

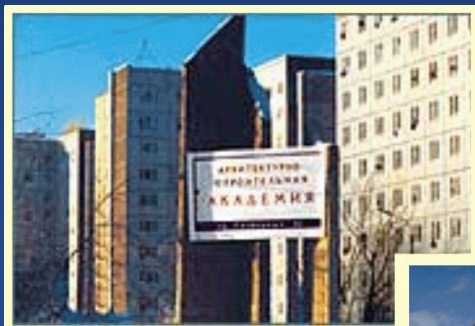


# ФЕДЕРАЛЬНОЕ АГЕНТСТВО ПО ОБРАЗОВАНИЮ

Федеральное государственное образовательное учреждение  
высшего профессионального образования

## Сибирский федеральный университет

### Кафедра делового иностранного языка



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# Английский язык: межкультурная коммуникация

УДК 802.0  
ББК 81.2(Англ.)  
П54

Электронный учебно-методический комплекс по дисциплине «Английский язык: межкультурная коммуникация» подготовлен в рамках инновационной образовательной программы «Создание Института экономики и управления в рамках СФУ как инновационной научно-образовательной системы непрерывного экономического и бизнес-образования, ориентированной на качественно новый уровень профессиональной компетенции», реализованной в ФГОУ ВПО СФУ в 2007 г.

Рецензенты:

Красноярский краевой фонд науки;

Экспертная комиссия СФУ по подготовке учебно-методических комплексов дисциплин

**Полянина, Н. Б.**

П54

Английский язык: межкультурная коммуникация. Презентационные материалы. Версия 1.0 [Электронный ресурс] : наглядное пособие / Н. Б. Полянина, В. В. Жданович. – Электрон. дан. (3 Мб). – Красноярск : ИПК СФУ, 2008. – (Английский язык: межкультурная коммуникация : УМКД № 198-2007 / рук. творч. коллектива Е. Б. Гришаева). – 1 электрон. опт. диск (DVD). – Систем. требования : *Intel Pentium* (или аналогичный процессор других производителей) 1 ГГц ; 512 Мб оперативной памяти ; 3 Мб свободного дискового пространства ; привод *DVD* ; операционная система *Microsoft Windows 2000 SP 4 / XP SP 2 / Vista* (32 бит) ; *Microsoft PowerPoint 2003* или выше.

ISBN 978-5-7638-1088-2 (комплекса)

ISBN 978-5-7638-0930-5 (пособия)

Номер гос. регистрации в ФГУП НТЦ «Информрегистр» 0320802555 от 03.12.2008 г. (комплекса)

Номер гос. регистрации в ФГУП НТЦ «Информрегистр» 0320802547 от 05.12.2008 г. (пособия)

Настоящее издание является частью электронного учебно-методического комплекса по дисциплине «Английский язык: межкультурная коммуникация», включающего учебную программу, конспект лекций, практикум, методические указания по самостоятельной работе, контрольно-измерительные материалы «Английский язык: межкультурная коммуникация. Банк тестовых заданий».

Представлена презентация (в виде слайдов) теоретического курса «Английский язык: межкультурная коммуникация».

Предназначено для студентов 1–2-го курсов направления подготовки бакалавров 080100.62 «Экономика» укрупненной группы 080000 «Экономика и управление (менеджмент)».

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Рекомендовано к изданию Инновационно-методическим управлением СФУ

Разработка и оформление электронного образовательного ресурса: Центр технологий электронного обучения информационно-аналитического департамента СФУ; лаборатория по разработке мультимедийных электронных образовательных ресурсов при КрЦНИТ

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Подп. к использованию 01.10.2008

Объем 3 Мб

Красноярск: СФУ, 660041, Красноярск, пр. Свободный, 79

# Оглавление

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1. Module 1
2. Module 2
3. Module 3

# Module 1

# Culture

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Historically, the word derives from the Latin word 'colere', which could be translated as 'to build', 'to care for', 'to plant' or 'to cultivate'.

Spencer-Oatey (2000) proposed the following definition:

**Culture** is a fuzzy set of attitudes, beliefs, behavioural norms, and basic assumptions and values that are shared by a group of people, and that influence each member's behaviour and his/her interpretations of the "meaning" of other people's behaviour.

Hall (1983) views culture as often subconscious:

“**Culture** has always dictated where to draw the line separating one thing from another. In the West a line is drawn between normal sex and rape, whereas in the Arab world is much more difficult, for a variety of reasons, to separate these two events.”

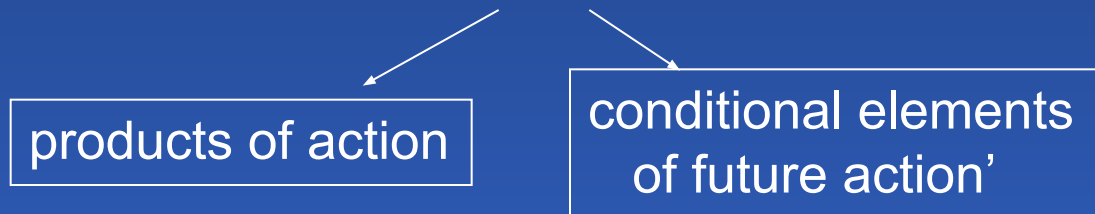
# Culture

## Hofstede (1994) defined

culture as “the collective programming of the mind which distinguishes the member of one group or category of people from another”

## Kroeber & Kluckhohn definition of culture reads

‘Culture consists of patterns, explicit and implicit, of and for behaviour acquired and transmitted by symbols, constituting the distinctive achievements of human groups, including their embodiment in artifacts; ...’  
the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values;  
culture systems.



Concluding, we can say that ‘culture’ consists of various factors that are shared by a given group, and that it acts as an interpretive frame of behaviour.

# "What is culture?"

## How can it be defined and what does it do?"

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### Quotations

- O Mankind, We created you from a single (pair) of a male and a female and made you into nations and tribes, that you may know each other.

The Quran, 49:13

- Culture is a thin but very important veneer that you must be careful not to scratch. People from different cultures are basically the same and respond in the same way. However, make sure that you understand their basic customs and show an interest and willingness to learn the differences between your cultures.

Mike Wills

- Culture is the way in which a group of people solves problems and reconciles dilemmas.

E. Schein

- Culture is the fabric of meaning in terms of which human beings interpret their experience and guide their action.

Clifford Geertz



# "What is culture?"

## How can it be defined and what does it do?"

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### Quotations

- *I do not want my house to be walled in on all sides and my windows to be stuffed. I want the cultures of all the lands to be blown about my house as freely as possible. But I refuse to be blown off my feet by any.*  
**Mahatma Gandhi**
- *Culture is a little like dropping an Alka-Seltzer into a glass-you don't see it, but somehow it does something.*  
**Hans Magnus Enzensberger**
- *If man is to survive, he will have learned to take a delight in the essential differences between men and between cultures. He will learn that differences in ideas and attitudes are a delight, part of life's exciting variety, not something to fear.*  
**Gene Roddenberry**
- *On a group of theories one can found a school; but on a group of values one can found a culture, a civilization, a new way of living together among men.*  
**Ignazio Silone**

# "What is culture?"

## How can it be defined and what does it do?"

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### Quotations

- A culture may be conceived as a network of beliefs and purposes in which any string in the net pulls and is pulled by the others, thus perpetually changing the configuration of the whole.  
Jacques Barzun
- Culture is the name for what people are interested in, their thoughts, their models, the books they read and the speeches they hear, their table-talk, gossip, controversies, historical sense and scientific training, the values they appreciate, the quality of life they admire. All communities have a culture. It is the climate of their civilization.  
Walter Lippmann
- Culture means control over nature.  
Johan Huizinga
- Culture is roughly anything we do and the monkeys don't.  
Lord Raglan

# Types of culture

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- CORPORATE CULTURE (for example, the culture of Microsoft)
- PROFESSIONAL CULTURE (for example, the culture of lawyers or doctors)
- GENDER CULTURE (for example, the different cultures of men and women)
- AGE CULTURE (for example, the culture of young, middle-aged, and old people)
- RELIGIOUS CULTURE (for example, Catholicism, Islam)
- REGIONAL CULTURE (for example, Northern and Southern Italy)
- CLASS CULTURE (for example, working class, middle class, and upper class)

factors that bind people together

# Types of culture

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- intracultural

The term intracultural is used to describe data and interactional data from within one cultural group.

**For example:** Value variations among Germans is intracultural.

- intercultural

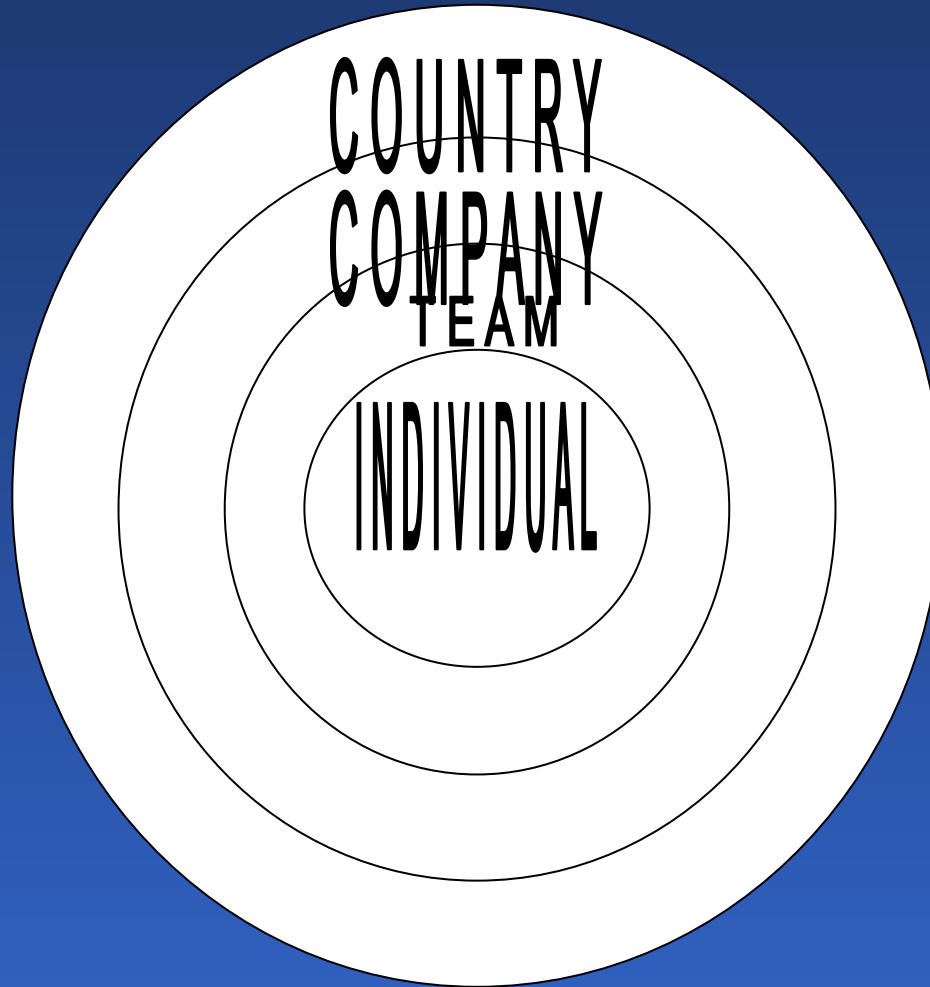
The term intercultural is generally used to describe comparative data and studies of a large number of cultures, or studies that try to identify dimensions that are not culture specific.

**For example:** Hofstede's work is intercultural, as it describes cultural dimensions applicable for all cultures.

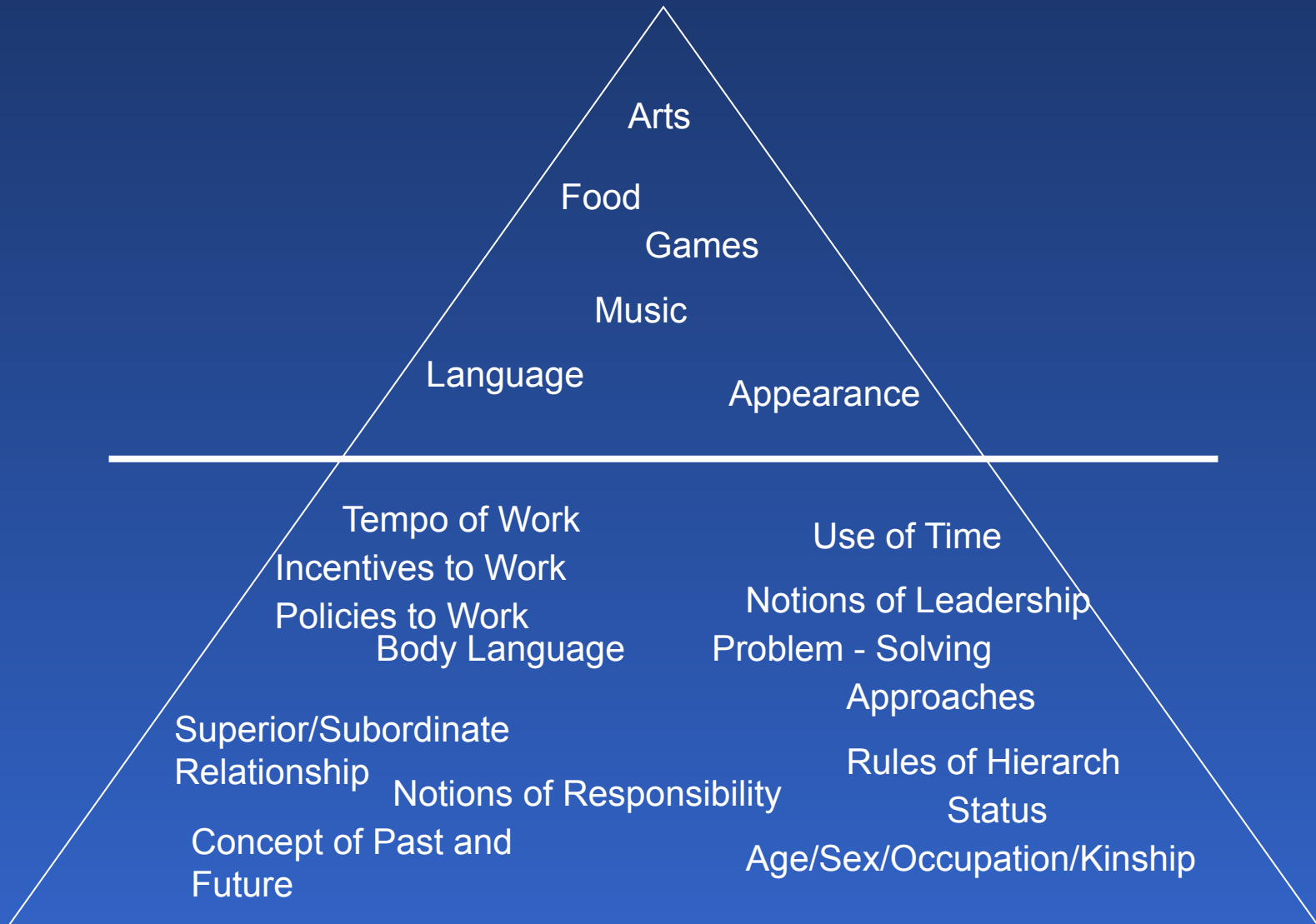
Intercultural is also used to describe interactional data from members of different cultural backgrounds (normally more than two).

# 'The Culture Onion'

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# Iceberg Model



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## CULTURAL DIMENSIONS

- Non-verbal communication
- Communication style
- Time and space
- Power
- The individual and the group
- Uncertainty
- Nature

## BUSINESS COMMUNICATION

- Managing people
- Negotiating
- Socializing
- Giving presentations
- Advertising
- Applying for a job

# Hofstede

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Geert Hofstede, the Dutch social psychologist and engineer, collected data from employees of IBM in the late 1960s and early 1970s.

His database covered employees working in 72 of the company's national subsidiaries, who followed 38 different occupations, and spoke 20 languages.

More than 116,000 questionnaires were distributed, each with over 100 questions.

Hofstede published his findings in 1980 in a groundbreaking book called *Culture's Consequences*, which has had an enormous influence on the further development of the field.



# Hofstede

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He identified four dimensions:

1. individualism/collectivism
2. uncertainty avoidance
3. power distance
4. masculinity/femininity

Hofstede later extended his work to include a fifth dimension: **LONG-TERM ORIENTATION**.

Although generally highly respected, his work has been criticized for concentrating too much on national cultures.

# Individualist and Collectivist cultures

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**Individualist cultures** stress self-realization, whereas collectivist ones require that the individual fits into the group.

**The collectivist idea** is illustrated by the Japanese saying 'The nail that stands out must be hammered down'.

In **individualist cultures**, people look after themselves and their immediate family, whereas in **collectivist ones** they look after a wider group, in exchange for loyalty.

# Individualist and Collectivist cultures

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Collectivist cultures tend to have the following features:

- identity is based on the social network to which you belong
- harmony should be maintained
- communication is high context
- employer—employee relationships are like a family link
- decisions on employing people take the group into account
- management is management of groups
- relationship is more important than task.

(Adapted from Hofstede 1991:67)

# Individualist and Collectivist cultures

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# Individualist and Collectivist cultures

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Individualist cultures tend to have the following features:

- identity is based on the individual
- honest people speak their mind
- communication is low context
- employer-employee relationships are based on a contract
- decisions to employ people take skills into account
- management is management of individuals
- task is more important than relationship.

(Adapted from Hofstede 1991:67)

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The **Power Distance** Index (PDI) is one of the five intercultural dimensions developed by Hofstede. This cultural dimension looks at how much a culture does or does not value hierarchical relationships and respect for authority.

Below is a country list illustrating the scores compiled by Professor Geert Hofstede with regards to the dimension named

# Power Distance Index

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- China – 80
- India – 77
- Iran – 58
- Russia – 93
- Saudi Arabia – 80
- Turkey – 66
- Egypt – 80
- Germany - 35
- Italy – 50
- UK – 55
- USA – 40
- Sweden – 31
- Spain – 57
- Brazil – 69
- Mexico – 81
- Japan - 54

# Cultivating the Right Attitude

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**Individualism** is one of the five intercultural dimensions developed by Hofstede. This cultural dimension looks at how much a culture emphasises the rights of the individual versus those of the group (whether it be family, tribe, company, etc).

**Individualist cultures** include the United States and much of Western Europe, where personal achievements are emphasised.

**Collectivist cultures**, such as China, Korea, and Japan, emphasize the group such as the family and at work this manifests in a strong work group mentality.



# Cultivating the Right Attitude

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**Masculinity** is one of the five intercultural dimensions developed by Hofstede. It is also one of the least understood as many people tend to associate it with masculinity literally. In essence it looks at the degree to which 'masculine' values like competitiveness and the acquisition of wealth are valued over 'feminine' values like relationship building and quality of life.

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From Hofstede's research Japan was found to be the world's most masculine society, with a rating of 95. Sweden was the most feminine with a rating of 5.

Other examples of "masculine" cultures include the USA, the Germany, Ireland and Italy.

"Feminine" cultures include Spain, Thailand, Korea, Portugal and the Middle East.

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**Uncertainty avoidance** is one of the five intercultural dimensions developed by Hofstede. In essence this cultural dimension measures a country or culture's preference for strict laws and regulations over ambiguity and risk. According to the Hofstede's findings **Greece** is the most risk-averse culture while **Singapore** the least. Generally speaking **Protestant** countries and those with **Chinese** influences score low. **Catholic, Buddhist and Arabic** speaking countries tend to score high in uncertainty avoidance.

Below is a country list illustrating the scores compiled by Professor Geert Hofstede with regards to the dimension named

# Uncertainty Avoidance Index

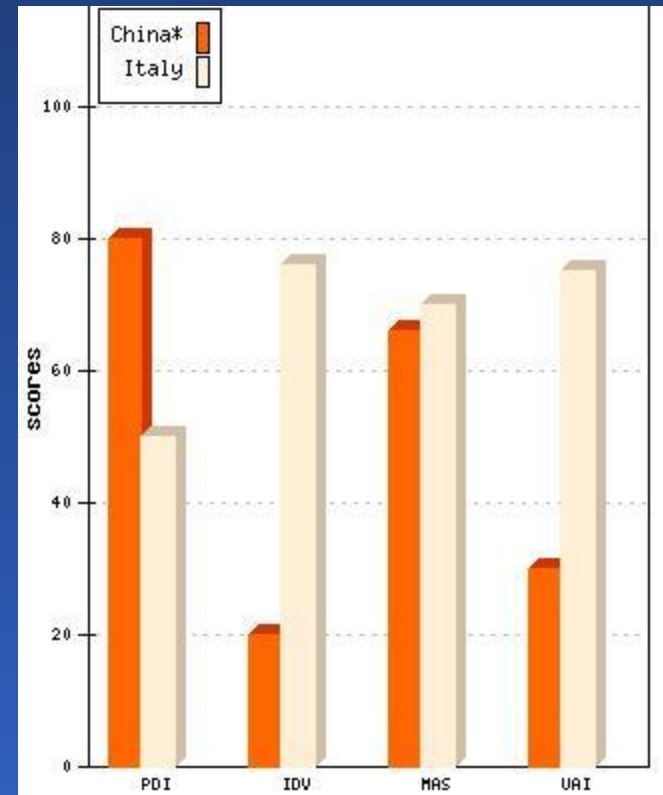
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- China – 30
- India – 40
- Iran – 58
- Russia – 95
- Saudi Arabia – 68
- Turkey – 85
- Egypt – 68
- Germany - 65
- Italy – 75
- UK – 35
- USA – 46
- Sweden – 29
- Spain – 86
- Brazil – 76
- Mexico – 82
- Japan - 92

# The Cultural Comparison Graph – the areas where the two cultures differ greatly

- **PDI (Power Distance Index)** - the degree of equality or inequality between people in a country's society.
- **IDV (Individualism)** - the degree to which a culture values and reinforces the importance of the individual as opposed to the group.
- **MAS (Masculinity)** - the degree to which a culture reinforces the traditional role of males vs females.
- **VAI (Uncertainty Avoidance)** - the level of tolerance for uncertainty and ambiguity within a culture.

China/Italy



# Trompenaars

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Dutchman, Fons Trompenaars, carried out research on **15,000 managers from 28 countries**. His findings can be found in the Very successful book, *Riding the Waves of Culture* (Trompenaars and Hampden-Turner 1997).

**He describes three main cultural dimensions:**

1. RELATIONSHIPS WITH PEOPLE
2. ATTITUDE TO TIME
3. ATTITUDE TO THE ENVIRONMENT

# Intercultural Competence is

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- The fundamental acceptance of people who are different to oneself outside one's own culture.
- The ability to interact with them in a genuinely constructive manner which is free of negative attitude (e.g. prejudice, defensiveness, apathy, aggression etc.)
- The ability to create a synthesis, something which is neither "mine" nor "yours", but which is genuinely new and would not have been possible had we not combined our different backgrounds and approaches.

# Benefits of cross cultural competence training

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- **Self-Awareness:** People learn about their own strengths, weaknesses, prejudices and preconceptions.
- **Builds Confidence:** Cultural competency training promotes self-confidence in individuals and teams through empowerment.
- **Breaks down Barriers:** Our cultural training demystifies 'the other' and creates awareness.
- **Builds Trust:** Awareness leads to dialogue which leads to understanding which results in trust.
- **Motivates:** Through self-analysis people begin to recognise areas in which they need to improve and become motivated to develop.



# Benefits of cross cultural competence training

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- **Opens Horizons:** Cultural competency training helps people think outside the box.
- **Develops Skills:** Participants develop better 'people skills' - they begin to deal with people with sensitivity and empathy.
- **Develops Listening Skills:** By becoming good listeners, people become good communicators.
- **Using Common Ground:** Rather than focus on differences participants move towards creating a shared space.
- **Career Development:** Cross cultural competence training enhances people's skills and therefore future employment opportunities.

# The interculturally effective person

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Simply stated, an interculturally effective person is someone who is able to live contentedly and work successfully in another culture.

Taken a little further, the interculturally effective person has three main attributes:

- an ability to communicate with people of another culture in a way that earns their respect and trust
- the capacity to adapt his/her professional skills (both technical and managerial) to fit local conditions and constraints
- the capacity to adjust personally so that s/he is content and generally at ease in the host culture

# Breaking the Barriers of Intercultural Communication

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## 1. Break Assumptions

Assumptions are beliefs rather than objective truth and are usually influenced by a number of subjective factors.

## 2. Empathise

Through putting yourself in someone else's shoes you come to see or appreciate their point of view.

## 3. Involve

Involving others in tasks or decision making empowers and builds strong relationships, a more creative approach to problem solving as it incorporates different points of view.

# Breaking the Barriers of Intercultural Communication

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## 4. Discourage Herd Mentality

It encourages creativity, innovation and advancement

## 5. Shun Insensitive Behaviour

By attacking someone's person, you attack their culture and therefore their dignity. This can only be divisive.

## 6. Be Wise

Intercultural communication is essentially founded upon wisdom, i.e. showing maturity of thought and action in dealing with people.

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The widely known work of Milton Bennett helps to elucidate the process of adaptation to a new culture. In his work, Developmental Model of Intercultural Sensitivity, 1993, he describes six main stages in the development of intercultural sensitivity:

denial

defensiveness

minimization

acceptance

adaptation

integration

# Culture shock

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The symptoms of culture shock can include:

- strain
- sense of loss
- anxiety
- helplessness
- confusion
- feeling rejected
- obsession with hygien

Physical symptoms can include:

- headaches
- sleeplessness
- desire for comfort foods (for example, chocolate)
- excessive consumption of alcohol
- overeating
- stomach pains

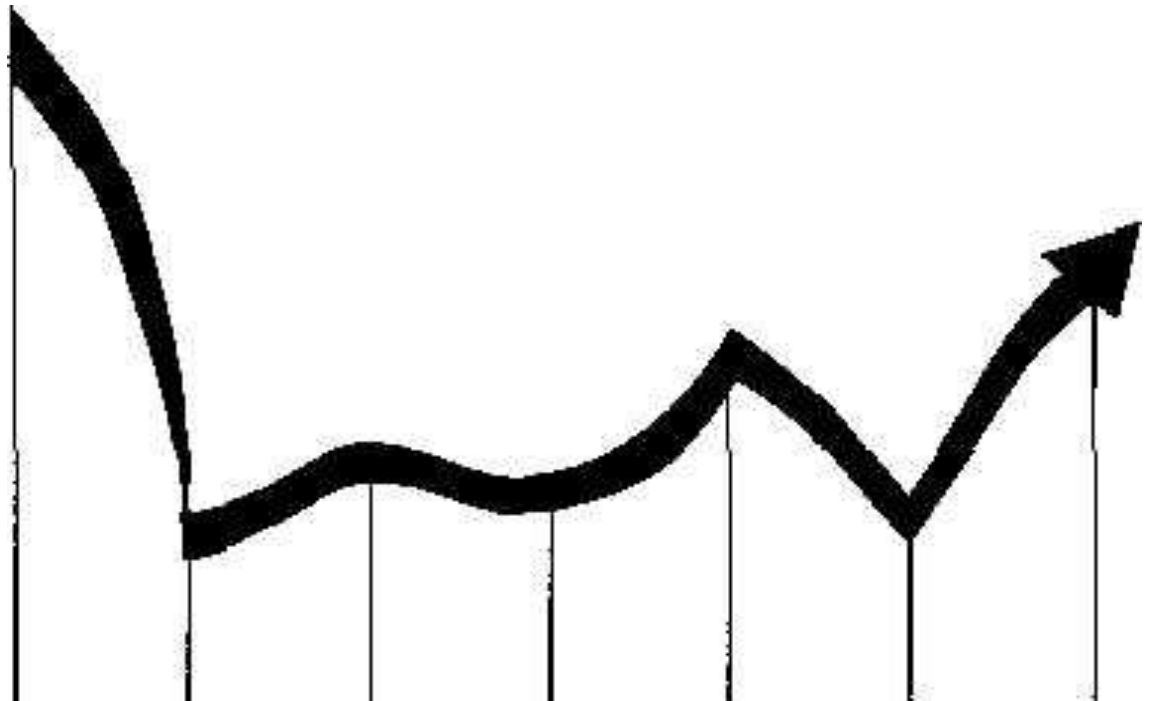
Phases of culture shock (Marx 1999)

# Culture shock

**Positive mood**

**Mood changes**

**Negative mood**



# The Cultural Adjustment Process

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There are several stages most newcomers go through in adjusting to a new culture.

1. **Fun:** The excitement and adventure of experiencing new people, things, and opportunities.
2. **Flight:** The urge to avoid everything and everyone that is different. This stage is characterized by symptoms similar to those seen in cases of clinical depression, but as a reaction to culture shock.

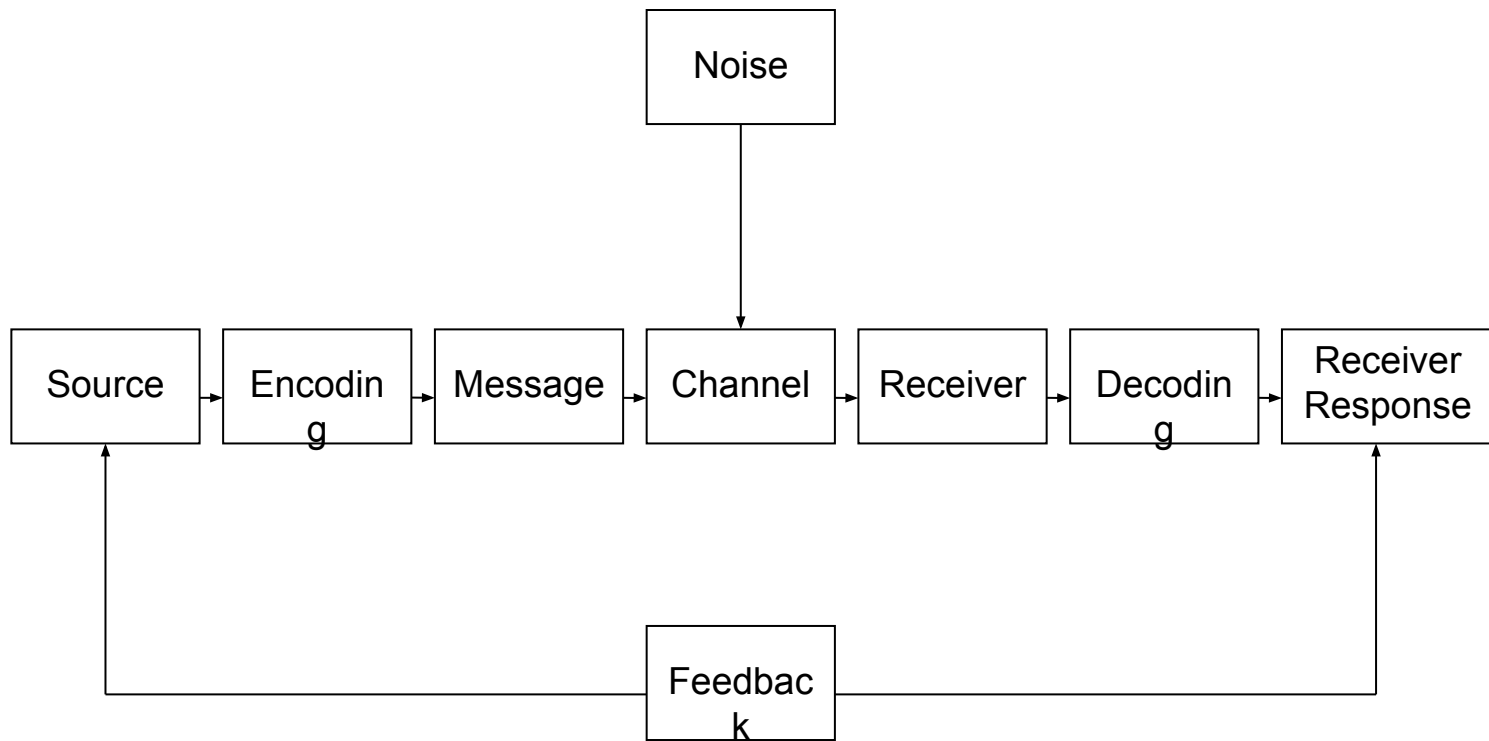


# The Cultural Adjustment Process

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There are several stages most newcomers go through in adjusting to a new culture.

3. **Fight:** The temptation to judge people or things that may be different in a negative light. At this stage, one wrestles with the influence of the new culture while resisting giving up one's original cultural identity. Hopefully, a blend will emerge that fits you well.
4. **Fit:** Willingness to understand, to embrace, and to creatively interact with the new culture. At this final stage, adaptation to the local culture has been made and hopefully one has made a decent adjustment.



# Examples of fast and slow messages

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## Fast Messages

- Prose
- Headlines
- A communiqué
- Propaganda
- Cartoons
- TV commercials
- Television
- Easy familiarity
- Manners

## Slow Messages

- Poetry
- Books
- An ambassador
- Art
- Etchings
- TV documentary
- Print
- Deep relationships
- Culture

# Monochronic and Polychronic Cultures

	Monochronic Culture	Polychronic Culture
Interpersonal Relations	Interpersonal relations are subordinate to present schedule	Present schedule is subordinate to Interpersonal relations
Activity Co-ordination	Schedule co-ordinates activity; appointment time is rigid.	Interpersonal relations co-ordinate activity; appointment time is flexible
Task Handling	One task at a time	Many tasks are handled simultaneously
Breaks and Personal Time	Breaks and personal time are sacrosanct regardless of personal ties.	Breaks and personal time are subordinate to personal ties.
Temporal Structure	Time is inflexible; time is tangible	Time is flexible; time is fluid
Work/personal time separability	Work time is clearly separable from personal time	Work time is not clearly separable from personal time
Organisational Perception	Activities are isolated from organisation as a whole; tasks are measured by output in time (activity per hour or minute)	Activities are integrated into organisation as a whole; tasks are measured as part of overall organisational goal

## MONOCHRONIC PEOPLE

- do one thing at a time
- concentrate on the job
- take time commitments (deadlines,schedules) seriously
- are low-context and need information
- are committed to the job
- adhere religiously to plans
- are concerned about not disturbing others; follow rules of privacy and consideration
- show great respect for private property; seldom borrow or lend
- emphasize promptness
- are accustomed to short-term relationships

## POLYCHRONIC PEOPLE

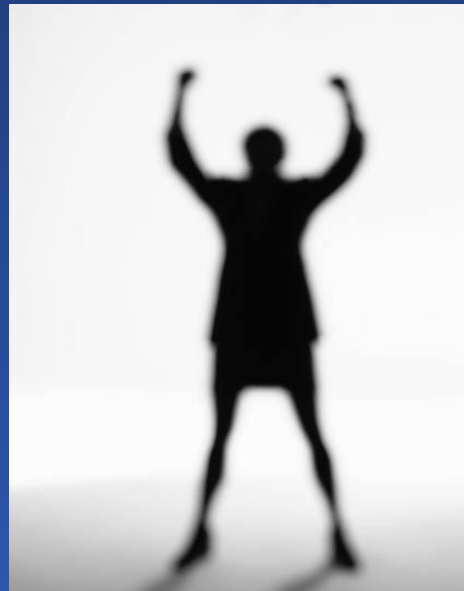
- do many things at once
- are highly distractible and subject to interruptions
- consider time commitments an objective to be achieved, if possible
- are high-context and already have information
- are committed to people and human relationships
- change plans often and easily
- are more concerned with those who are closely related (family, friends, close business associates) than with privacy
- borrow and lend things often and easily
- base promptness on the relationship
- have strong tendency to build lifetime relationships

# Visualization of time (Lewis 1996)

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PRESENT

FUTURE unknowable



PAST visible influential

PRESENT vaguely understood

# Values continuum

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## Time and Its Control

(punctuality, keeping schedules)

## Human Interaction

(relations between people most important)

## Personal Control over the Environment

(Each person should control is beyond power whatever might affect him)

## Fate

(course of events is beyond power or control)

## Self-Help

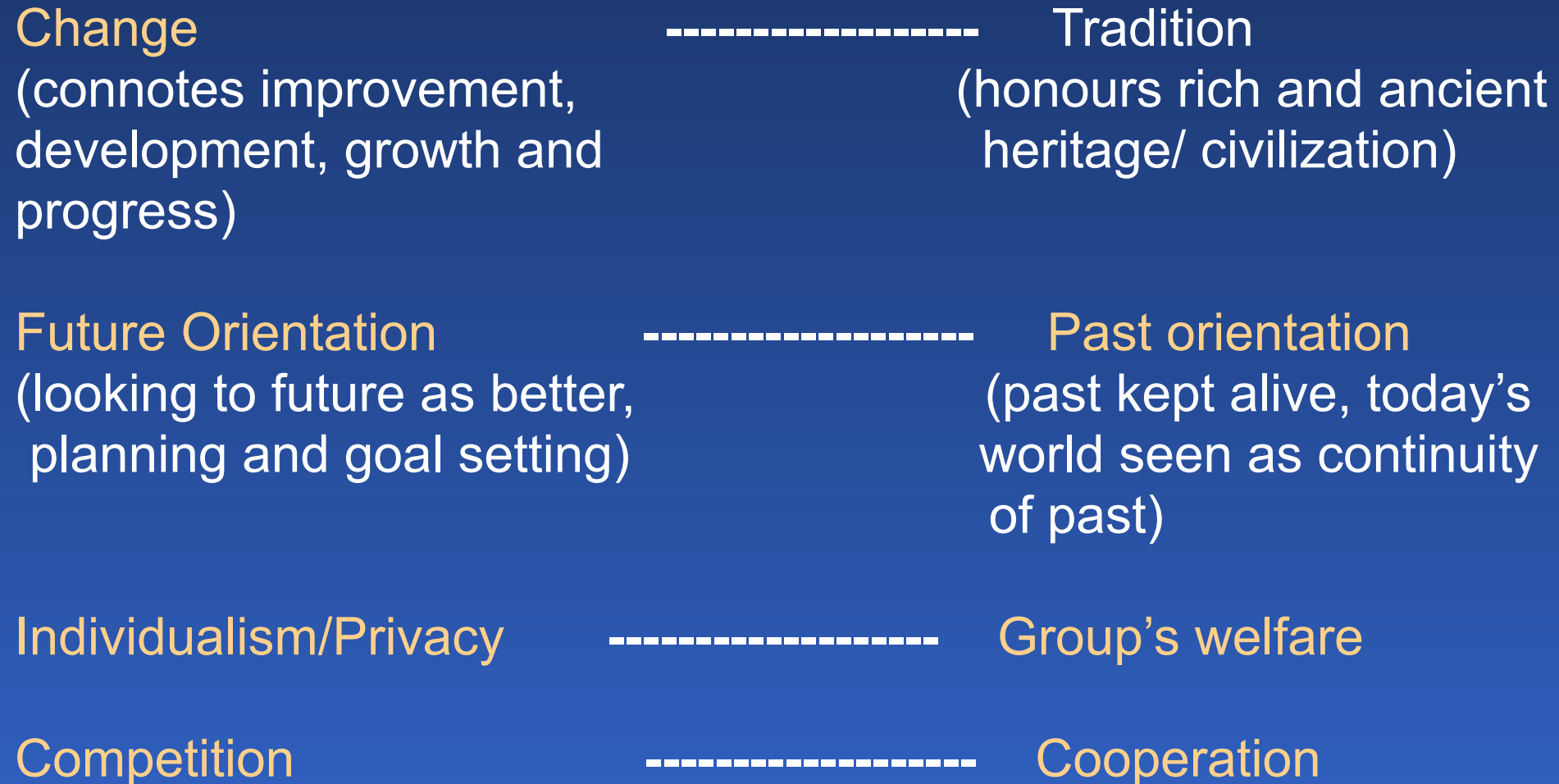
(a person's achievement on his own)

## Birthright Inheritance

(privilege of birth; inherited wealth or social position)

# Values continuum

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# Values continuum

Equality	-----	Hierarchy/Rank/System (position in society clearly define by rank/status)
Informality	-----	Formality
Practicality/Efficiency	-----	Idealism (philosophical, knowledge for knowledge's sake)
Directness/Openness/ Honesty	-----	Indirectness/Ritual/"Face"
Action/Work Orientation (action is superior to inaction)	-----	"Being" Orientation (state of inaction is acceptable, concern with the nature of existence and inner self)
Materialism/Acquisitiveness	-----	Spiritualism/Detachment

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Trompenaars and Hampden-Turner in their book “Riding The Waves of Culture” (1997), identify seven value orientations.

Some of these value orientations can be regarded as nearly identical to Hofstede’s dimensions.

Others offer a somewhat different perspective.

# The seven sub-categories of value dimensions identified were

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Universalism	versus	Particularism
Communitarianism	versus	Individualism
Neutral	versus	Emotional
Diffuse	versus	Specific cultures
Achievement	versus	Ascription
Human-Time relationship	and	Human-Nature relationship

# Value Orientations

## Orientation Postulated Range of Variation

Human nature	Evil	1. mutable	2. immutable			
	Neutral	1. mixmutable	2. immutable			
	Good	1. mutable	2. immutable			
Man-nature	Subjugation	1. to Nature Harmony	2. with Nature Mastery	3. over Nature		
Time	Inner development	Working for rewards				
Activity	Past	Present	Future			
Relational	Being	Being-in-Becoming	Doing	Lineality	Collaterality	Individualism

Kluckhohn and Strodtbeck, 1961;

# Module 2

# Dimensions of non-verbal behaviour

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- **eye behaviour** (occulistics)
- **facial expressions**
- **posture**
- **limb movements** (kinesics)
- **tone and pitch of voice** (paralanguage)
- **distance** (proxemics)

# Interpreting gesture clusters

Cluster signals	Indicating
flexible open posture, open hands, display of palms and wrists, removing jacket, moving closer to other person, leaning forward	<i>openness</i>
in chair, uncrossed arms and legs, smiling, nodding, eye contact rigid, closed posture, arms and legs tightly crossed, eyes glancing sideways, minimal eye contact, frowning, no smiling, pursed lips, clenched fists, head down, flat tone of voice	<i>defensiveness</i>
drumming fingers, head cupped in palm of hand, foot swinging, blushing or picking lint from clothing, body pointing towards exit, repeatedly looking at watch, the exit, a book	<i>boredom, impatience</i>
small inward smile, erect body posture, hands open and arms extended outwards, eyes wide and alert, lively walk, expressive and well-modulated voice	<i>enthusiasm</i>
knitted forehead, deadpan expression, tentative nodding or smiling, one slightly raised eyebrow, strained voice, saying 'I understand' while looking away	<i>lack of understanding</i>
blank expression, phoney smile, tight posture, arms stiff at side, sudden eye shifts, nervous tapping, sudden mood shifts, speech toneless and soft or too loud and animated	<i>stress</i>

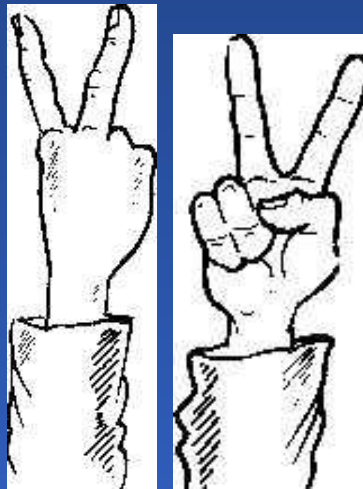
# Body language (kinesics)

body movement, body position and facial expressions, as well as dress

1.



2.



3.



4.





# Body language (kinesics)

---

## Gestures (Axtell 1991)

1. In the USA, this means 'A-OK', in France, 'zero', in Japan, 'money', and in Tunisia, 'I'll kill you.'
2. In Germany, this means 'two', or victory; in Britain, it means 'victory' if the palm of the hand is facing outwards, but is a rude gesture if the palm is facing inwards.
3. In Greece and Italy, this means 'goodbye', in the USA, it means 'come here'.
4. In many cultures, this means that everything is fine.

# Paralanguage

---

It is not only words used that convey a message, but also range of other factors, such as our tone of voice, and the speed or pitch of what we say.

Intonation patterns and tone of voice vary widely in different cultures. What in one culture sounds like a hysterical argument, in another would be considered to be the norm for a reasonable discussion. Geoff Woodside came to the wrong conclusion about the tone of the conversation when he judged the sound of people speaking in Polish by the Very different intonation patterns in English.

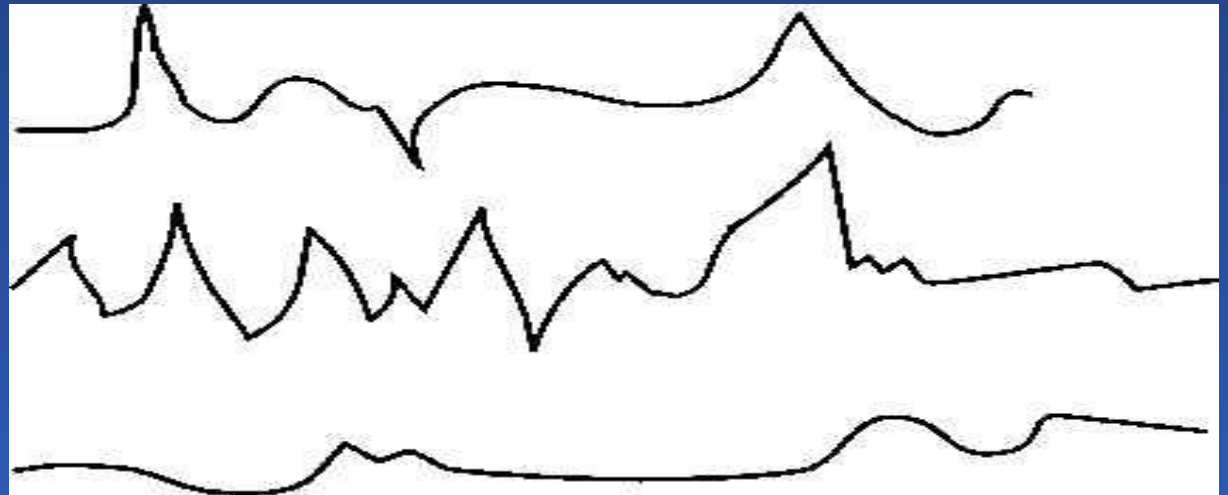
# Paralanguage

Trompenaars provides a useful diagram to illustrate some possible patterns.

Anglo-Saxon

Latin

Oriental



---

Edward Hall (1976, 1989) distinguished between high-context and low-context cultures.

High-context culture: a culture in which people tend to rely heavily on a range of social and non-verbal cues when communicating with others and interpreting their messages.

Low-context culture: a culture in which people tend to focus on the written and spoken word when communicating with others and interpreting their messages.

## High-context culture

- establish relationship first
- value personal relations and goodwill
- agreement based on trust
- slow and ritualistic negotiations

## Low-context culture

- get down to business first value
- expertise and performance
- agreement based on legal contract
- fast and efficient negotiations

# Culture profile

---

Making small talk

Specific

Diffuse

Attitudes to time

Monochronic

Synchronic

Team-working

Individualist

Collectivist

Questioning style

Direct

Indirect

# Culture profile

---

How much detail?

Low context

High context

Attitudes to risk

High uncertainty avoidance

Low uncertainty avoidance

Showing respect

Achievement

Status

# Forms of address

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- China - the family name only for business purposes - the surname, together with a title
- India - the appropriate formal title
- Italy - wait until invited to move to a first name basis
- Spain - the basic titles of courtesy followed by the surname
- Sweden - his/her first name
- Japan - first names are usually reserved for family and close friends even if you are on a first name basis, it is appropriate to use his or her last name in the presence of colleagues use courtesy titles in addition to last names use professional titles in the place of actual names



# Greetings Across Cultures

---

- Germany
  - firm, brief handshakes
  - avoid shaking hands with one hand in your pocket
- Italy
  - an enthusiastic handshake yet rather formal with direct eye contact and a smile suffices between strangers
  - air-kissing on both cheeks, starting with the left is often added as well as a pat on the back between men once a relationship develops

# Greetings Across Cultures

---

- India
  - a handshake
  - the namaste - the palms are brought together at chest level with a slight bow of the head
- Russia
  - a (very) firm handshake
- Turkey
  - shake hands firmly
  - greet friends and relations with either one or two kisses on the cheek
  - respect elders by kissing their right hand then placing the forehead onto the hand

# Dress for success

---

“All choices of clothing, particularly the quick and simple ones involve allying oneself with others who have made the same choice.”

Ann Hollander

- **Argentina** – very formal
- **Saudi Arabia** – modest quality
- **China** – unpretentious
- **Russia** – conservative
- **Brazil** – casual but stylish
- **France** – stylish; best
- **Spain** - con elegancia

## Asia:

Afghanistan   Azerbaijan   Bahrain   Bangladesh   China  
Georgia   India Iran   Kuwait   Pakistan   Russia   Saudi  
Arabia   Sri Lanka   Turkey

## Africa:

Algeria   Egypt   Morocco   South Africa   Tunisia

## Europe:

Austria   Belgium   Bulgaria   Cyprus   Czech Republic  
Denmark   Estonia   Finland   France   Germany  
Greece   Hungary   Italy   Lithuania   Luxembourg   Neth  
erlands   Norway   Portugal   Romania   Spain

---

## North & South America:

Argentina   Bolivia   Brazil   Chile   Colombia  
Dominican Republic   Jamaica   Mexico   Venezuela

## East Asia & Australasia:

Australia   Cambodia   HongKong   Indonesia  
Japan   New Zealand   Philippines   Singapore  
South Korea   Thailand   Vietnam

# China

## Facts and Statistics

**Location:** Eastern Asia bordering Afghanistan 76 km, Bhutan 470 km, Burma 2,185 km, India 3,380 km, Kazakhstan 1,533 km, North Korea 1,416 km, Kyrgyzstan 858 km, Laos 423 km, Mongolia 4,677 km, Nepal 1,236 km, Pakistan 523 km, Russia (northeast) 3,605 km, Russia (northwest) 40 km, Tajikistan 414 km, Vietnam 1,281 km

**Capital:** Beijing



# China

---

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

**Population:** 1,298,847,624 (July 2004 est.)

**Ethnic Make-up:** Han Chinese 91.9%, Zhuang, Uygur, 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

# India

---

## Facts and Statistics

**Location:** Southern Asia, bordering Bangladesh 4,053 km, Bhutan 605 km, Burma 1,463 km, China 3,380 km, Nepal 1,690 km, Pakistan 2,912 km

**Capital:** New Delhi





# India

---

**Climate:** varies from tropical monsoon in south to temperate in north

**Population:** 1,065,070,607 (July 2004 est.)

**Ethnic Make-up:** Indo-Aryan 72%, Dravidian 25%, Mongoloid and other 3% (2000)

**Religions:** Hindu 81.3%, Muslim 12%, Christian 2.3%, Sikh 1.9%, other groups including Buddhist, Jain, Parsi 2.5% (2000)

**Government:** federal republic

# Iran

---

## Facts and Statistics

**Location:** The Middle East,  
bordering Afghanistan 936 km,  
Armenia 35 km, Azerbaijan-proper  
432 km, Azerbaijan-Naxcivan  
exclave 179 km, Iraq 1,458 km,  
Pakistan 909 km, Turkey 499 km,  
Turkmenistan 992 km

**Capital:** Tehran



# Iran

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**Climate:** mostly arid or semiarid, subtropical along Caspian coast

**Population:** 69,018,924 (July 2004 est.)

**Ethnic Make-up:** Persian 51%, Azeri 24%, Gilaki and Mazandarani 8%, Kurd 7%, Arab 3%, Lur 2%, Baloochi 2%, Turkmen 2%, other 1%

**Religions:** Shi'a Muslim 89%, Sunni Muslim 9%, Zoroastrian, Jewish, Christian, and Baha'i 2%

**Government:** Islamic republic

# Russia

## Facts and Statistics

**Location:** Northern Asia, bordering Azerbaijan 284 km, Belarus 959 km, China (southeast) 3,605 km, China (south) 40 km, Estonia 294 km, Finland 1,313 km, Georgia 723 km, Kazakhstan 6,846 km, North Korea 19 km, Latvia 217 km, Lithuania (Kaliningrad Oblast) 227 km, Mongolia 3,485 km, Norway 196 km, Poland (Kaliningrad Oblast) 206 km, Ukraine 1,576 km

**Capital:** Moscow



# Russia

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**Climate:** ranges from steppes in the south through humid continental in much of European Russia; subarctic in Siberia to tundra climate in the polar north; winters vary from cool along Black Sea coast to frigid in Siberia; summers vary from warm in the steppes to cool along Arctic coast

**Population:** 143,782,338 (July 2004 est.)

**Ethnic Make-up:** Russian 81.5%, Tatar 3.8%, Ukrainian 3%, Chuvash 1.2%, Bashkir 0.9%, Belarusian 0.8%, Moldavian 0.7%, other 8.1% (1989)

**Religions:** Russian Orthodox, Muslim, other

**Government:** federation

# Turkey

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## 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

# Turkey

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

**Population:** 68,893,918 (July 2004 est.)

**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

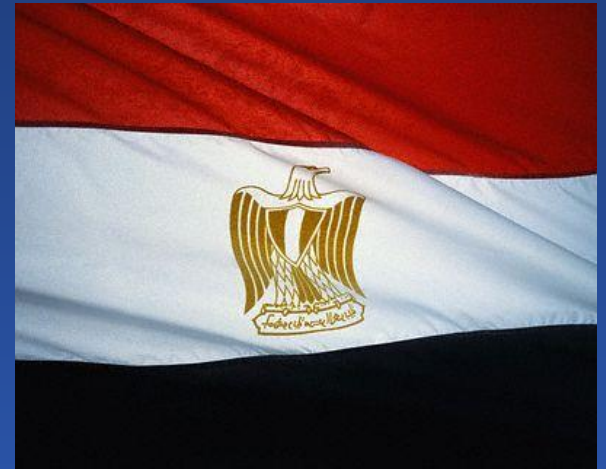
# Egypt

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## Facts and Statistics

**Location:** North East Africa  
bordering Palestine (Gaza Strip) 11  
km, Israel 266 km, Libya  
1,115 km, Sudan 1,273 km

**Capital:** Cairo





# Egypt

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**Climate:** desert; hot, dry summers with moderate winters

**Population:** 76,117,421 (July 2004 est.)

**Ethnic Make-up:** Eastern Hamitic stock (Egyptians, Bedouins, and Berbers) 99%, Greek, Nubian, Armenian, other European (primarily Italian and French) 1%

**Religions:** Muslim (mostly Sunni) 94%, Coptic Christian and other 6%

**Government:** republic

# Germany

---

## Facts and Statistics

**Location:** Central Europe, bordering Austria 784 km, Belgium 167 km, Czech Republic 646 km, Denmark 68 km, France 451 km, Luxembourg 138 km, Netherlands 577 km, Poland 456 km, Switzerland 334 km

**Capital:** Berlin



# Germany

---

**Climate:** temperate and marine; cool, cloudy, wet winters and summers; occasional warm mountain (foehn) wind

**Population:** 82,424,609 (July 2004 est.)

**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

# Italy

---

## Facts and Statistics

**Location:** Southern Europe,  
bordering Austria 430 km, France  
488 km, Holy See (Vatican City)  
3.2 km, San Marino 39 km,  
Slovenia 232 km, Switzerland 740  
km

**Capital:** Rome



# Italy

---

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

**Population:** 58,057,477 (July 2004 est.)

**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

# Spain

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## Facts and Statistics

**Location:** Southwestern Europe, bordering the Bay of Biscay, Mediterranean Sea, North Atlantic Ocean, and Pyrenees Mountains, southwest of France

**Capital:** Madrid



# Spain

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**Climate:** temperate; clear, hot summers in interior, more moderate and cloudy along coast; cloudy, cold winters in interior, partly cloudy and cool along coast

**Population:** 40,280,780 (July 2004 est.)

**Ethnic Make-up:** composite of Mediterranean and Nordic types

**Religions:** Roman Catholic 94%, other 6%

**Government:** parliamentary monarchy

# Brasil

## Facts and Statistics

**Location:** Eastern South America  
bordering Argentina 1,224 km,  
Bolivia 3,400 km, Colombia  
1,643 km, French Guiana 673 km,  
Guyana 1,119 km, Paraguay 1,290  
km, Peru 1,560 km, Suriname 597  
km, Uruguay 985 km, Venezuela  
2,200 km

**Capital:** Brazilia





# Brasil

---

**Climate:** mostly tropical, but temperate in south

**Population:** 184,101,109

**Ethnic Make-up:** white (includes Portuguese, German, Italian, Spanish, Polish) 55%, mixed white and black 38%, black 6%, other (includes Japanese, Arab, Amerindian) 1%

**Religions:** Roman Catholic (nominal) 80%

**Government:** federative republic

# Mexico

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## Facts and Statistics

**Location:** Middle America, bordering the Caribbean Sea and the Gulf of Mexico, between Belize and the US and bordering the North Pacific Ocean, between Guatemala and the US



**Capital:** Mexico City

# Mexico

---

**Climate:** varies from tropical to desert

**Population:** 104,959,594 (July 2004 est.)

**Ethnic Make-up:** mestizo (Amerindian-Spanish) 60%, Amerindian or predominantly Amerindian 30%, white 9%, other 1%

**Religions:** nominally Roman Catholic 89%, Protestant 6%, other 5%

**Government:** federal republic

# Japan

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## Facts and Statistics

**Location:** Eastern Asia, island chain between the North Pacific Ocean and the Sea of Japan, east of the Korean Peninsula.

**Capital:** Tokyo



# Japan

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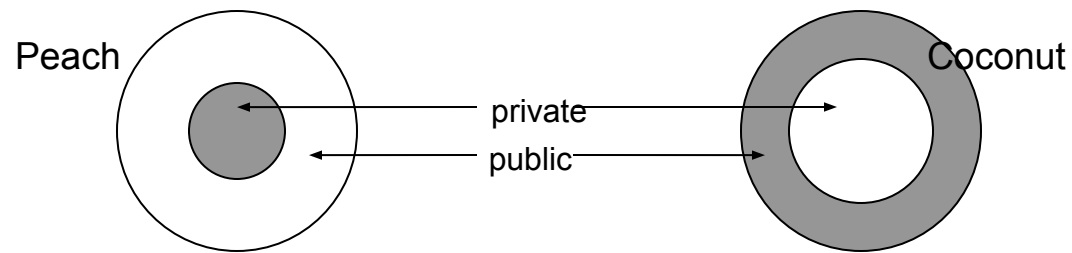
**Population:** 127,333,002 (July 2004 est.)

**Ethnic Make-up:** Japanese 99%, others 1%  
(Korean 511,262, Chinese 244,241, Brazilian 182,232, Filipino 89,851, other 237,914)

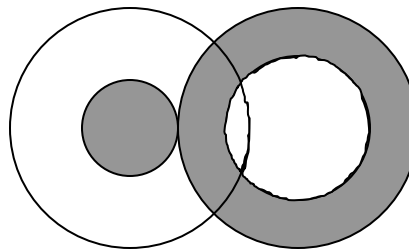
**Religions:** observe both Shinto and Buddhist 84%, other 16% (including Christian 0.7%)

# Module 3

# Socializing



Peach and  
Coconut meet



**The peach and the coconut model (adapted from  
Zaninelli 1994)**

# Socializing

---

## Negative perception

The coconut (the private sphere is pretty large and hard to get into) sees the peach as:

superficial  
too playful

not to be taken seriously, childish  
insincere

The peach (the public sphere is relatively large and the private sphere is reserved) sees the coconut as:

unapproachable  
stiff  
lacking humour

hard  
impolite  
gruff



# Socializing

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## Positive perception

The coconut sees the peach as:

open  
friendly  
flexible

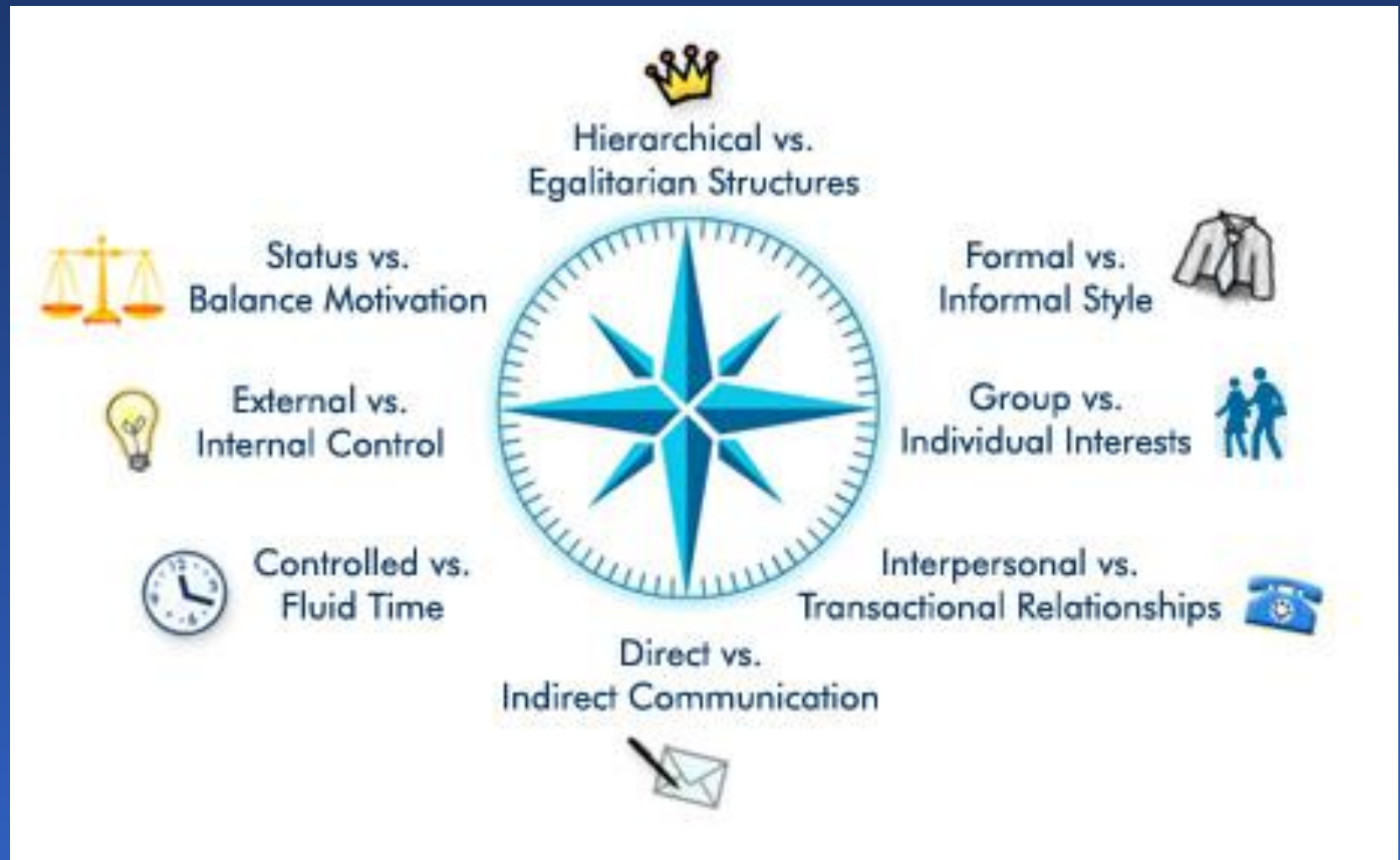
enthusiastic  
humorous

The peach sees the coconut as:

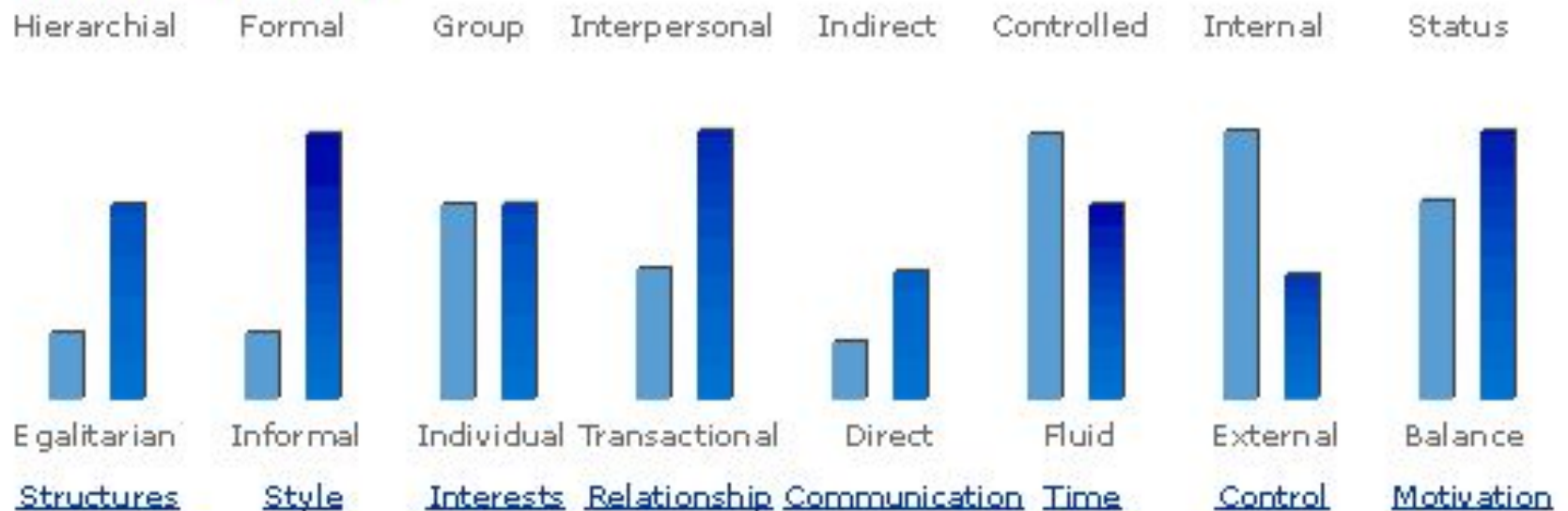
reliable  
clear  
trustworthy

proper  
honest

(adapted from Zaninelli 1994: 97-100)



## CULTURE PROFILE



[Print Chart](#)

GUIDE:



Australia



China

# Gift giving in different countries

COUNTRY	APPRECIATED GIFTS	GIFTS TO AVOID
Russia	Flowers	<ul style="list-style-type: none"><li>• Yellow flowers</li><li>• A baby gift until after the baby is born</li></ul>
China	Something representative of your town or region	<ul style="list-style-type: none"><li>• A clock, handkerchief, umbrella or white flowers, specifically chrysanthemums-TEARS or DEATH</li><li>• Sharp objects such as knives or scissors – THE CUTTING DOWN OF RELATIONSHIP.</li></ul>
Egypt	Good quality chocolates, sweets	Flowers
Italy	Good vintage wine	<ul style="list-style-type: none"><li>• Chrysanthemums - Funerals</li><li>• Red flowers - secrecy.</li><li>• Yellow flowers - jealousy</li></ul>

# Gift giving in different countries

COUNTRY	APPRECIATED GIFTS	GIFTS TO AVOID
Japan	<ul style="list-style-type: none"><li>•foreign, prestigious name-brand items</li><li>•imported scotch, cognac, bourbon, brandy or fine wines [top-quality brands only]</li><li>•frozen steaks</li><li>•gourmet foodstuffs, fresh fruit</li><li>•electronic toys [if children are on your gift-list]</li><li>•cuff links</li><li>•pen and pencil sets</li><li>•something that reflects the interests and tastes of the recipient</li><li>•a simple commemorative photograph</li></ul>	<ul style="list-style-type: none"><li>• Lilies, lotus blossoms, and camellias - FUNERALS.</li><li>• White flowers of any kind.</li><li>• Potted plants - SICKNESS.</li><li>• Giving four or nine of anything - UNLUCKY</li></ul>

# Topics for Conversation

COUNTRY	WELCOME TOPICS	TOPICS TO AVOID
<b>Russia</b>	<ul style="list-style-type: none"><li>•the changes taking place in Russia</li><li>•current events</li><li>•World War II</li><li>•economic difficulties</li><li>•positive contrasts and comparisons between Russia and your country [let your Russian companions bring up this subject first]</li><li>•books</li><li>•films</li></ul>	<ul style="list-style-type: none"><li>•complaints about Russia</li><li>•the Holocaust</li><li>•the Czar and the monarchy</li><li>•ethnic minorities</li><li>•religion</li><li>•comparing/contrasting Russia to other developing countries</li><li>•comparing/contrasting Moscow and Saint Petersburg</li></ul>
<b>Egypt</b>	<ul style="list-style-type: none"><li>•Egyptian achievements, both ancient and modern</li><li>•Egyptian cotton</li><li>•Sports</li></ul>	<ul style="list-style-type: none"><li>•women/ inquiring about female members of your counterpart's family</li><li>•Israel</li></ul>

# Topics for Conversation

COUNTRY	WELCOME TOPICS	TOPICS TO AVOID
<b>Spain</b>	<ul style="list-style-type: none"><li>•Your home country;</li><li>•Your travels, especially in Spain;</li><li>•[Spanish] art, architecture and pre-20th century history;</li><li>•Spanish traditions [e.g. flamenco];</li><li>•Spanish wines and sherry;</li><li>•Sport, especially football [soccer];</li><li>•Bullfighting [if you and your counterpart share the same enthusiasm or hostility];</li><li>•Politics [with care and only if you really do know what you are talking about];</li><li>•Family, especially [your host's] children</li></ul>	<ul style="list-style-type: none"><li>•Bullfighting [if you and your counterpart are likely to disagree];</li><li>•Religion [i.e. any aspect of Roman Catholicism];</li><li>•The Civil War and WWII;</li><li>•Franco;</li><li>•Basque separatism and Catalan regionalism;</li><li>•Gibraltar;</li><li>•Enquiries of a personal nature, especially during first introductions;</li><li>•Machismo and feminism.</li></ul>

# Topics for Conversation

COUNTRY	WELCOME TOPICS	TOPICS TO AVOID
Sweden	<ul style="list-style-type: none"><li>•Travel</li><li>•Swedish culture</li><li>•Hockey</li><li>•The fine arts</li><li>•Swedish history</li><li>•Current events</li><li>•Politics [if you know what you're talking about]</li><li>•Vacations and holidays</li><li>•Sports [especially soccer]</li><li>•Music</li><li>•Philosophy</li><li>•The outdoors</li><li>•Nature</li><li>•Showing a knowledge in things Swedish</li></ul>	<ul style="list-style-type: none"><li>•Criticizing the Swedish government</li><li>•Criticizing the Swedish economy</li><li>•Criticizing Swedish culture</li><li>•Family</li><li>•Income</li><li>•Paying compliments to people you have just met</li><li>•Personal background</li><li>•Anything associated with rank, status, and showiness</li><li>•Comparing social welfare systems</li><li>•Complaining about the high cost of living in Scandinavia</li><li>•Criticizing Swedish humor</li></ul>



# Topics for Conversation

COUNTRY	WELCOME TOPICS	TOPICS TO AVOID
<b>Japan</b>	<ul style="list-style-type: none"><li>•inquiring about a person's family [a good conversation starter]</li><li>•praising the hospitality you're receiving</li><li>•Japanese history</li><li>•Japanese artistic achievements</li><li>•positive comments about the Japanese economy</li><li>•sports, such as golf and ski jumping</li></ul>	<ul style="list-style-type: none"><li>•World War II</li><li>•making jokes [unless they are very easy to understand, self-deprecating, and made in a social--rather than business--setting]</li></ul>
<b>Brazil</b>	<ul style="list-style-type: none"><li>•your travels</li><li>•food</li><li>•positive aspects of Brazilian industry</li><li>•Brazilian dance and other aspects of the country's arts</li></ul>	<ul style="list-style-type: none"><li>•ethnic and/or class differences. politics.</li><li>•Argentina, Brazil's main rival. criticizing any aspect of Brazil.</li></ul>

# Group and Individual Interests

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**Definition:** Defines the importance of individual endeavors vs. collective undertakings.

The defining characteristics of this dimension are:

- The relative importance of individual rights vs. the greater good of the group or society
- The source of an individual's identity and loyalties
- The value of individual contributions vs. teamwork in accomplishing and rewarding business goals
- The roles and responsibilities of individuals to other family members
- Appropriate levels of assertion and self-promotion within a society

# If you are going to a more Group-oriented society

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- Individuals feel a strong sense of responsibility for other family members. Family needs will take precedence over professional obligations.
- People value their role as a family or team member and identify themselves first as part of a group, then as an individual. They may be uncomfortable if the focus is placed too much on them.
- Remember that individuals do not take sole credit for accomplishments, even when credit is primarily due to one person. Instead, employees are rewarded in groups. Do not single people to answer questions, provide ideas or complete a project.

# If you are going to a more Group-oriented society

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- Promotions will draw heavily on seniority and experience - not performance and achievement.
- Decision making may be a slow process, as many individuals across the hierarchy will need to be consulted. However, once consensus is reached, implementation is usually quite rapid.

# If you are going to a more Individualistic society

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- Don't expect to rely on the group to provide answers. An individual's importance and self-worth are determined by his or her ability to think and work independently.
- Try to be accepting of the fact that people live and work more independently. This may mean that they do not rely on building trusting relationships or networks of loyal contacts to fulfill their personal or professional roles and responsibilities.
- As an employer or manager, provide employees with sufficient opportunities for independent problem solving. Individuals will respond well to being given the autonomy, independence and flexibility to get the job done.

# If you are going to a more Individualistic society

---

- Be aware that it is culturally appropriate for employees to identify opportunities to demonstrate their abilities and "make their mark." In meetings and presentations, individuals will strive to distinguish themselves. Presentations tend to be dynamic and interactive.
- Remember that individual expression is encouraged and will be demonstrated in people's appearance, behavior and the way they decorate their homes and offices.

# Status versus Balance Motivation

---

Definition: The value of achievement recognition vs. personal and family time.

The defining characteristics of this dimension are:

- The relative importance and value attached to professional vs. personal lives
- The presence or absence of government-sponsored initiatives relating to family welfare benefits
- The source of an individual's identity and self-esteem
- Tolerance for blurring the lines between professional and personal lives
- How status and success are defined by a society

# If you are going to a Status Motivation society

---

- Recognize that to succeed in this environment, you will be expected to make sacrifices in the form of longer work hours, shorter vacation allowances and possibly frequent travel or moves.
- Be aware that people will discuss business anytime, anywhere with anyone.
- Recognize that people will use professional identity and achievements to evaluate others, and to provide a frame of reference for relating to others.



# If you are going to a Status Motivation society

---

- Whether in a new social or business situation, always be assertive and introduce yourself. Self-promotion is an acceptable part of the business culture in this competitive environment. Always carry business cards.
- Expect people from different social backgrounds to work and socialize comfortably together. Rather than family background or connections, individuals will be evaluated - and define themselves—based on professional or personal accomplishments.

# If you are going to a society with a Balance orientation

---

- Recognize that employees will value their personal time, take longer vacation allowances, and will be reluctant to work late or on weekends.
- Small talk at business or social functions will cover every aspect of an individual's life and interests - and not focus exclusively on professional matters.
- Employees may have a strong work ethic and work hard, but they are more likely to work on a prescribed basis, not working beyond prescribed duties or hours.
- Recognize that attempts to network, to generate business leads, or to talk about work in general at social functions is considered inappropriate.
- Employees will be less willing to relocate for their jobs. Family obligations will take precedence over professional loyalties or advancement.

# Entertaining for business success

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China      - “The Morning Tea”   Evening banquets  
                 Yum Cha' tea drinking ritual  
                 Home entertaining

India        - Dinner at home

Iran         - Restaurant At functions

Germany - Business Lunch

Italy         - Dining with a certain protocol

Japan        - Restaurant of your own culture  
                 “Karaoke” bars

# Entertaining business clients

South Korea	Dinner parties, drinking and singing in Karaoke bars and sometimes in ksaengs (nightclubs with hostesses). Playing golf together. Spouses are not usually included.
Spain	Usually lunch or dinner in a restaurant, not someone's home. Spouses rarely come along. Guests may be accompanied or offered tickets to cultural events.
United States	Dinner in a restaurant or at home. Spouses are often included. Playing golf, tennis, or basketball. Guests may be accompanied or offered tickets to cultural or sports events.
France	Business colleagues usually localize in restaurants or other public places. A small dinner party and small sit-down parties are common.