated furthest from the door, with the rest of the people in descending rank until the most junior person is seated closest to the door.

It may take several meetings for your Japanese counterparts to become comfortable with you and be able to conduct business with you.

This initial getting to know you time is crucial to laying the foundation for a successful relationship.

You may be awarded a small amount of business as a trial to see if you meet your commitments.

If you respond quickly and with excellent service, you prove your ability and trustworthiness.

Never refuse a request, no matter how difficult or non-profitable it may appear. The Japanese are looking for a long-term relationship.

Always provide a package of literature about your company including articles and client testimonials.

Always give a small gift, as a token of your esteem, and present it to the most senior person at the end of the meeting. Your Japanese contact can advise you on where to find something appropriate.

Presentations:

Keep them formal and stick to the facts. Don't try to impress with gimmicky designs.

Materials should be handed to the participants of the meeting rather than the more casual practice of 'taking one and passing it on'.

Make sure the time schedule allows for questions and remember, the Japanese do not always raise their hands and will often look directly at you instead. It is up to the presenter to be aware and to politely ask if they wish to ask a question.

Negotiating:

The Japanese are non-confrontational.

They have a difficult time saying 'no', so you must be vigilant at observing their non-verbal communication.

It is best to phrase questions so that they can answer yes. For example, do you disagree with this?

The Japanese often remain silent for long periods of time. Be patient and try to work out if your Japanese colleagues have understood what was said.

Japanese prefer broad agreements and mutual understanding so that when problems arise they can be handled flexibly.

Using a Japanese lawyer is seen as a gesture of goodwill. Note that Japanese lawyers are quite different from Western lawyers as they are much more functionary.

Never lose your temper or raise your voice during negotiations.

Some Japanese close their eyes when they want to listen intently.

The Japanese seldom grant concession. They expect both parties to come to the table with their best offer.

The Japanese do not see contracts as final agreements so they can be renegotiated.

Management:

The hierarchal structure in business management is the essence of corporate culture in Japan. Each person is clear about their role and functionality within the business.

Managers are not expected to engage their reports in decision making. Indeed, deferring decisions, or blanket inclusion in decision making may be viewed as a sign of weakness

Managers are expected to nurture an environment which best facilitates the working of the group. As such, they should be readily accessible to team members and happy to train and mentor.

Information typically moves from the bottom up and Managers ratify proposals.

Managers in Japan communicate in a high context fashion. Although this manner of communication may strike those from the west as vague,

Japanese subordinates will generally decode the request of their Manager through cues in body language and unspoken messages.

The concept of 'face' is important in Japan and, as such, Managers will be careful to protect the reputation of subordinates when in the presence of others. Critical remarks are certainly not voiced in public and a Manager may even appear to overtly agree with something that they disagree with in an effort to save the face of others.

Exercise 1.

Imagine that you are experienced international businessman going to Japan. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Read the following case and discuss what you think caused the problem or misunderstanding. Present your interpretation of the case to see if the rest of the class agrees with it.

What do you think is happening here?

J = Japanese; F = Foreigner

F: Therefore, our products meet your requirements 100%. How soon do you think you can place an order?

J: Did you see the sumo wrestling last night?

F: Well... Yes, I did. But back to our discussion, when would it be convenient?

J: What do you think of Jessie Takamiyama (a Hawaiian sumo wrestler)? Wasn't he terrific?

Comments:

This passage reflects the indirectness of much communication in highcontext Japan. Changing the subject is one way of telling the foreign businessman or woman that he doesn't want to place an order. For the Japanese partner, a direct statement would not be acceptable, since it would lead to loss of face. Other ways of saying 'no' include: giving a vague 'yes' or 'no'; asking a question; delaying answering the question; stating regret; using silence; refusing to answer the question; saying 'yes'; apologising.

Exercise 3.

Read the following case and discuss what you think caused the problem or misunderstanding. Present your interpretation of the case to see if the rest of the class agrees with it.

A U.S. golfing equipment manufacturer decided to explore the possibility of entering the Japanese market. They have arranged a meeting with a major Japanese firm to discuss a joint venture. Three representatives of each firm meet up in San Francisco. Following the initial introductions the men sat down at opposite sides of the table. After offering their Japanese guests a drink the U.S. representatives proceeded to take off their jackets and roll up their sleeves as a sign of 'lets get down to business'. The meeting was unsuccessful and the joint venture never took place. What cultural faux pas did the Americans make?

Comments:

The seating arrangements came across as distant to the Japanese who like to conduct business in a friendly atmosphere.

The U.S. business men should have also offered the Japanese the chance to take off their jackets.

The removal of jackets was seen as un-businesslike, inappropriate and in breach of professional conduct.

Drinks are always left to after meetings in Japan.

14. SOUTH KOREA

FACTS AND STATISTICS

Capital: Seoul

Nationality: Korean

Ethnic Make-up: Homogenous (except for small percentage of the population who are from elsewhere but reside in the country permanently). It is one of the most racially pure countries in the world.

Climate: temperate, with rainfall heavier in summer than winter

Currency: South Korean 'won'

Government: Republic

Language

Koreans share one language, with approximately seventy million people around the globe speaking Korean.

The language structure, grammar and vocabulary are similar to Japanese. Dialects are regional; differing mainly in accent, but are so similar that comprehension for speakers, or listeners, is not an issue. Key difference in dialect are also attributed to social status.

Korea has one of the highest literacy rates in the world due to the phonetic nature of the written language which was invented in the mid-fifteenth century to give one language to Koreans.

CULTURE & SOCIETY

Religion & Beliefs

South Korea supports religious freedom

Confucianism, Buddhism and Christianity are the main formal religions

Many Koreans believe in the ancestral spirit and observe Confucian rituals

Confucianism is a political and social philosophy that pervades Korean culture

Major Celebrations/Secular Celebrations

There are two main national holidays:

New Year's Day (second full moon after winter solstice)

Chuseok (the eighth full moon)

Celebrations for these festivals are based around ancestors, family, games, harvest festivals and food.

The Family

The family unit is an integral part of customs and life in South Korea

Arranged marriages are common

Marriage is regarded as a rite of passage

Divorce was rare but has become more common in recent years

Patriarchal lineage is ubiquitous and links ancestors through the husband's line

Traditionally, the eldest son inherited, however, this has recently altered and is now equal by law

The eldest son bears extra responsibility to his family and it is supposed that he will care for his parents in their old age

Socialisation

Daily care of infants is primarily parent based for at least the first two years with little, or no, separation from the mother

Patriarchal obedience, cooperation, respect for elders, and familial piety are imbued into early childhood

Gender specific roles are encouraged within the family and education system

Sons generally receive the best education and remain more dependent upon their family, even into marriage

Food

Korean cuisine is based on rice, vegetables and meat

'Kimchi' is the national dish and is eaten with most meals

Kimchi is made from a variety of vegetables which are then fermented and can be stored for long periods of time

Banchan are side dishes – these are often made in large numbers and are served along with the main dish

Food is used in ceremonies, especially at weddings, birthdays and to honour ancestors

ETIQUETTE & CUSTOMS

The Concept of Kibun

Kibun is a word with no literal English translation; the closest terms are pride, face, mood, feelings, or state of mind.

If you hurt someone's kibun you hurt their pride, cause them to lose dignity, and lose face. Korean interpersonal relationships operate on the principle of harmony.

It is important to maintain a peaceful, comfortable atmosphere at all times, even if it means telling a "white lie".

It is important to know how to judge the state of someone else's kibun, how to avoid hurting it, and how to keep your own kibun at the same time.

In business, a manager's kibun is damaged if his subordinates do not show proper respect. A subordinate's kibun is damaged if his manager criticizes him in public.

Nunchi is the ability to determine another person's kibun by using the eye.

Since this is a culture where social harmony is crucial, being able to judge another person's state of mind is critical to maintain the person's kibun. Nunchi is accomplished by watching body language and listening to the tone of voice as well as what is said.

Naming Conventions

In South Korea names operate in the reverse of Western cultures; Family name (surname), a second family name shared by all of that generation, and finally their given name.

It is considered very impolite to address a Korean with his or her given name. They should be addressed using their professional titles, or Mr, Mrs Etc, until permission is given otherwise.

Meeting & Greeting

Bowing is the traditional way to greet in South Korea

Handshakes often accompany the bow among men

Your left hand should support your right forearm when shaking hands

Korean women do not always shake hands and may slightly nod instead of a full bow

Always bow to individuals when departing

Communication style

Communication can be complicated in South Korea due to an inherent dislike of saying 'no' as it is considered poor etiquette

Discussions can be prolonged due to the avoidance of declining or refusing

If disquiet is verbally or visibly displayed it is a sure sign that something is amiss

Good posture and positive body language is most beneficial in meetings; patience and politeness must be maintained throughout

Do not use excessive or overt body language

Use two hands, or support your right arm with your left, when passing on business cards, gifts, or when receiving an item

Respect, trust and satisfaction are displayed through a deeper bow

Personal Space

It is insulting for Koreans to be touched by someone with whom they are unfamiliar; don't pat them on the back or hug them

Prolonged, direct eye contact can be inferred as a challenge and is seen as impolite, especially when dealing with others of a higher social standing

Keep your body within its own personal space; avoid extended or crossed legs and limit arm movements when explaining something so as to evade others' personal space

If calling someone over to you do not point with your index finger, instead use your hand palm down in a claw movement

In cities (especially Seoul) pushing, shoving and touching are regular occurrences – don't be offended by the lack of apologies

Friends, of both sexes, will often walk arm in arm together, especially teenagers and the younger generations

Gift Giving Etiquette

Koreans are generous people and enjoy giving gifts

Accept the gift with both hands – but never open the gift immediately, wait until the giver is absent

Return the favour and offer something of a similar value. Koreans enjoy Western gifts and items so be prepared before leaving home

If giving gifts be sure to wrap and present them in an attractive way. Avoid using dark wrapping paper, especially red, instead choose bright yellow/green

If invited to a Korean home always take the hostess a gift; chocolates, sweets, cakes or flowers but preferably not alcohol

Gifts are often given at the first business meeting and the host should present his first. To reciprocate, give good quality alcohol such as scotch, or desk accessories

Do not give overly expensive gifts as Koreans feel indebted to give as they receive

Avoid gifts such as knives, scissors, sets of four, and red writing (these are seen as 'cutting ties' and signifying death respectively)

Dining & Food

Always wait to be seated by your host. If given the seat of honour (looking at the front door) it is polite to demonstrate a slight objection

Elders are served first and begin the dining process

Food and dining are important parts of Korean culture and are used to build relationships. Be sociable and work at shaping good associations for pleasure and business as they are interlinked

Don't pour your own drink, although it is considered good manners to pour another's. Women often pour for men but not for other women. Rather than refuse more drink (remember, Koreans don't like outright refusal) simply leave your glass part full, as opposed to empty

Do not tip if you see a 'no tipping' sign

There are often prolonged periods of silence during Korean meals – socialising can happen once everyone has feasted

Don't forget to pass and receive food with two hands or with just your right if it is supported by your left

When it comes to settling the bill, the invitee may offer to pay but the host will generally pay for everyone.

If you are invited to continue after dinner with drinks or a party, don't refuse this invitation.

On occasion you may be asked to sing a solo after dinner. Try not to refuse this request, instead sing with enthusiasm and spirit

Do not point with your chopsticks, or leave them sticking out of your bowl

The national drink of Korea is 'Soju', a clear vodka-like drink that is generally 18-25% alcohol

Visiting a home

Always remove your shoes before entering a Korean home (in recent years there has been an increase in Western culture and this may not always be the case - follow the lead of your host if unsure)

It is possible to arrive up to thirty minutes late without causing offence but punctuality is highly respected

Remember, never pour your own drink. The host will do this in your presence

Being invited into a Korean's home is considered an honour (especially if it is for a meal) so it is essential to treat it as such. Be polite, respectful and observe their customs

Bring a gift to reciprocate your host's kindness

Once the party is over you will usually be escorted to your car or the gate by the host. This is a sign of respect

Taboos in South Korean Culture

- Do not wear your shoes in places of worship or peoples' homes
- Do not put your feet on furniture
- Do not eat or drink in public places while walking
- Do not place your thumb between your middle and index finger while making a fist as this an obscene gesture
- Do not use red ink. This is a symbol of death and is reserved only for writing the names of the deceased. It is considered unlucky and suggests you wish death to the recipient
- Do not use the number four if at all possible – if giving gifts, do not give four of something. It is considered unlucky due to the similarity between the Korean word for death and the pronunciation of the word 'four'
- Do not stand too close to people you are meeting for the first time – keep an arm's length between you

BUSINESS CULTURE & PRACTICE

If you are considering doing business in South Korea, or with a South Korean, it is essential to understand their culture and business etiquette to maximise your potential and avoid any unnecessary awkwardness.

Korean culture is profoundly influenced by Confucian principles and this pervades not only personal lives, but also business. Confucianism supports group harmony, respect for elders and authority, the importance of family, friendship and ancestors, and also, tradition. Kibun (equivalent to face, or honour) is highly significant to Koreans and they will always attempt to maintain their Kibun, or personal dignity. Confrontation is to be avoided at all cost as once Kibun is lost it cannot be regained.

In South Korea, good relationships are crucial to success both in personal and business circles, and these are assimilated within the business world. Korean's make friends first, and clients second. To make the most of your business acumen you must also appear trustworthy, honourable and respectable in a social and business setting.

Korean business is founded upon relationships; even large corporations are often family managed with members still acting in executive positions. The Confucian principles regarding respect for age, family, rank and tradition have ensured the continuance of this system. There have been recent calls for reforms, due to economic downturns, in Korea but this will take time due to the entrenched systems in place.

Alongside the formal power structures in place within a company one must learn to recognise, and assess, the informal structures which may be based on long-standing family ties, personal relationships and allegiances. Insight into these practises will ensure a greater comprehension of Korean business etiquette.

What to wear?

Dress is conventional and conservative for both women and men

Dark suits, white shirt and tie are accepted as the norm for men

Suits, dresses, or blouse and skirt are acknowledged for women. Trousers are not generally worn for business

Women should avoid sleeveless, tight-fitting garments

Colours should be understated and traditional

Good quality accessories are accepted

Be aware that winter can be very cold, and summer very hot, in South Korea

Titles

As discussed previously, Koreans have three names; they are used in order of surname, generation name, and then given name.

If unsure address people as Mr_____ (surname) or surname _____ and then their title (teacher, professor, etc)

Generally, Koreans will offer you their name, which may be a westernised version of their Korean name

Business cards

Business cards are considered important and ritualistic in Korea

It is advisable to have one side printed in English and the other in Korean

Give and receive cards with both hands, with the Korean side uppermost for ease of reading

Take time to read and examine the cards you are given – it is respectful

Place cards in a holder to keep them safe and show you are treating them well

Never write on or mark the cards you are given

Meetings

Organise your meeting ahead of time, giving plenty of notice

Arrive punctually and be prepared

The most senior Korean will enter and be seated first

As Koreans live and conduct business within a Confucian framework, initial meetings are often used in an introductory fashion and business may be instigated later

Do not show impatience at this stage as these pleasantries are a way of getting to know you

Only remove your jacket once the senior Korean does

Choose delegates who are on par with their Korean counterparts – this shows respect and knowledge

Exchange business cards in a respectful manner after the initial introductions

Ask open ended questions that do not require a yes or no answer as Koreans dislike refusals

Negotiating

Allow the senior Korean to instigate business discussions

Phrase questions in a manner that allows for discussion (Ask ‘When can we expect delivery?’ And not, ‘Will delivery be within two weeks?’)

Avoid using an outright ‘No’ in response to questions

Be aware of others’ Kibun – do not force an issue if you sense reluctance as you may harm you own dignity and lose their respect

Always show respect for senior colleagues and management

There are often times of silence during meetings, try not to break these as they are moments of contemplation and show consideration for others

Avoid a hard sell and forceful negotiations – remember Kibun

Management

Korean business and personal lives are based upon strict hierarchical structures

Confucianism supports this structure within the family and workplace

Older and senior delegates should be deferred to at all times

'Sonsaengnim' means "respected person" and is frequently used when addressing someone of a higher position

In South Korea managers take a paternalistic role with employees and may be familiar with staff in a personal manner

This allows for a mutual respect and understanding so don't be put off if asked questions of a personal nature

Exercise 1.

Imagine that you are experienced international businessman going to South Korea. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. Which of these religions has an influence over Korean culture and values?

- Buddhism
- Confucianism
- Paganism

2. Putting business cards into a pocket is considered rude.

- TRUE
- FALSE

3. Gifts are exchanged in business as...

- Bribes

- A way of opening negotiations
 - A way of cementing relationships
4. Maintaining eye contact is considered good etiquette.
- TRUE
 - FALSE
5. When reciprocating in gift giving, what should you do?
- Make sure the gift you give in return is more expensive.
 - Make sure the gift you give in return is of equal value/worth.
6. When meeting a Korean on business, how should you address them?
- With title and surname
 - With surname
 - With first name
7. If you were to buy a Korean one of these gifts, which would be the most suitable?
- Business stationery
 - Craft item from your own country
 - Chocolates
8. When receiving a business card you should do so with...
- Left hand propped up with right hand
 - Both hands
 - Right hand only
9. When receiving a gift it is good etiquette to...
- Kiss the givers right shoulder
 - Refuse it three times
 - Accept it with the left hand while shaking hands with the right

10. How do Koreans greet one another?

- Rub noses
- Shake hands to avoid the possibility of causing offense
- Bow

Exercise 3.

Read the following case and discuss what you think caused the problem or misunderstanding. Present your interpretation of the case to see if the rest of the class agrees with it.

Jonathan Manning has been chosen to set up a branch of his engineering consulting firm in Seoul, South Korea. Although the six engineering consultants that would eventually be transferred there were British, Jonathan is interested in hiring locals as support staff. He is particularly keen to hire an accountant. He is offering a great salary with excellent working conditions. He gets some names put forward through contacts he has in Seoul. After meeting with them he is surprised to find all of them turn down his offer. All preferred to stay with their current employers. Why?

Comments:

Most Koreans stay with their first employer for the rest of their career out of a sense of loyalty.

Koreans consider it shameful to work for foreigners.

Jonathan should not have approached them directly but through a third party.

New firms are seen as risky in Korea; most Koreans prefer to transfer to well-established companies.

15. INDIA

FACTS AND STATISTICS

Capital: Delhi

Ethnic Make-up: Indo-Aryan 72%, Dravidian 25%, Mongoloid and other 3% (2000)

Climate: variable; tropical monsoon in south and temperate in north

Currency: Indian Rupee

Government: Federal Republic

Language

As India is one of the world's oldest cultures it has been subjected to a plethora of language influences.

The primary ones are; Hindi 41%, Bengali 8.1%, Telugu 7.2%, Marathi 7%, Tamil 5.9%, Urdu 5%, Gujarati 4.5%, Kannada 3.7%, Malayalam 3.2%, Oriya 3.2%, Punjabi 2.8%, Assamese 1.3%, Maithili 1.2%, other 5.9%. English is used primarily in business, and for economic and political purposes.

Language is regional and dialects play a role in the variety of languages spoken throughout India, with some sources suggesting that there are possibly 1,652 different languages or dialects. These come from four main linguistic families and are centered on different regions.

Local guides and translators may be beneficial if you are conducting meetings in a variety of locations throughout the country as difference in language is ubiquitous.

CULTURE & SOCIETY

Religion & Beliefs

Hindu 79.8%, Muslim 14.2%, Christian 2.3%, Sikh 1.7%, other and unspecified 2% (2011 est.)

India has the second largest Muslim population in the world

Religious practises are an integral part of daily life

From the Hindu culture arose three other major religions: Buddhism, Jainism and Sikhism.

Hinduism has long established roots in India dating from 2000-1500 B.C.E

In Hinduism there is no single founder, specific theological system, or central religious structure

Vedas and Upanishads are the holy books of Hinduism

Hinduism teaches meditation, yoga and ascetic practices to cultivate self-discipline and unity

The cow is considered a sacred animal

Major Celebrations/Secular Celebrations

26th January (Republic Day)

15th August (Independence Day)

2nd October (Gandhi Jayanti; Mahatma Gandhi's Birthday)

Diwali – October/November

Holi – March, to celebrate Spring

The Family

Family values are highly respected throughout India and are fundamental in daily life

The structure of the family is patriarchal; a woman must obey her father, her husband, her son.

Arranged marriages are commonplace

The urban middle class population of India have begun to move away from arranged marriages

Families often live with three or four generations in the same household

Traditionally sons inherit and daughters receive a dowry

Child care is provided by the female family members

Social Stratification

India has one of the world's oldest caste systems

The caste structure divides people into four main groups: Brahmins, Kshatriyas, Vaishyas and Shudras

Brahmins, the teachers and intellectuals - Brahma's head. Kshatriyas, the warriors and rulers – Brahma's arms. Vaishyas, the traders - Brahma's thighs, and finally, Shudras, the menial workers - Brahma's feet

There can be as many as thirty castes within one village

Intermarrying between castes was forbidden but in urban areas is now more common

Your caste is set by birth.

Gender Roles

Mothers, grandmothers and older siblings care for infants

Patriarchal families are the norm

Women are considered to hold secondary positions within the home and workplace

82.14% of males and 65.46% of females are literate (2011 census)

Women often receive little schooling

Divorce and inheritance laws are male dominated

Socialisation

Until the child is two, the mother or grandmother is primary caregiver

Once the child is two, older sisters are the primary caregivers

Sons are generally given better opportunities and receive a superior education

Gender specific roles are encouraged within the family unit and in wider society

Food

Food in India is often served on a 'thali' – a tray or plate that can hold several dishes.

'Curry' is a European term to describe the spicy dishes found in India.

In some parts of India meals are eaten with rice (chawal), in others, flat breads (roti) are preferred.

Food is infused with spices such as cumin, turmeric, black pepper, cardamom, cloves and coriander.

Most Hindus avoid eating beef.

ETIQUETTE & CUSTOMS

Naming conventions

Due to India's diverse cultural groups there is variance between regions on naming conventions.

If in doubt, ask! This is likely to cause least offence.

It is generally safe to address an elder as 'sir' or 'Ma'am'

Indians generally have a 'given' name – a name they use at work or for people they are not overly familiar with

Many people in India also have a 'pet' name – a nickname for family and close friends

Often you will find that an older female is referred to as 'auntie', even if unrelated

Younger males are often called 'little brother'

Family names, or surnames often denote the caste or area that an individual originates from – these can have a suffix that denotes the type of their ancestor's trade

Indians may also use a different religious name

Many Muslims do not have surnames. Instead, men add the father's name to their own name with the connector 'bin'. For example, Abdullah bin Ahmed is Abdullah the son of Ahmad

Sikhs all use the name Singh. It is either adopted as a surname or as a connector name to the surname

Meeting & Greeting

In India it's traditional to greet people using 'Namaste' – place both hands together and bow slightly. In urban areas this is often overlooked

Men will often also shake hands when meeting or leaving

Men should not attempt to shake hands with women

Some Indian women might shake hands with a western woman

Indian culture is based on a hierarchical system so elders and superior are greeted first

Religion, caste and social standing all effect greetings

Communication style

Avoid standing too close to others

Communication may not be straightforward – you may have to read between the lines and interpret gestures/signs

Differing relationships will determine how people interact with each other – watch what others do

Indian men may often pat each other on the back as a sign of friendship

Some gestures can be easily misinterpreted – a western hand wave from side to side can mean 'no' or 'go-away' in India

If an Indian says 'I will try' this can usually be interpreted as 'no'

On the whole, Indian people dislike to refuse something, or someone, outright

Use your right hand to touch, accept or give something

Do not beckon with your hand or snap your fingers – instead, with your arm extended, curl your fingers downward in a claw motion

Pointing, with either one or two fingers, is considered rude and used for inferiors only

Chins, thumbs and entire hands are used to point or direct someone's attention

When a head is jerked back, or moved in a figure of eight, this usually means 'yes'

Personal Space

Refrain from standing within an arm's length of others

Do not touch others on their head

Public displays of affection are not encouraged

Feet are considered unclean (this also applies to the left hand) so avoid touching another's foot (apologise immediately if this is accidental)

Gift Giving

Gifts are not usually given at the first meeting

Once the relationship has developed gifts may be exchanged

Personal gifts are appreciated- especially if from your own country

Give and receive gifts with both hands – never just the left as it is considered unclean

Generally, gifts are not opened in the company of the benefactor

Avoid giving black or white gifts; black denotes anger, evil and negativity, while white is reserved for funerals and mourning

Instead choose red, blue or green for a gift or wrappings

Avoid gifts that are made from leather or pig skin

Dining & Food

Many strict Muslims, and Hindu women, do not drink alcohol

You may be invited to wash your hands before eating

Food is often eaten with the right hand

Guests are generally served in a hierarchical order; guest of honour, men and then children (Women may eat later)

Meals often end with a variety of sweets (paan), betel nut served with lime and wrapped in a betel leaf

A host will always serve their guests. Accept whatever you are offered but don't feel obliged to finish everything on your plate

If food is placed in communal dishes for you to help yourself, always use a spoon

Breads can be used to scoop up food

Reciprocate your invitation to dine with one of a comparable value

In a restaurant the host will generally pay the bill

Visiting a home

Always accept an invitation to dine, unless you have a plausible reason for not attending

Give the hosts and their children ‘thank you’ gifts, although this is not always expected

It is acceptable to arrive up to thirty minutes later than the stated time

Flower garlands may be placed around your neck – this can be removed after a few minutes but should be retained in your hand for a time

Shoes are rarely worn inside an Indian home – watch your host and other guests if unsure, and make certain your socks are clean!

Ask permission from your host to smoke. Smoking in the presence of elders is considered rude

Apologise if your feet or shoes touch another person

Taboos

- Do not touch another person with your feet or shoes
- Do not show anger
- Do not use public displays of affection
- Winking and whistling should be avoided
- Ears are considered sacred – do not box or pull on another’s ears

BUSINESS CULTURE & PRACTICE

India is a rapidly growing marketplace that is tipped to be one of the largest economies in the world in the near future. Ensure your business etiquette, and knowledge of their culture, is accurate to maximise your potential and avoid unnecessary awkwardness.

Business in India can be viewed as a reflection of society; hierarchical structures pervade business and culture, with the result being that strong individuals are leaders in business and their control is unquestioned by those lower on the chain of command.

To be successful when dealing with Indian business people, or conducting business in the country itself, it is worth considering this structure and ensuring that you are dealing with the decision makers so as to avoid prolonging the conclusion.

Relationships are the basis of all business dealings in India, be prepared to invest time and effort into building a solid foundation from which your commerce will grow.

What to wear

Conservative dress is most suitable for both men and women

Dark suits for men - in hotter regions it can be acceptable to dress less formally

For women, conservative dresses or business suits, but avoid showing too much leg if wearing skirts or dresses

Casual wear is not recommended for a first meeting

Titles

Address people by their professional title (Dr, professor etc.) or, Mr or Mrs, followed by their surname

Wait until invited to address someone by their first name, or preferred name

If in doubt, use the suffix Mr or Mrs, especially when addressing elders. Sir or Madam is also appropriate

Remember, status is dependent upon education, caste, age and profession - address people accordingly if possible

Business cards

Business cards may be given after the initial handshakes and greetings

Give and receive cards with your right hand

Higher educational degrees are a symbol of status – remember to put this on your business card

Give cards face up so that they can be easily read

As business is often conducted in English it is unnecessary to translate one side of your card

Meetings

Plan and organise meetings well in advance of your trip, if travelling long distances, as they may often be postponed. Check again before travelling

Be punctual – this shows respect and integrity

Business meetings often begin with small talk

This may continue for an extended time as Indians prefer doing business when they are familiar with someone

Ask your hosts personal questions; family, marriage, education and sport are good starting points. Avoid politics, religion and the caste system

If unsure on any matter, defer to the senior person in the room as they will generally control the final decision

Follow up meetings with an overview of discussions and decisions

Negotiating

Saying 'no' is too direct and confrontational for many Indians.

Instead they will often say 'maybe' or 'I'm not sure'. If this occurs change tack or rephrase question if possible

Avoid any hard sell or appearing too demanding – Indians prefer harmony and respect

Having said that, they can also bargain and will often barter for what they want

Do not be tempted to show impatience or anger. Remain calm throughout the negotiating process

Your interactions with your own countrymen will be monitored – try not to disagree publicly

Final decisions will be made by the most senior person present and may take time – be patient

Management

The caste system is still very noticeable in the Indian business world

Remain aware of superiors and treat them accordingly

Indian society is built upon close familial relationships, which can cross over into the business world. Be aware of ties that run through the business you are dealing with

Managers in India due to hierarchical structures often take a paternalistic approach

Managers will make decisions but they are also responsible for those below them within the business' structure

Exercise 1.

Imagine that you are experienced international businessman going to India. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. When a head is jerked back, or moved in a figure of eight, this usually means 'no'.

- True
- False

2. Pulling someone's ear is a sign of love in India.

- True
- False

3. What is the word used to greet people in India?

- Namaste
- Salam
- Howzit

4. What would you remove prior to entering an Indian home?

- Shoes
- Anything red
- Glasses
- Jewellery

5. 'Singh' is a name most commonly associated with the Jain religion.

- True
 - False
6. What is the most commonly spoken language in India?
- Urdu
 - Hindi
 - Arabic
 - Punjabi
7. What is the capital of India?
- Delhi
 - Mumbai
 - Taj Mahal
 - Kerala
8. Which describes Indian communication styles most accurately?
- Indirect and subtle
 - Direct and obvious
9. Which would you say is the most important thing to get right when doing business in India?
- Building trust
 - Demonstrating knowledge
 - Showing qualifications
10. Which hand would you not use to eat with when in India?
- Left
 - Right

Exercise 3.

Read the following case and discuss what you think caused the problem or misunderstanding. Present your interpretation of the case to see if the rest of the class agrees with it.

I

Jim's Mistake

Based in Cleveland, Ohio, Jim has been managing a software development team in Pune for the past two years. He has been working closely with Aruna, the Indian team leader, to develop a new networking program. While Jim has over 25 years of experience in software development, Aruna knows the program inside and out. While reviewing his work from the previous week, Jim discovers that he made a mistake in the programming code. He notices that Aruna corrected his error, but wonders why Aruna did not bring it to his attention so that he could avoid delays and keep from making the same mistake in the future.

Should Aruna have informed Jim of his mistake? Why or why not? If Jim wants to be notified of his mistakes in the future, how should he proceed?

Possible solution:

In this situation, Jim and Aruna are unaware that their expectations are being heavily influenced by their cultures. Both of them assume that the other's method of communicating is similar to their own. In most Asian cultures critiquing your supervisor is unacceptable. Aruna is following her culture's norms by avoiding direct communication about Jim's mistake. Jim, on the other hand, expects more direct communication regarding the technical aspects of the project. Moving forward, Jim should assure Aruna that communicating directly about programming errors is encouraged. He should understand that it will take time for Aruna to adapt his communication style and should recognize her when she points out mistakes directly. Jim should also make efforts to recognize when Aruna is communicating more indirectly about program errors.

II

Sandeep is out of the office

Sandeep has just joined the Bangalore office of a New York based MNC. As part of his training he will be spending 3 months in the US, but has already been assigned to a team with members in New York, Tokyo and Bangalore. Sarah, the New York based project manager, has scheduled a teleconference meeting for Tuesday. Sandeep will be traveling to Delhi to get his US visa over the meeting time. Here's their conversation...

Sarah: Can we do the teleconference tomorrow, 7 pm for you, or should we wait until you get back? Sandeep: Better if we can wait, but I can do it if you like – if it's necessary.

Sarah: Do you want to postpone it? Tell me, yes or no?

What cultural and/or personality traits are influencing the communication? What is Sarah likely to be thinking/feeling? What is Sandeep likely to be thinking/feeling?

Possible solution

Sandeep is in a difficult situation. As a new team member he is unfamiliar with the team culture and Sarah's communication style. While he is attempting to communicate that he would like to postpone the meeting, Sarah is not picking up on his indirect messages. Since Sandeep is new to the team and to the company, he should adapt to a more direct communication style and not interpret Sarah's bluntness as rudeness. As a project manager, Sarah should seek to understand the different communication styles of her virtual team members. She might consider inviting a consultant to facilitate an open dialogue about cultural differences and the work culture of the team.

NORTH AMERICA

16. UNITED STATES OF AMERICA

FACTS AND STATISTICS

Capital: Washington, DC

Ethnic Make-up: White American (72.4%), African American (12.6%), Native American (0.9%), Asian American (4.8%) (2010 Census)

Climate: mostly temperate, but tropical in Hawaii and Florida, arctic in Alaska, semiarid in the great plains west of the Mississippi River, and arid in the Great Basin of the southwest.

Currency: US Dollar

Government: Constitution-based federal republic

Language

There is no official language in the USA although English (specifically American English) is the primary language used for legislation, regulations, executive orders, treaties, federal court rulings, and all other official pronouncements.

Out of 50 states, 30 have established English as the only official language, while Hawaii recognizes both English and Hawaiian as official and Alaska has made some 20 Native languages official, along with English.

Due to the large number of immigrants that make up the population America is very much a multilingual nation. Per the American

Community Survey 2011, endorsed by the United States Census Bureau, the top 5 spoken languages in America are:

English – 230 million

Spanish – 37.58 million

Chinese – 2.88 million

French – 2.05 million

Tagalog – 1.59 million

There are laws requiring documents such as ballots to be printed in multiple languages when there are large numbers of non-English speakers in an area.

CULTURE & SOCIETY

Religion & Beliefs

The vast majority of people in the USA are Christian – around 70-78%.

Catholicism is the largest single denomination however Protestants of all denominations (i.e. Baptist, Methodist, Lutheran, Presbyterian, etc) outnumber Catholics.

Judaism is the largest non-Christian faith (around 1.6%), followed by Islam (0.5%) as well as all other major faiths such as Buddhism, Sikhism, etc.

The USA has also produced its own Christian movements such as the Mormons and Shakers.

Around 15% of Americans consider themselves atheists.

Although a secular country, religion plays a large role in politics especially at Presidential level.

Major Celebrations/Secular Celebrations

There are many holidays and celebrations in the USA both as national and state level.

The federal holidays are:

January 1 New Year's Day

January 15–21 (Floating Monday) Birthday of Martin Luther King, Jr.

February 15–21 (Floating Monday) Washington's Birthday

March 29 National Vietnam War Veterans Day

May 25–31 (Floating Monday) Memorial Day

July 4 Independence Day

September 1–7 (Floating Monday) Labor Day

October 8–14 (Floating Monday) Columbus Day

November 11 Veterans Day

November 22–28 (Floating Thursday) Thanksgiving Day

December 25 Christmas Day

The Family

The family unit is generally considered the nuclear family, and is typically small (with exceptions among certain ethnic groups).

Extended family relatives live in their own homes, often at great distances from their children.

Individualism is prized, and this is reflected in the family unit.

People are proud of their individual accomplishments, initiative and success, and may, or may not, share those sources of pride with their elders.

Social Stratification

America in theory is not a 'class' based society.

'The American Dream' is based on the premise that anyone, from any background can achieve anything.

'Rags to riches' stories are very popular in the US as a result.

In reality some social stratification does exist mainly based on economics and ethnicity.

Poor areas are clearly visible in the US as are distinctions between where people of a certain colour or race might live.

Although 'class' per se does not exist, elements of it can be seen through discrimination over accents, clothing, manners, etc.

Gender Roles

In theory genders are equal within American society and law.

Women as a whole however do not receive the same social and economic status or benefits as men.

Although most women do work, they are also generally still responsible for areas such as child-rearing, cooking and housecleaning.

Occupations tend to be defined along gender lines with secretarial or low-level administrative jobs overwhelmingly staffed by women.

Within the blue-collar sector, women are underrepresented in jobs considered to require physical strength, such as the construction industries and firefighting.

Women are greatly underrepresented in elected political offices and are statistically more likely to live in poverty.

ETIQUETTE & CUSTOMS

Naming conventions

Family, friends and colleagues use first names.

Nicknames are also common.

In formal situations you would use your name & surname or that of the person you are introducing, for example, "Please meet Jane Doe." Mr or Mrs may also be used in more conservative states.

Within work situations use professional titles when addressing others, i.e. "Nice to meet you Professor Lacey."

Do not use professional titles when introducing yourself.

Meeting & Greeting

American greetings are generally quite informal and casual.

It is becoming more common in social situations not to shake hands upon meeting and simply smile or nod.

When people are introduced handshakes are common accompanied with a "How d'ya do?", "How you doing?" or "How are you"? depending on where in the US you are.

Within business handshakes are generally expected when meeting and leaving.

Pleasantries are exchanged out of courtesy rather than being genuine.

Rather than say “bye” Americans may also use terms such as “call me some time,” “let’s do lunch” or “see you around” as politer ways of departing.

If introducing someone, use their full name and a bit of information about them, for example, “This is Larry Whyte; he works at the local school as a science teacher.”

Communication style

Americans can come across as self-interested, aggressive and rude to some outsiders.

This is down to the US communication style which is influenced by the need to be direct, clear, transparent and open about matters.

Plain and simple talk is very much valued in America.

Americans see coded, indirect communication which relies on body language as confusing and unnecessary.

The emphasis within communication is on the facts at hand and not the relationships – thus the term, “It’s just business.”

Americans are much more open in conversation about private affairs than many other cultures and do not shy away from asking direct questions.

Personal Space

Americans do not tend to like close contact with others.

2-3 feet of personal space during conversations is the norm.

For most Americans there is little or no touching ever with others although within some communities this may be much more common within the community itself. This will also be different between good friends and family.

In public, such as in parks or on the bus, people try to give one another space.

Gift Giving

Americans do not really have any customs or taboos concerning gifts.

Gifts are usually given for special occasions or between friends and family.

Gifts within business are generally discouraged due to anti-bribery policies.

Cash should never be given as a gift.

If visiting a house, bring flowers, a potted plant, a fruit basket, chocolate, wine, a book or a small household ornament like a vase

Dining & Food

Americans socialise and do business over breakfast, lunch and dinner.

If business is the goal, then socializing is kept to a minimum at the start and end.

Social meals are more about eating than chatting and taking hours over the food.

If you invite someone to a restaurant, you should pay.

The fork is held in the left hand facing down with the knife is held in the right hand.

Napkins if provided are placed on the lap.

A toast might take place at the start of a formal meal or for a special occasion/guest.

Feel free to refuse specific foods or drinks without offering an explanation.

Many foods are eaten by hand.

Food is often served family-style, which means that it is in large serving dishes and passed around the table for everyone to serve themselves.

Do not begin eating until the hostess starts or says to begin.

Remain standing until invited to sit down.

Do not rest your elbows on the table.

Visiting a home

Being invited to an American's home can be fairly informal.

One should dress casually but also smart and arrive no later than 10-15 minutes late without notifying your host that you will be late.

If an invite says 6pm-8pm it is polite to leave as close to 8pm as possible.

It is a good idea to bring a gift or if there is going to be some food, then some drinks.

Send a note of thanks after the occasion to your host.

Taboos

In public:

- Do not spit.
- Do not discuss race, religion, politics or sex.
- Do not swear.
- Do not discuss the wrong/rights of abortion.
- Do not assume you can smoke anywhere, even outside.

BUSINESS CULTURE & PRACTICE

What to wear

Dress code depends on where in the USA you are doing business. The weather and local culture will determine what is appropriate or not.

In general, people in the East dress more formally, while people in the West are known for being a bit more casual.

It is best to always dress conservatively until it is clear what the accepted dress code is.

Men should wear shirts with suits and shoes. Ties are generally worn but not in all States. Colours should be traditional such as black, blue, grey, etc.

Women should wear modestly with not too much make-up or jewellery. Low-cut blouses, short skirts and tight clothing are not appropriate.

‘Casual Friday’ is common in many companies. High technology companies often wear casual clothes every day.

Titles

Most Americans move to a first name basis pretty quickly.

Always start by addressing people using Mr/Mrs/Miss + surname until you are invited to call them otherwise.

Some, such as Doctors, will use their professional titles.

Business cards

Americans have no etiquette when it comes to giving and receiving business cards.

They are swapped with no fanfare.

It is quite common for the recipient to put your card in their wallet, which may then go in the back pocket of their trousers. This is not an insult.

Meetings

Arrive on time for meetings since time and punctuality are so important to Americans.

In the Northeast and Midwest, people are extremely punctual and view it as a sign of disrespect for someone to be late for a meeting or appointment.

In the Southern and Western states, people may be a little more relaxed, but to be safe, always arrive on time, although you may have to wait a little before your meeting begins.

Meetings may appear relaxed, but they are taken quite seriously.

If there is an agenda, it will be followed.

At the conclusion of the meeting, there will be a summary of what was decided, a list of who will implement which facets and a list of the next steps to be taken and by whom.

If you make a presentation, it should be direct and to the point. Visual aids should further enhance your case.

Use statistics to back up your claims, since Americans are impressed by hard data and evidence.

With the emphasis on controlling time, business is conducted rapidly.

Expect very little small talk before getting down to business. It is common to attempt to reach an oral agreement at the first meeting.

The emphasis is on getting a contract signed rather than building a relationship. The relationship may develop once the first contract has been signed.

Negotiating

Final decisions are usually made from the top down although group consensus is valued.

Hard selling tactics are used from time to time.

The deal at hand is always more important than then personal relationship.

Americans sometimes start negotiations with excessive demands or a low price. They are usually taking a starting position that gives them room to bargain.

Negotiations may seem rushed – always remember that "time is money" to Americans.

Management

In the U.S.A, there is a sense that all people in the organization have an important role to play and all are valued for their input.

Employees expect to be consulted on decisions that affect them and the greater good of the organization.

American managers are viewed as facilitators--people who help employees do their best work--and not simply decision makers.

Missing a deadline is a sign of poor management and inefficiency.

Exercise 1.

Imagine that you are experienced international businessman going to USA. Comment on customs, traditions and patterns of behaviour of this country.

Exercise 2.

Answer the following questions:

1. Which religion is most practiced in the USA?

- Islam
- Shamanism
- Judaism
- Christianity

2. Americans tend to stand close to one another when talking.

- True
- False

3. Which of these are taboo in public?

- Talking business
- Spitting
- Showing affection

4. In terms of business dress, which is considered the more relaxed and casual?

- East Coast
- West Coast

5. What is so special about July the 4th?

- War Veterans Day
- Thanksgiving Day
- Independence Day
- Columbus Day

6. Which of these would be inappropriate to take as a gift to someone's home?

- Plant
- Chocolates
- Alcohol
- Cash

7. Which would you say best describes American communication style?

- Direct
- Indirect

8. What is the American national anthem called?

- Star-Mangled Spanner
- Star-Spangled Banner
- Star-Lighted Flagger

9. English is the official language of the United States

- True
- False

10. Eating with your hands is considered impolite in the USA.

- True
- False

Exercise 3.

Read the following case and discuss what you think caused the problem or misunderstanding. Present your interpretation of the case to see if the rest of the class agrees with it.

What do you think is happening here?

Hans Braun is on a business trip to the USA, and things seem to be going well. In fact, it looks like he will have some time to relax at the weekend before returning to Germany. He asks his American colleague, Joe Webb, for some tips on what to do. Joe immediately offers him the use of the family cabin in the mountains, as well as his car. Hans Braun is amazed at the generosity of his colleague, who he only met a few days before, but says he can't possibly accept. He hires a car and books into a hotel. Joe can't understand this behaviour. Hans Braun is surprised.

Comments:

In the United States the public sphere is relatively large, with a small private sphere. First names are used immediately, even in business; Joe Webb offers his cabin and car to someone he doesn't even know very well. In Germany (shown by the coconut) the private sphere is much larger, and hard to get into. Surnames and titles are used even by colleagues who have worked together for years; the private sphere is reserved for special friends. The problem comes when they meet: Hans Braun interprets the offer of the car and cabin as a sign of special

friendship, which can't exist after only a few days; he is also worried that he doesn't feel in a position to pay back the generosity. For Joe Webb it is nothing special, and doesn't mean that they are special friends; he doesn't expect his kindness to be paid back. The definition of friendship is fundamentally different.

OCEANIA

17. AUSTRALIA

FACTS AND STATISTICS

Location: Oceania, continent between the Indian Ocean and the South Pacific Ocean

Capital: Canberra

Climate: Generally arid to semiarid; temperate in south and east; tropical in north

Ethnic Make-up: Caucasian 92%, Asian 7%, aboriginal and other 1%

Religions: Anglican 26.1%, Roman Catholic 26%, other Christian 24.3%, non-Christian 11%, other 12.6%

Government: democratic, federal-state system recognizing the British monarch as sovereign

Languages

English is the primary language used in Australia. Yet their colorful vocabulary, accent, phonetics system and slang ('Strine') can take a lot of getting used to. In 1788, there were about 250 separate Aboriginal languages spoken in Australia, plus dialects. Today, only two thirds of these languages survive and only 20 of them (eight per cent of the

original 250) are still strong enough to have chance of surviving well into the next century. In addition to these there are also the languages of immigrants from Europe, the Middle East and Asia.

CULTURE & SOCIETY

Aussie Modesty

Australians are very down to earth and always mindful of not giving the impression that they think they are better than anyone else.

They value authenticity, sincerity, and loathe pretentiousness.

Australians prefer people who are modest, humble, self-deprecating and with a sense of humour.

They do not draw attention to their academic or other achievements and tend to distrust people who do.

They often downplay their own success, which may make them appear not to be achievement-oriented.

Mates

Australians place a high value on relationships.

With a relatively small population, it is important to get along with everyone, since you never know when your paths may cross again.

This leads to a win-win negotiating style, since having everyone come away with positive feelings helps facilitate future business dealings.

A Multi-Cultural Society

The initial population of Australia was made up of Aborigines and people of British and Irish descent.

After World War II there was heavy migration from Europe, especially from Greece, Italy, Germany, the Netherlands, Yugoslavia, Lebanon, and Turkey.

This was in response to the Australian policy of proactively trying to attract immigrants to boost the population and work force.

In the last thirty years, Australia has liberalised its immigration policy and opened its borders to South East Asia.

This has caused a real shift in self-perception as Aussies begin to re-define themselves as a multi-cultural and multi-faith society rather than the old homogenous, white, Anglo- Saxon, Protestant nation.

ETIQUETTE & CUSTOMS

Meeting Etiquette

Australians are not very formal so greetings are casual and relaxed.

A handshake and smile suffices.

While an Australian may say, 'G'day' or 'G'day, mate', this may sound patronizing from a foreigner.

Visitors should simply say, 'Hello' or 'Hello, how are you?'

Aussies prefer to use first names, even at the initial meeting

Gift Giving Etiquette

Small gifts are commonly exchanged with family members, close friends, and neighbours on birthdays and Christmas.

Trades people such as sanitation workers may be given a small amount of cash, or more likely, a bottle of wine or a six-pack of beer!

If invited to someone's home for dinner, it is polite to bring a box of chocolates or flowers to the hostess. A good quality bottle of wine is always appreciated.

Gifts are opened when received.

Dining Etiquette

Many invitations to an Aussie's home will be for a 'barbie' (BBQ).

Guests to a barbeque typically bring wine or beer for their personal consumption. In some cases, very informal barbecues may suggest that you bring your own meat!

Arrive on time if invited to dinner; no more than 15 minutes late if invited to a barbeque or a large party.

Contact the hostess ahead of time to see if she would like you to bring a dish.

Offer to help the hostess with the preparation or clearing up after a meal is served.

Watch your table manners!

Table manners are Continental -- hold the fork in the left hand and the knife in the right while eating.

Indicate you have finished eating by laying your knife and fork parallel on your plate with the handles facing to the right.

Keep your elbows off the table and your hands above the table when eating.

BUSINESS CULTURE & PRACTICE

Relationships & Communication

Australians are very matter of fact when it comes to business so do not need long- standing personal relationships before they do business with people.

Australians are very direct in the way they communicate.

There is often an element of humour, often self-deprecating, in their speech.

Aussies often use colourful language that would be unthinkable in other countries.

Business Meeting Etiquette

Appointments are necessary and relatively easy to schedule.

They should be made with as much lead time as possible.

Punctuality is important in business situations. It is better to arrive a few minutes early than to keep someone waiting.

Meetings are generally relaxed; however, they are serious events.

If an Australian takes exception to something that you say, they will tell you so.

If you make a presentation, avoid hype, making exaggerated claims, or bells and whistles.

Present your business case with facts and figures. Emotions and feelings are not important in the Australian business climate.

Negotiating and Decision Making

Australians get down to business quickly with a minimum amount of small talk.

They are quite direct and expect the same in return. They appreciate brevity and are not impressed by too much detail.

Negotiations proceed quickly. Bargaining is not customary. They will expect your initial proposal to have only a small margin for negotiation.

They do not like high-pressure techniques.

Decision-making is concentrated at the top of the company, although decisions are made after consultation with subordinates, which can make decision making slow and protracted.

What to wear?

Business dress is conservative in Melbourne and Sydney.

Men should wear a dark coloured, conservative business suit.

Women should wear a smart dress or a business suit.

In Brisbane or other tropical areas, depending on the job function and company culture, men may wear shirts, ties and Bermuda shorts.

Business Cards

Business cards are exchanged at the initial introduction without formal ritual.

If you are not given a business card, it is not an insult; the person simply may not have one.

Exercise 1.

Imagine that you are experienced international businessman going to Australia. Comment on customs, traditions and patterns of behavior of this country.

Exercise 2.

Answer the following questions:

1. Business decisions in Australia are often:
 - Fast paced and pressured
 - Slow and protracted
 - Complex and difficult to understand
2. Australians prefer people with a sense of humour.
 - TRUE
 - FALSE
3. The day of the Melbourne Cup is a public holiday in Melbourne.
 - TRUE
 - FALSE
4. Australians place a high value on:
 - Personal Achievements
 - Personal Appearance
 - Relationships
5. Which of the following is an essential part of business practice in Australia?
 - Punctuality
 - Good communication skills
 - Proper protocol
6. The expression 'full bottle' in Australia means:
 - No problem
 - Fully informed
 - The real thing
7. Tea' would be served between which times?

- 6pm and 8pm
- 4pm and 6pm
- 2pm and 4pm

8. Sydney is also known as

- TRUE
- FALSE

9. The capital city of Australia is:

- Canberra
- Sydney
- Melbourne

10. The name Australia means:

- Unknown Southern Land
- Land of Good Fortune
- Southern Land of Good Weather

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