

МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ

ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ АВТОНОМНОЕ
ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
«САМАРСКИЙ НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ
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(САМАРСКИЙ УНИВЕРСИТЕТ)

Г.А. ПОЗДНЯКОВА

ПРОФЕССИОНАЛЬНАЯ И МЕЖКУЛЬТУРНАЯ КОММУНИКАЦИЯ НА АНГЛИЙСКОМ ЯЗЫКЕ

Рекомендовано редакционно-издательским советом федерального государственного автономного образовательного учреждения высшего образования «Самарский национальный исследовательский университет имени академика С.П. Королева» в качестве учебного пособия для обучающихся по основным образовательным программам высшего образования по направлениям подготовки 38.03.01 Экономика, 38.03.02 Менеджмент, 38.03.03 Управление персоналом, 38.03.04 Государственное и муниципальное управление, 40.03.01 Юриспруденция

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Целью данного пособия является развитие и совершенствование языковых навыков и способностей в рамках профессиональной и межкультурной коммуникации на английском языке. Текстовые материалы пособия служат основой для обогащения словарного запаса, а также способствуют формированию навыков перевода. Представлены тексты из оригинальных источников. Пособие построено на основе классических и современных методик обучения и состоит из двух разделов, включающих лексический минимум, итоговое задание, построенное на основе проблемно-поискового/кейс-метода и дополнительных заданий.

Предназначено для студентов гуманитарных направлений подготовки. Может быть использовано для аудиторной и внеаудиторной работы студентов бакалавров и магистров гуманитарных направлений подготовки.

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I СЕМЕСТР

Задание I

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Culture, confusion, misperception, to communicate, to increase, to prevent, to believe, guideline, basic skills, confirm meaning.

Упражнение 2. Переведите устно текст.

An Introduction to Intercultural Communication

Intercultural communication is of importance to international businesses as it examines how people from different cultures, beliefs and religions come together to work and communicate with each other.

Demands for intercultural communication skills are increasing as more and more businesses go global or international. They realize that there are barriers and limitations when entering a foreign territory. Without the help of intercultural communication they can unknowingly cause confusion and misunderstandings. For these intercultural businesses to breach the cultural barriers encountered when stepping into foreign grounds it is vital for them to fully understand the cultural differences that exist so as to prevent damaging business relations due to intercultural communication gaps.

There are many theories that set principles to help interpret the basis of intercultural communication. These theories help to iron out possible ripples of misunderstanding by giving a basic guideline on how to address situations. These guidelines help prevent clashes between different cultures groups caused by misperceptions.

The basic skills of intercultural communication are fundamentally general communication skills that can be used universally by all cultures and races. These skills are simply tweaked in a direction that takes the cultural limitation into consideration. An example of such communication skills in

the intercultural environment is to listen without judging, repeat what you understand, confirm meanings, give suggestions and acknowledge a mutual understanding.

In a nutshell the main purpose of following such theories is to earn respect from others. Respect in all cultures in the world is a common language and by earning it through respecting other peoples culture and religion; the favor is returned.

Упражнение 3. Ответьте на вопросы по тексту.

1. What is intercultural communication of importance to international businesses?
2. Why are demands of intercultural communication skills increasing?
3. What is the main purpose of intercultural communication?
4. What are the basic skills of intercultural communication?
5. What is a common language in all culture in the world?

Упражнение 4. Письменно переведите предложения на русский язык.

1. Demands for intercultural communication skills are increasing as more and more businesses go global or international.
2. For these intercultural businesses to breach the cultural barriers encountered when stepping into foreign grounds it is vital for them to fully understand the cultural differences that exist so as to prevent damaging business relations due to intercultural communication gaps.
3. These theories help to iron out possible ripples of misunderstanding by giving a basic guideline on how to address situations.

Упражнение 5. Выпишите из текста все словосочетания с прилагательным “intercultural” и составьте с ними предложения.

Образец: Intercultural communication.

Упражнение 6. Напишите русские эквиваленты и выучите следующие слова и выражения из текста.

- 1) intercultural communication;
- 2) to communicate with somebody;
- 3) communication skills;
- 4) to enter a foreign territory;
- 5) to cause misunderstandings;
- 6) to breach the cultural barrier;
- 7) to listen without judging;
- 8) give suggestions;
- 9) mutual understanding;
- 10) main purpose.

Задание II

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Capability, experience, vital, to range, to diagnose, to equip, to advise, to appreciate, an academic background, different fields.

Упражнение 2. Переведите устно текст.

Cross Cultural Communication Consultants

Cross cultural communication consultants have come a long way in the short period of time such specialists have been in demand. No longer are they expatriates with a few years overseas experience and the capability to impart their knowledge onto others. Cross cultural consultants now bring expertise that is founded upon a number of key factors.

Cross cultural consultants generally have a broad knowledge and experience of two or more different cultures. This knowledge is then employed to assist companies and individuals overcome challenges brought about through cross cultural differences in business. Areas in which assistance is needed may range from relocation briefings to company mergers or management techniques. The ability to diagnose and treat cross cultural problems is developed through their experience in a number of different fields.

Academic Knowledge

Cross cultural consultants will generally have an academic background either in specific courses such as 'Cross Cultural Communication and Trade' or 'Cross Cultural Psychology' or in related courses such as 'International Relations' or 'Business Studies'. Their studies will equip them with the academic skills and knowledge of the field that will later be applied in the business context.

Living Abroad

Experience of living abroad, mixing with different cultures, speaking different languages and working in foreign offices is vital for any cross cultural consultant. Without having been exposed to a different culture how can one advise on working effectively with that culture? It is important that this emersion in the target culture has been to the extent that the cross cultural consultant can totally empathize with the culture and understand its dynamics.

Speaking a Foreign Language

Language carries with it cultural coding. All experts, commentators and linguists are unanimous that without knowledge of the language the culture can never be appreciated. A cross cultural consultant will therefore have this insider knowledge not only through living and working in a country but also by using and understanding the language.

The complexity and diversity of cross cultural challenges in the international business world is reflected in the broad knowledge and skills of cross cultural consultants. Drawing on expertise gained through a variety of interrelated fields, the cross cultural consultant is now truly a specialist of great importance.

Упражнение 3. Ответьте на вопросы по тексту.

1. Who is the cross cultural consultant?

2. What is the main ability of cross cultural consultant?
3. What kind of academic background should cross cultural consultant have?
4. Is speaking different languages vital for cross cultural consultant?
5. Why does the importance of cross cultural consultant increase?

Упражнение 4. Письменно переведите предложения на русский язык.

- This knowledge is then employed to assist companies and individuals overcome challenges brought about through cross cultural differences in business.
- It is important that this emersion in the target culture has been to the extent that the cross cultural consultant can totally empathize with the culture and understand its dynamics.
- The complexity and diversity of cross cultural challenges in the international business world is reflected in the broad knowledge and skills of cross cultural consultants.

Упражнение 5. Найдите в тексте 5 основных навыков и умений, которыми должен владеть консультант по межкультурной коммуникации.

Образец: a broad knowledge of different cultures.

Упражнение 6. Выпишите из текста и выучите следующие слова и выражения.

- 1) опыт за рубежом;
- 2) ключевые факторы;
- 3) различные культуры;
- 4) преодолеть трудности;
- 5) межкультурные проблемы;
- 6) академические знания;
- 7) работать в иностранных компаниях;
- 8) понимать культуру;
- 9) отражать;
- 10) передавать знания.

Задание III

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Architecture, gesture, behaviour, strange, rude, to describe, to demonstrate, to ignore, approach to the family, to gender differences.

Упражнение 2. Переведите устно текст.

Intercultural Training and the Iceberg Model

Many people question what culture is. How can it be defined? In intercultural training one of the questions that is often asked of participants is to think what culture means to them.

Within intercultural training though there is one model or analogy of culture that most agree sums up the concept best; and that is the iceberg. The iceberg perhaps lends itself best to this as it so graphically demonstrates the idea of having both a visible and invisible structure.

The iceberg as mentioned above has the visible tip. These are the areas of culture that we can see manifest in the physical sense. In addition, more often than not these are the elements that we come into contact with first when diving into a new country or culture. Such "visible" elements include things such as music, dress, dance, architecture, language, food, gestures, greetings, behaviours, devotional practices, art and more. In addition it can also relate to behaviours such as seeing people ignoring red traffic lights, spitting on the floor, smoking in public or queuing for a bus. All, depending on your own culture, may come across as weird, strange, rude, ignorant or simply silly.

None of the visible elements can ever make real sense without understanding the drivers behind them; and these are hidden on the bottom side of the iceberg, the invisible side. It is these invisible elements that are

the underlying causes of what manifest on the visible side. So, when thinking about culture, the bottom side of the iceberg will include things such as religious beliefs, worldviews, rules of relationships, approach to the family, motivations, tolerance for change, attitudes to rules, communication styles, modes of thinking, comfort with risk, the difference between public and private, gender differences and more.

It is for the reasons of clarity that the iceberg model has become so popular. The iceberg model perfectly demonstrates the idea of an unseen world manifesting in many different ways on the seen.

Упражнение 3. Ответьте на вопросы по тексту.

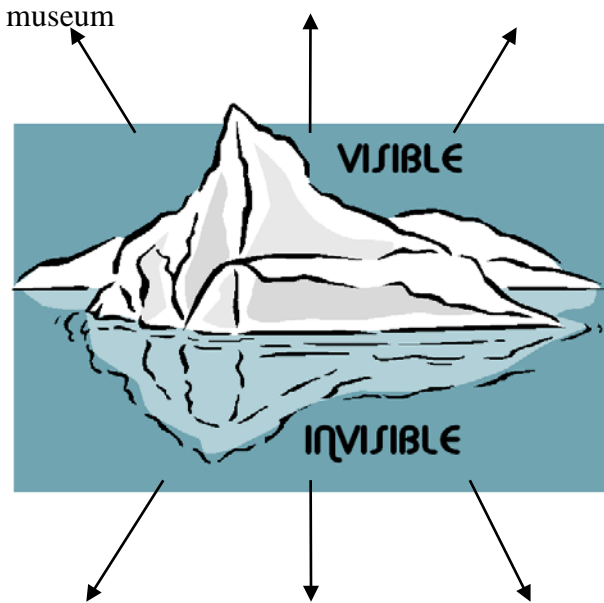
1. What is the main question in intercultural training?
2. Why is the iceberg model the best accepted?
3. What things do visible elements include?
4. Is it possible to make real sense of culture without understanding the invisible part of the iceberg model?
5. What things do invisible elements include?

Упражнение 4. Письменно переведите предложения на русский язык.

1. Within intercultural training though there is one model or analogy of culture that most agree sums up the concept best; and that is the iceberg.
2. These are the areas of culture that we can see manifest in the physical sense.
3. None of the visible elements can ever make real sense without understanding the drivers behind them; and these are hidden on the bottom side of the iceberg, the invisible side.

Упражнение 5. Используя модель айсберга, дополните своими примерами «видимые» и «невидимые» стороны культуры.

Образец:



Упражнение 6. Напишите русские эквиваленты и выучите следующие слова и выражения из текста.

- 1) invisible side;
- 2) physical sense;
- 3) to come into contact;
- 4) to dive into culture;
- 5) religious beliefs;
- 6) bottom side;
- 7) own culture;
- 8) rules of relationships;
- 9) communication style;
- 10) modes of thinking.

Задание IV

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Literature, knowledge, characteristic, value, sensitivity, awareness, aim, competence, to carry, multicultural client.

Упражнение 2. Переведите устно текст.

Terminology within the cross cultural communications field

Terminology within the cross cultural communications field can sometimes be baffling to those reading the literature, websites or promotional material. Many ask what is the difference between 'intercultural' and 'cross cultural'? What is 'cross cultural awareness' as opposed to 'cross cultural knowledge' or, are 'cultural sensitivity' and 'cultural competence' the same thing?

With a view to clarifying some of the above mentioned terminology, this article will examine terms used in relation to building cross cultural understanding within the business world.

Cross cultural understanding simply refers to the basic ability of people within business to recognize, interpret and correctly react to people, incidences or situations that are open to misunderstanding due to cultural differences. The fundamental intention of cross cultural training is to equip the learner(s) with the appropriate skills to attain cross cultural understanding.

Once the foundations of cross cultural understanding have been laid, the learner(s), either through continued training or experiences within the workplace, gradually attains a more acute appreciation of cultural differences. The different types of appreciation are cross cultural

knowledge, cross cultural awareness, cross cultural sensitivity and cross cultural competence. Although all the terms may appear similar in meaning, subtle differences exist between them.

'Cross Cultural Knowledge' is critical to basic cross cultural understanding. Without it cross cultural appreciation cannot take place. It refers to a surface level familiarization with cultural characteristics, values, beliefs and behaviours.

'Cross Cultural Awareness' develops from cross cultural knowledge as the learner understands and appreciates a culture internally. This may also be accompanied by changes within the learner's behaviour and attitudes such as a greater flexibility and openness.

'Cross Cultural Sensitivity' is a natural by-product of awareness and refers to an ability to read into situations, contexts and behaviours that are culturally rooted and be able to react to them appropriately. An suitable response necessitates that the actor no longer carries his/her own culturally determined interpretations of the situation or behaviour (i.e. good/bad, right/wrong) which can only be nurtured through both cross cultural knowledge and awareness.

'Cross Cultural Competence' is and should be the aim of all those dealing with multicultural clients, customers or colleagues. 'Competence' is the final stage of cross cultural understanding and signifies the actor's ability to work effectively across cultures. Cross cultural competency is beyond knowledge, awareness and sensitivity in that it is the digestion, integration and transformation of all the skills and information acquired through them, applied to create cultural synergy within the workplace.

Упражнение 3. Ответьте на вопросы по тексту.

1. What is the fundamental intention of cross cultural training?
2. What are the types of appreciation?

3. What is the difference between “cross cultural awareness” and “cross cultural knowledge”?
4. What is “cultural sensitivity”?
5. What is the final stage of cross cultural understanding?

Упражнение 4. Письменно переведите предложения на русский язык.

1. Cross cultural understanding simply refers to the basic ability of people within business to recognize, interpret and correctly react to people, incidences or situations that are open to misunderstanding due to cultural differences.
2. Once the foundations of cross cultural understanding have been laid, the learner(s), either through continued training or experiences within the workplace, gradually attains a more acute appreciation of cultural differences.
3. Cross cultural competency is beyond knowledge, awareness and sensitivity in that it is the digestion, integration and transformation of all the skills and information acquired through them, applied to create cultural synergy within the workplace.

Упражнение 5. Выпишите из текста все выражения со словами “ability” и “skills”. Составьте с ними предложения.

Образец: an ability to read into situations.

Упражнение 6. Выпишите из текста и выучите следующие слова и выражения.

- 1) иметь дело с кем-либо;
- 2) основная способность;
- 3) необходимые навыки;
- 4) похожий в значении;

- 5) интерпретации ситуации;
- 6) работать продуктивно;
- 7) гибкость;
- 8) откровенность;
- 9) подходящий ответ;
- 10) быть способным реагировать.

Задание V

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Stereotype, habit, assumption, education, approach, wisdom, to achieve, to exist, historical experience, melting pot.

Упражнение 2. Переведите устно текст.

Stereotypes: An Intercultural No-No

As more or more people from different backgrounds, countries, cultures and religions immigrate to foreign lands, those countries become an intercultural melting pot. In order for the native people and the immigrant population to blend and create a thriving and successful atmosphere both sides need to develop some sort of intercultural tolerance and understanding of the differences that may exist between them.

Stereotypes are at their most basic level a set of assumed characteristics about a certain group of people whose actual beliefs, habits and realities more often than not disagree with the imposed assumptions. Stereotypes are usually based on factors such as exaggeration, distortion, ignorance, racism, cultural factors or even

historical experiences. Stereotyping is therefore rightly seen as a negative way of seeing people. This is even true of what are called "positive stereotypes". A positive stereotype is where we use a blanket expression for a whole people, i.e. all the Chinese are great at math, all Germans are well organized or all English people are well mannered. Although the intent behind the statement is positive, it still does not reflect the truth.

Cultural competency is important in this day and age for exactly the reasons cited in this article. We, as citizens of planet earth, are no longer confined to our national and cultural borders. We mix with people from different cultures, ethnicities, religions and colours on a daily basis. In order to make this intercultural experience work on all levels from education to business to government, people have to develop basic skills in intercultural communication and understanding.

Five basic steps to cultural competence are presented below:

1. Break Assumptions

Everyone makes or has assumptions about others. Assumptions are beliefs rather than objective truth and are usually influenced by a number of subjective factors. People need to assess their assumptions and ask themselves why they hold those ideas or beliefs.

2. Empathize

In order to come to appreciate and understand people from different cultures, empathy is vital. Through putting yourself in someone else's shoes you come to see or appreciate their point of view.

3. Involve

Involving others in your world and involving yourself in other's empowers and educates. Don't build walls between people but learn from one another.

4. Avoid Herd Mentality

Herd mentality refers to a closed and one dimensional approach. Such a way of thinking curbs creativity, innovation and advancement as people are restricted in how to think, approach and engage with people or challenges.

5. Be Wise

Wisdom is not called wisdom for nothing. People need to be aware how to interact with people with respect and knowledge. Through thinking things out and have background knowledge to intercultural differences much of the communication problems witnessed within business could be avoided.

Упражнение 3. Ответьте на вопросы по тексту.

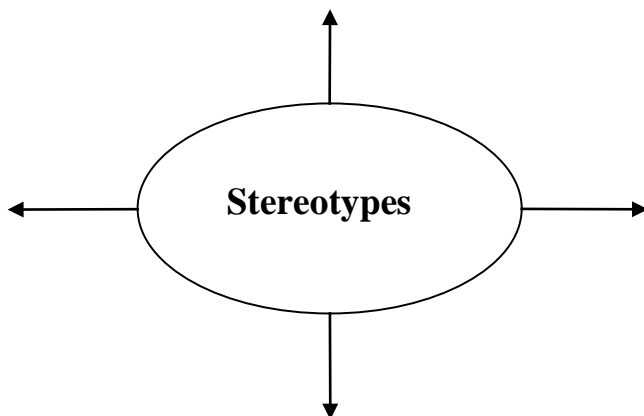
1. What is an intercultural melting pot?
2. On what factors are stereotypes based?
3. What is the difference between stereotype and “positive stereotype”?
4. What is empathy?
5. What are five basic steps to cultural competence?

Упражнение 4. Письменно переведите предложения на русский язык.

1. In order for the native people and the immigrant population to blend and create a thriving and successful atmosphere both sides need to develop some sort of intercultural tolerance and understanding of the differences that may exist between them.
2. Stereotypes are at their most basic level a set of assumed characteristics about a certain group of people whose actual beliefs, habits and realities more often than not disagree with the imposed assumptions.

3. Through thinking things out and have background knowledge to intercultural differences much of the communication problems witnessed within business could be avoided.

Упражнение 5. Дополните таблицу различными стереотипам.
Образец: Russians like Chekhov.



Упражнение 6. Напишите русские эквиваленты и выучите следующие слова и выражения из текста.

- 1) to immigrate to foreign lands;
- 2) to create an atmosphere;
- 3) based on factors;
- 4) a negative way;
- 5) to reflect the truth;
- 6) cultural borders;
- 7) to mix with people;
- 8) to respect somebody;
- 9) to build walls between somebody;
- 10) to put yourself in someone's shoes.

Лексический минимум I семестра

<ul style="list-style-type: none">● main purpose● culture● confusion● misperception● to communicate● to increase● to prevent● to believe● guideline● basic skills● confirm meaning● intercultural communication● to communicate with somebody● communication skills● to enter a foreign territory● to cause misunderstandings● to breach the cultural barrier	<ul style="list-style-type: none">● approach● capability● experience● vital● to range● to diagnose● to equip● to advise● to appreciate● academic background● different fields● overseas experience● key factors● different cultures● to overcome challenges● cross cultural problems● academic background● suitable response● aim● to reflect● competence
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- to listen without judging
- give suggestions
- mutual understanding
- architecture
- gesture
- behavior
- strange
- rude
- to describe
- to demonstrate
- to ignore
- approach to the family
- to gender differences
- to deal with somebody
- the basic ability
- appropriate skills
- flexibility
- openness
- stereotype
- habit
- assumption
- education

- invisible side
- physical sense
- to come into contact
- to dive into culture
- religious beliefs
- bottom side
- own culture
- rules of relationships
- communication style
- modes of thinking
- to immigrate to foreign lands
- to create an atmosphere
- based on factors
- a negative way
- to reflect the truth
- cultural borders
- to mix with people
- to respect somebody
- sensitivity
- value

Итоговое задание I семестра

Case study.

Making Contacts Across Culture.

GETTING CONNECTED IN COLOMBIA

A bank in Bogota, Colombia decided to improve its computer communications system. The top sales manager of a young but successful communications company in the United States wanted to get the Colombian **account**. The sales manager, Peter Knolls, was a young man with an excellent **background** in computers and U.S. sales. He had been one of the original partners in this small communications company.

From his office in Chicago, he started to look for the right person to **contact**. He called several people in the Colombian bank but wasn't able to **get a hold of** the person in charge of the account. He decided to call the Colombian Association of Banks. The association coordinates bank business and encourages foreign investment. It also acts as a **third party** to introduce foreign contacts. An agent of the association named Roberto Coronas as the **key contact** of the Colombian bank for the account. The agent then suggested they all meet together in Colombia. Knolls, wanting to be certain that a trip to Colombia would be worthwhile, asked the agent for Coronas's phone number and called him immediately. He introduced himself to Coronas and began to explain how his company could develop the best computer system for the bank. Coronas suggested they meet each other in person to talk further.

Before leaving for Colombia, Knolls sent a brief letter to Coronas describing his company and its interest in doing business with the

bank. He also sent his company's **credentials**. These included a **profile of his company** with all the necessary financial information from the past two years and some **references** from satisfied clients. This information would show what a good **reputation** the business enjoyed in the United States.

Knolls went with the agent to meet Coronas in person. After a brief introduction, Coronas suggested that the two men have dinner together that evening. At the dinner the sales manager was ready to talk about business, but Coronas wanted to talk about general topics, such as business friends and Colombia's literary and cultural history instead. Knolls said his interest was in business, not in the arts. The young man explained how he had independently developed a successful communications business without any special help or **connections**. He did not **make a good impression** on Coronas.

At the end of the evening, Coronas said they should stay in touch, but he never contacted Knolls again.

Vocabulary

Circle the words that are most similar in meaning to the words in italics (taken from the story).

1. A young but successful communications company in the United States wanted to get the *account* to develop a new computer system for the bank.

- a) businessman;
- b) money;
- c) Job.

2. He had an excellent *background* in U.S. sales.

- a) experience;

- b) time;
- c) interest.

3. Peter Knolls started to look for the right person to *contact*.

- a) touch;
- b) speak to about the business;
- c) be friends with.

4. He called several people in the Colombian bank but wasn't able to *get a hold of* the person in charge of the account.

- a) understand;
- b) hug and kiss;
- c) speak to.

5. This association acts as a *third party* to introduce business contacts.

- a) independent group;
- b) large dinner;
- c) business person

6. The association identified Roberto Coronas of the Colombian bank as the *key contact* for the account.

- a) person who introduces;
- b) person who gives information;
- c) most important person.

7. He sent the company's *credentials*.

- a) description of qualifications;
- b) credit cards;
- c) description of beliefs.

8. These included a *profile of his company* with all the necessary financial information from the past two years.

- a) picture of the company;
- b) description of the company's history and accounts;
- c) description of the company's employees.

9. He also sent some *references* from satisfied clients.

- a) dictionaries;
- b) letters recommending the company c products.

10. This information would show what a good *reputation* the business enjoyed in the United States.

- a) standing or position;
- b) look;
- c) history.

11. The young man explained how he had independently developed a major communications business without any special help or *connections*.

- a) family;
- b) knowledge;
- c) friends with power.

12. He did not *make a good impression* on Coronas.

- a) make an imprint;
- b) paint a nice picture;
- c) have a positive effect.

Reviewing the Case

Answer the following questions and share your answers with a partner.

1. What did Peter Knolls, the U.S. sales manager, first do to find out more about the Colombian bank?
2. How did Knolls get introduced to Roberto Coronas, the Colombian banker?
3. What kind of information did Knolls send to the bank before the first meeting?
4. What did Coronas want to talk about over dinner?
5. What did Knolls want to talk about over dinner?

Making inferences

Answer the following questions and share your answers in groups.

1. Why do you think it was difficult for Knolls to contact the right people over the phone?
2. Why do you think Knolls sent information about his company before the first meeting?
3. Why do you think Coronas invited Knolls to dinner?
4. What was the purpose of the dinner for Knolls?
5. Why didn't Knolls make a good impression on Coronas?

Problem Solving: Information Gap

Peter Knolls is wondering why Roberto Coronas never called back. You are to investigate the different cultural backgrounds of the

salesman and the banker. Then develop a plan of action for the two businessmen.

Divide the class into two groups: A and B.

Group A reads the Colombian cultural information in Appendix Activity 8. Group B reads the U.S. cultural information in Appendix Activity 5.

After reading the information, complete your part of the chart below. Next, find a partner from the other group and ask questions to complete the chart.

	In Colombia	In the United States
1. Is it more common to contact people and get information in person or on the phone?		
2. What are some ways to get introduced to a company? Which way is most common or effective?		
3. In making initial contact, which is more important: the company or the person representing the company? Why?		
4. How important are personal connections? Why?		

5. How much time is spent on getting to know each other? Why?		
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Discussion

Go back to your groups, look at the completed chart, and discuss the following.

1. Now that you have more information about both cultures, do you want to change any of your answers in Making Inferences? Discuss your changes.
2. What difference in the two men's business styles had the most impact on their first contact?
3. After that first dinner, what could Knolls do to improve relations with Coronas?

II СЕМЕСТР

Задание I

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Quote, veneer, willingness, to compile, to scratch, to reconcile, perpetually network of beliefs, human beings, net pulls.

Упражнение 2. Переведите устно текст.

What is Culture?

The question is often asked – “What is culture? How can it be defined and what does it do?”

By way of answering the question a set of quotes has been compiled which hopefully gives some sort of indication as to what culture actually is.

- 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

- 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

- Culture is roughly anything we do and the monkeys don't.

Lord Raglan

- 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

Упражнение 3. Ответьте на вопросы по тексту.

1. What is culture, according to *Mike Wills*?
2. "Culture is the way in which a group of people solves problems and reconciles dilemmas" belongs to...?
3. In what quote "Culture is a little like dropping an Alka-Seltzer into a glass...?"
4. How do you understand "Culture is the fabric of meaning in terms of which human beings interpret their experience and guide their action"?
5. "Culture is roughly anything we do and the monkeys don't" belongs to...?

Упражнение 4. Письменно переведите предложения на русский язык.

1. 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.
2. People from different cultures are basically the same and respond in the same way.

3. By way of answering the question a set of quotes has been compiled which hopefully gives some sort of indication as to what culture actually is.

Упражнение 5. Ответьте на вопрос. Что такое культура? Приведите собственное высказывание.

Culture is the way _____

Упражнение 6. Выпишите из текста и выучите следующие слова и выражения.

- 1) дать указание;
- 2) определять;
- 3) проявлять интерес;
- 4) разрешить дилемму;
- 5) убеждаться;
- 6) собирать информацию;
- 7) регулировать действия;
- 8) опыт;
- 9) толковать;
- 10) разные культуры.

Задание II

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Impact, marketplace, misinterpretations, repercussions, inter-reliant, to avoid, to tarnish, to rest, culturally diverse, globe trotting business.

Упражнение 2. Переведите устно текст.

Cross Cultural Dining Etiquette

In today's inter-reliant, international and culturally diverse world economy, cross cultural differences can have an impact on business success. Both at an individual and organizational level understanding the values, etiquette and protocol of different cultures can positively influence your dealings in the worldwide marketplace.

A lack of cross cultural awareness can result in misinterpretations which may cause offense. Such outcomes may end in your reputation being tarnished and your business objectives impacted. Cross cultural understanding and appreciation of foreign etiquette is important for today's globe trotting business person to avoid such negative repercussions.

One area of importance in cross cultural awareness is the different dining etiquettes of the world. Understanding dining etiquette can help international business people polish their conduct and behaviour while dining or entertaining.

Cross cultural dining etiquette involves considering the following points:

Seating - is there a protocol as to who sits where? Should one wait to be seated? Is it acceptable etiquette for men/women to sit next to one another?

Eating - what utensils, if any, are used? Is it a knife and fork, hands or chopsticks? Is there any etiquette around using them?

Body language - how should one sit? Is it bad etiquette to rest elbows on the table? If seated on the floor what is the correct position?

Conversation - is the meal the proper place to engage in conversation? If so, is discussing business appropriate?

The food - what foods are common to eat? Is it good etiquette to compliment the cook and how? Does one finish everything on the plate? Is it polite to ask for more.

Home/restaurant - what differences in etiquette or protocol would there be? Does one take a gift to the home? Who pays the bill at a restaurant?

Dining Etiquette in the USA:

- The fork is held in the right hand and is used for eating.
- To use the knife, the fork is switched to the left hand. To continue eating, the fork is switched back to the right hand.
- If you are more comfortable eating in the Continental manner it will not offend anyone.
- Foods or drinks can be refused without causing offense.
- Many foods are eaten by hand.

Упражнение 3. Ответьте на вопросы по тексту.

1. Can cross cultural differences have an impact on business success?
2. Why cross cultural understanding and appreciation of foreign etiquette is important for today's globe trotting business person?
3. What points does cross cultural dining etiquette involve?
4. "How should one sit? Is it bad etiquette to rest elbows on the table? If seated on the floor what is the correct position" is ...
5. "What differences in etiquette or protocol would there be? Does one take a gift to the home? Who pays the bill at a restaurant?" is ...

Упражнение 4. Письменно переведите предложения на русский язык.

1. The fork is held in the right hand and is used for eating.
2. A lack of cross cultural awareness can result in misinterpretations which may cause offense.
3. To use the knife, the fork is switched to the left hand. To continue eating, the fork is switched back to the right hand.

Упражнение 5. Приведите примеры “**Dining etiquette**” любой страны.

Образец: **Dining Etiquette in Germany:**

- It is good etiquette to remain standing until shown where to sit.
- Table manners are continental - fork in left hand and knife in right.
- Do not begin eating until the host signals to do so.

Упражнение 6. Напишите русские эквиваленты и выучите следующие слова и выражения из текста.

- 1) a lack of smb/smith;
- 2) cross cultural awareness;
- 3) inter-reliant;
- 4) dining etiquette;
- 5) misinterpretation;
- 6) globe trotting business person;
- 7) to have an impact on;
- 8) polish;
- 9) conduct and behavior;
- 10) protocol.

Задание III

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Approach, offense, bribery, misunderstanding, customer, to highlight, to cement, to involve, rare, uncommon.

Упражнение 2. Переведите устно текст.

Cross Cultural Gift Giving Etiquette

Within the interdependent, global and multi-cultural marketplace of the 21st century, cross cultural differences in the approaches to and practices of business people across the world are important to learn.

A lack of cross cultural understanding can lead to misunderstandings which may result in offense. Cross cultural awareness and an understanding of foreign etiquette is important for today's globe trotting business person.

One area of importance in cross cultural awareness is in the different gift giving etiquettes of the world. Understanding gift giving and the etiquette surrounding it can help international business people cement better relationships with foreign colleagues, clients or customers.

Cross cultural gift giving etiquette involves considering the following points:

- Who is receiving the gift? Is it a person or a group? What is the status of the receiver(s)?
- What types of gifts are acceptable or unacceptable?
- What is the protocol associated with gift giving and receiving?
- Should gifts be reciprocated?

In many countries such as in North America or the UK, gift giving is rare in the business world. In fact, it may carry negative connotations as gift giving could be construed as bribery. However, in many other countries, gift giving and its etiquette have a central place in business practices.

In order to highlight some of the different aspects of cross cultural gift giving etiquette an examples shall be presented.

Gift Giving Etiquette in China

- It is the proper etiquette for gifts to be exchanged for celebrations, as thanks for assistance and even as a sweetener for future favours.
- It is however important not to give gifts in the absence of a good reason or a witness.
- When the Chinese want to buy gifts it is not uncommon for them to ask what you would like.
- It would be wise to demonstrate an appreciation of Chinese culture by asking for items such as ink paintings or tea.
- Business gifts are always reciprocated. Not to do so is bad etiquette.
- When giving gifts do not give cash.

Упражнение 3. Письменно ответьте на вопросы по тексту.

1. Why is cross cultural gift giving etiquette important?
2. Is gift giving in North America or the UK frequent or rare phenomena in the business world?
3. What points does cross cultural gift giving etiquette involve?
4. Is it ok to give money in China?
5. What are the main points of the Chinese gift giving etiquette?

Упражнение 4. Письменно переведите предложения на русский язык.

1. Within the interdependent, global and multi-cultural marketplace of the 21st century, cross cultural differences in the approaches to and practices of business people across the world are important to learn.
2. However, in many other countries, gift giving and its etiquette have a central place in business practices.
3. What is the protocol associated with gift giving and receiving?

Упражнение 5. Приведите примеры **“Cultural Gift Giving Etiquette”** любой страны.

Образец: **Gift Giving Etiquette in Japan**

- Gift-giving is a central part of Japanese business etiquette.
- Bring a range of gifts for your trip so if you are presented with a gift you will be able to reciprocate.
- The emphasis in Japanese business culture is on the act of gift-giving not the gift itself.

Упражнение 6. Выпишите из текста и выучите следующие слова и выражения.

- 1) недостаток;
- 2) обмениваться;
- 3) деловой мир;
- 4) осведомленность;
- 5) допустимые подарки;
- 6) недопустимые подарки;
- 7) положительная оценка;
- 8) деловая поездка;
- 9) благосклонность;
- 10) объяснять.

Задание IV

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Patience, deadline, blame, solution, disagreement, to expect, to occur, tiresome, appropriate, intercultural environment.

Упражнение 2. Переведите устно текст.

Intercultural Communication Tips

Working across cultures is a new experience for many people. Intercultural communication can be a dynamic and creative affair but occasionally due to the inability to interpret people correctly it can be a challenge. Building an understanding of other people's cultures, their communication styles and behaviors can go a long way in improving relationships and being more successful in an intercultural environment. The following intercultural communication tips are provided to help people working in international and multicultural environments get some basic insight into dealing more effectively with people and not letting culture become an issue.

1. **Be Patient:** Working in an intercultural environment can be a frustrating affair. Things may not get done when expected, communication can be tiresome and behavior may be inappropriate. Patience with yourself and others helps move beyond such issues and address how to avoid similar incidents in the future.

2. **Establish Rules:** Sometimes if working in a truly intercultural team it may be necessary for all to take a step back and set down some ground rules. i.e. how do we approach punctuality, meetings, communication, emails, disagreements, etc? It is always a good idea to try and develop the rules as a group rather than have them imposed.

3. **Ask Questions:** When you don't understand something or want to know why someone has behaved in a certain way, simply ask. Asking questions stops you making assumptions, shows the questioned you did not understand them and helps build up your bank of intercultural knowledge.

4. **Respect:** The foundation of all intercultural communication is respect. By demonstrating respect you earn respect and help create more open and fruitful relationships.

5. **The Written Word:** Sometimes people who do not have English as their mother tongue will read more proficiently than they speak. It is a good idea to always write things down as a back up.

6. **Time:** Not everyone in the world thinks "time is money". Understand that for many people work is low down on the priority list with things like family taking a much higher precedence. Do not expect people to sacrifice their own time to meet deadlines. It is good practice to always leave a bit of spare time when considering deadlines.

7. **Be Positive:** When faced with incidents of an intercultural nature steer clear of blame and conflict. Stay positive, analyze the problem areas and work as a team to build strategies and solutions to ensure the same never occurs again.

Research into the area of intercultural communication and working in a multicultural environment continues to show that the culturally diverse team is usually the most inventive and vibrant.

Упражнение 3. Ответьте на вопросы по тексту.

1. Why can intercultural communication be a challenge?
2. Why is it important to set down rules in a truly intercultural team?
3. What should you do if you don't understand something?

4. Why is respect the foundation of all intercultural communication?
5. Everyone in the world thinks "time is money", isn't it?

Упражнение 4. Письменно переведите предложения на русский язык.

1. Building an understanding of other people's cultures, their communication styles and behaviors can go a long way in improving relationships and being more successful in an intercultural environment.
2. Asking questions stops you making assumptions, shows the questioned you did not understand them and helps build up your bank of intercultural knowledge.
3. Understand that for many people work is low down on the priority list with things like family taking a much higher precedence.

Упражнение 5. Составьте свое определение специалиста по межкультурному общению.

Intercultural Communication Specialist is – _____

Упражнение 6. Напишите русские эквиваленты и выучите следующие слова и выражения из текста.

Frustrating affair, to analyze the problem, to work as a team, to sacrifice, the priority list, mother tongue, fruitful relationships, to develop, to take a step back, to establish rules.

Задание V

Упражнение 1. Пользуясь словарем, выпишите транскрипцию и перевод следующих слов и выражений.

Tip, idiom, professionalism, joke, to improve, to observe, to ensure, useful, starting point, business context.

Упражнение 2. Переведите устно текст.

Cross Cultural Communication Tips

Here are some simple tips to help you improve your cross cultural communication skills:

Slow Down

Even when English is the common language in a cross cultural situation, this does not mean you should speak at normal speed. Slow down, speak clearly and ensure your pronunciation is intelligible.

Separate Questions

Try not to ask double questions such as, "Do you want to carry on or shall we stop here?" In a cross cultural situation only the first or second question may have been comprehended. Let your listener answer one question at a time.

Write it Down

If you are unsure whether something has been understood write it down and check. This can be useful when using large figures. For example, a billion in the USA is 1,000,000,000 while in the UK it is 1,000,000,000,000.

Check Meanings

When communicating across cultures never assume the other party has understood. Be an active listener. Summarise what has been said

in order to verify it. This is a very effective way of ensuring accurate cross cultural communication has taken place.

Avoid Slang

Even the most well educated foreigner will not have a complete knowledge of slang, idioms and sayings. The danger is that the words will be understood but the meaning missed.

Watch the humour

In many cultures business is taken very seriously. Professionalism and protocol are constantly observed. Many cultures will not appreciate the use of humour and jokes in the business context. When using humour think whether it will be understood in the other culture. For example, British sarcasm usually has a negative effect abroad.

Maintain Etiquette

Many cultures have certain etiquette when communicating. It is always a good idea to undertake some cross cultural awareness training or at least do some research on the target culture.

Cross cultural communication is about dealing with people from other cultures in a way that minimises misunderstandings and maximises your potential to create strong cross cultural relationships. The above tips should be seen as a starting point to greater cross cultural awareness.

Упражнение 3. Ответьте на вопросы по тексту.

1. Why is it important to speak clearly in cross cultural communication?
2. What is the difference between large figures in the USA and in the UK?
3. Is the use of humour appropriate in the business context?

4. Why is it better to avoid slang in cross cultural communication?
5. What is the aim of cross cultural communication tips?

Упражнение 4. Письменно переведите предложения на русский язык.

1. Even the most well educated foreigner will not have a complete knowledge of slang, idioms and sayings
2. It is always a good idea to undertake some cross cultural awareness training or at least do some research on the target culture.
3. Cross cultural communication is about dealing with people from other cultures in a way that minimises misunderstandings and maximises your potential to create strong cross cultural relationships.

Упражнение 5. Выпишите из текста 5 советов межкультурного общения и составьте примеры их использования в повседневной жизни.

Образец: to speak clearly	“Speak clearly” can be useful in communicating with children.
1.	
2.	
3.	
4.	
5.	

Упражнение 6. Выпишите из текста и выучите следующие слова и выражения.

- 1) ясно говорить;
- 2) понятный;
- 3) осмыслить;
- 4) активный слушатель;
- 5) проверять;
- 6) избегать неформальных выражений (сленг);
- 7) потерять значение;
- 8) относиться серьезно;
- 9) провести исследование;
- 10) придерживаться этикета.

Лексический минимум II семестра

<ul style="list-style-type: none">• to maintain etiquette• to take something seriously• to avoid slang• to speak clearly• to verify• intelligible• to do research• an active listener• frustrating affair• to analyze the problem• to work as a team• to sacrifice• the priority list• mother tongue• fruitful relationships• to develop• to take a step back• to establish rules• tip• idiom• professionalism• joke• to improve	<ul style="list-style-type: none">• misunderstanding• customer• to highlight• to cement• to involve• rare• uncommon• a lack of smb/smith• cross cultural awareness• inter-reliant• dining etiquettes• misinterpretations• globe trotting business person• to have an impact on• polish• conduct and behavior• protocol• impact• marketplace• to solve problem• to reconcile dilemma• repercussions• to avoid
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<ul style="list-style-type: none">• to observe• to ensure• useful• starting point• business context• patience• deadline• blame• solution• disagreement• to expect• to occur• tiresome• appropriate• intercultural environment• approach• offense• bribery	<ul style="list-style-type: none">• to tarnish• to rest• culturally diverse• quote• veneer• willingness• to compile• to scratch• to reconcile• perpetually network of beliefs• human beings• net pulls• basic customs• acceptable gift• unacceptable gift• to reciprocate
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Итоговое задание II семестра

Case study

Time across cultures

ITALIAN - SWISS BREAKDOWN

A major Italian manufacturing company needed a new computerized system for its **shipping and handling** department. The Italian company **hired** a Swiss software and engineering company to develop the computerized equipment. This equipment was going to be put in the Italian company's **warehouses**. The two companies agreed on a plan with the following four **phases**:

- 1) develop software **specifications** for the shipping and handling department;
- 2) design the software;
- 3) make the computerized machines using the software, and;
- 4) put the new equipment in the warehouses.

They also developed a general **schedule** of when each phase should be completed.

In the first phase, the two companies agreed on the **preliminary** specifications for the new software and began to write a more detailed description of these specifications. At first, these meetings were friendly and effective. The two teams used English in the meetings and had no difficulty speaking to each other. However, within three months there was a breakdown in communication and cooperation between the two companies.

The Swiss engineers complained that the Italian team changed the software plans too frequently. Every time the Swiss team thought they had an agreement on the detailed specifications of the computer

software, the Italian team came up with new ideas and changes which **delayed** the project. The Swiss team complained that the Italians were often late and therefore the **deadlines** were not being met.

The Italian team also had complaints. They said that after the preliminary specifications were made, they thought of some basic ideas that would lead to great improvements. The Swiss team rejected the new ideas even though the new ideas might be important because they said they were finished with that step in the process. The Italian team complained that the Swiss team required **fixed** dates for everything and only cared about keeping the schedule.

Vocabulary

Match the following words (taken from the story) to their definitions.

1) shipping and handling	a) failure
2) hire	b) not able to be moved; not flexible
3) warehouse	c) something that comes first with other things following
4) phase	d) slow down something in progress
5) specification	e) detail or aspect of a plan
6) schedule	f) step or stage
7) preliminary	g) a date or time before which something must be done
8) breakdown	h) storing, packing, and sending goods
9) delay	i) place to store goods
10) deadline	j) timetable or plan of time for doing things
11) fixed	k) employ

Reviewing the Case

Answer the following questions and share your answers with a partner.

1. Why did the Italian manufacturing company hire the Swiss engineering company?
2. How many phases did the plan have that the companies agreed on? In what phase would they decide on the Italian company's software needs?
3. Was language a problem in their meetings?
4. What were some of the problems the two teams had with each other? Complete the following chart.

	Italian Team Says	Swiss Team Says
Plans		
Deadlines		
Schedules		

Making inferences

Answer the following questions and share your answers with a partner.

1. Why do you think the Italian team often changed their software plans?

2. Why do you think the Italian team missed the deadlines?
3. Why do you think the Swiss team refused the Italian team's new ideas?
4. Why do you think the Swiss team required fixed deadlines?

Problem solving: Information Gap

The Italian and the Swiss teams have asked you and your classmates to help them with their time management problems. You will read information about these cultures that will help you with your solutions.

Divide the class into two groups: A and B.

Group A reads the Italian cultural information.

Group B reads the Swiss cultural information.

After reading the information, complete your part of the following chart. Next, find a partner from the other group and ask questions to complete the chart.

Group A: Italian Cultural information

Tasks in a Polychronic Culture

Italian people are said to belong to a generally polychronic culture (although not all people are exclusively polychronic). *Polychronic* means many or multiple times. Polychronic people are used to doing several tasks at the same time. They do not have to complete one task before beginning the next. Instead, they can flow back and forth between tasks easily. As they work on one task, they may decide to go back and change parts of a previous task.

Schedules and Deadlines

In a polychronic culture, the future tends to be seen as unpredictable so that tight schedules are considered difficult and impractical. Therefore, schedules are often flexible to allow for unforeseeable interruptions and changes in plans. People understand that delays are a part of life and are necessary for developing the best possible product or service. They would rather spend more time perfecting a product or service than meeting a deadline.

Group B: Swiss Cultural information

Tasks in a Monochronic Culture

Swiss people are said to belong to a monochronic culture (although not all people are exclusively monochronic). *Monochronic* means "single time." Time is divided into segments that are measured by the clock. Tasks are assigned to each of these segments and so are given a limited amount of time. Usually, each task is finished before the next task is begun. It is not easy for a monochronic person to return to a task once it has been completed.

Schedules and Deadlines

In a monochronic culture, future time is predictable and carefully planned. Scheduling events means that each segment of time is carefully arranged. If extra time is needed, this will interfere with plans for the next time segment. Breaking schedules and deadlines affects future schedules and deadlines. This can have negative effects on relations with those people or companies who are asked to delay their plans and change their schedules.

	In Italy	In Switzerland
1. Is it usual to work on several phases of a project at the same time?		
2. Is it important to measure time carefully? Why or why not?		
3. Should a schedule be flexible? Why or why not?		
4. Is a broken deadline a problem? Why or why not?		

Discussion

Go back to your groups, look at the completed chart, and discuss the following.

1. Now that you have more information about both cultures, do you want to change any of your answers in Making Inferences? Discuss your changes.

2. What difference between the two teams has the most serious effect on this project?

3. The following are four possible solutions. Which of the four do you like best? Or, come up with a solution of your own. Consider the following issues as you make your decision:

- quality of product;
- financial cost of the solution;
- amount of time needed for the solution;
- further international business opportunities;
- feasibility (is it really possible?).

Дополнительные задания

Упражнение 1. Ответьте на вопросы до прочтения текста.

1. How many sections are there?
2. What is the main idea of the text?
3. For whom do you think this article was written?

Упражнение 2. Прочитайте и переведите следующий текст.

Cultural differences in professional communication

A key to being successful in business internationally is to understand the role of culture in international business. Whatever sector you are operating in, cultural differences will have a direct impact on your profitability. Improving your level of knowledge of international cultural difference in business can aid in building international competencies as well as enabling you to gain a competitive advantage.

However, on the one hand where it is important to be aware of cultural differences of different countries, on the other, it is also hard to be aware of every single aspect of each country's organizational culture. Therefore, you should be aware of the key factors that have a direct impact on business. These are:

1. **Communication** is the key to success for any business, whether you are operating nationally or internationally, but when operating internationally it becomes even more important due to language barriers.
2. Being aware of **basic customer needs** is an important aspect as this will give the advantage of conveying your message. In simple terms, if you are aware of the customer's cultural background, then you will be able to adopt better and more suitable advertising methods.

3. **Body language** is another key factor in cultural difference. As different countries have different ways to convey or share their message, for instance in Germany people tend to speak loudly when sharing ideas, whereas in Japan people speak softly, it very important to know what your body language should be doing when interacting with people whether it's your business partner or an interviewer.

4. Before launching a marketing campaign, always conduct research to become aware of your **target audience** since customer demand, decision making, gender views and ideologies greatly vary in cultures.

Упражнение 3. Ответьте на вопросы по тексту. Обсудите в группах.

1. What is the topic of the passage «Cultural differences in professional communication»?

2. What is the main idea of the passage «Cultural differences in professional communication»?

3. Why is it important to understand the role of culture in international business?

4. What are the key factors that have a direct impact on business?

Упражнение 4. Прочитайте и переведите следующий текст.

Similarities and Differences in Northern European business culture

Similarities in Northern European business culture

All the Northern European countries have a good level of English language usage. In business communications the use of emotions, lively gestures or touching is usually not welcome. Facts and

technical details are appreciated. Punctuality is regarded as a sign of reliability and arriving on time is expected.

The adoption of internet technologies and internet penetration amongst these countries is one of the highest in Europe.

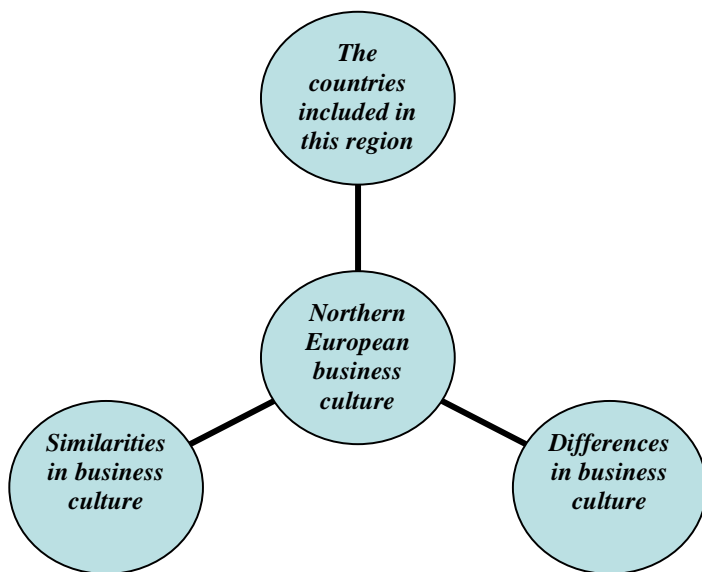
Differences in Northern European business culture

Because of the geographic spread differences are also substantial. The main differences can be summarized by the geographic location – for example the proximity of the UK and Ireland to Iceland means that the use of English language is high also in Iceland. The Scandinavian countries such as Finland, Sweden and Denmark do have a good use of English but are also likely to speak Swedish as the main or secondary language.

There are differences in the formality of meetings and respect of hierarchy. For example the Swedes are quite informal and emphasize open and democratic dialogue during the negotiation phase. Whilst following established protocol is critical to building and maintaining business relationships in the UK.

In Scandinavia, the communication style is often direct, open and «to the point». In Britain and Ireland business communications can be difficult to read since the British and the Irish do not like to offend their business partners and sources of disagreements are not always obvious to detect.

Упражнение 5. Дополните диаграмму, приведенную ниже примерами из текста. Обсудите результаты с партнером.



Упражнение 6. Прочитайте и переведите следующий текст.

Similarities and Differences in Southern European business culture

Similarities in Southern European business culture

The similarities in geography and climate influence the region's culture and in particular the way in which people here communicate and do business.

Understanding the importance of developing personal relationships with business counterparts, contacting the right people within the company, and maintaining strong bonds with business partners are all ingredients that are considered essential to a successful business

environment. Therefore, being trustworthy, respectful, and loyal will certainly facilitate business operations. People are generally warm and open to dealing with foreign nationals in business.

The culture in this region is family-oriented, people enjoy leisure activities and have a strong regard for traditions. Businesses tend to have a traditional and hierarchical structure and so personal networks can help to open doors and foster connections with the right people.

Differences in Southern European business culture

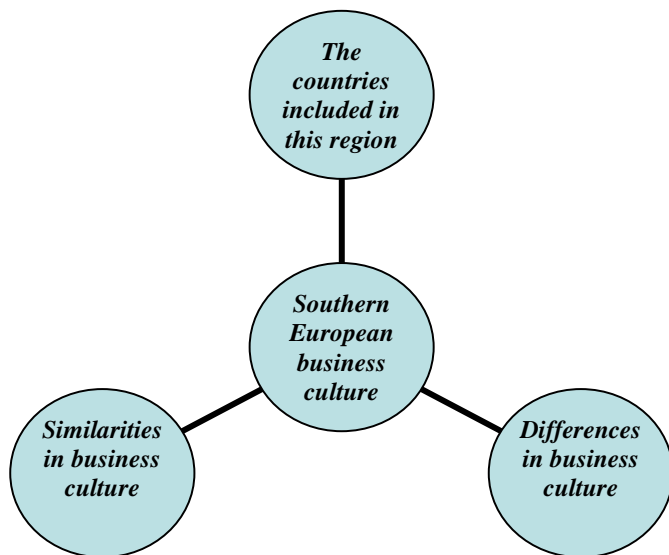
In today's fast paced world, the importance of social media continues to grow in fostering and maintaining business relationships with both current and potential clients and partners, but the way in which it is used varies from country to country.

Facebook is by far the most well known social media platform and is commonly used both for private and professional purposes. Other local social networks such as Tuenti in Spain, Hi5 and Orkut in Portugal, Italylink and Fubles in Italy have many users and followers.

Punctuality is an important aspect of business meetings, but not every country has the same perception of time. In Spain, Italy, Greece, and Cyprus being late is usually not considered impolite, whilst in Croatia, Malta, Slovenia, FYROM and Turkey people value punctuality and expect international business partners to do the same. The use of gestures is common in all of these countries, but certain gestures and body language have different meanings varying from rude to insulting and offensive. For example, in Greece, Cyprus and Turkey, avoid making the '«OK'» sign with your hand or pointing at someone with your finger.

In summary, knowing and understanding the different cultural aspects of business etiquette is of paramount importance in helping to build personal and professional relationships in Southern Europe.

Упражнение 7. Дополните диаграмму, приведенную ниже примерами из текста. Обсудите результаты с партнером.



Упражнение 8. Ответьте на вопросы до прочтения текста.

1. How many sections are there?
2. What is the main idea of the text?
3. For whom do you think this article was written?

Упражнение 9. Прочитайте и переведите следующий текст.

How Does Stereotyping Affect the Workplace Environment?

Stereotyping can cause people in a workplace to treat individuals or groups a certain way based on preconceived notions about that person or group. Diversity factors, including ethnicity, race, culture, religion, gender and age, can all contribute to the propensity of stereotyping in your organization. Promoting a non-discriminatory workplace with openness and acceptance of individual differences helps in preventing common negative effects.

Abuse and Mistreatment

If you stereotype yourself or passively allow others to engage in stereotyping, your workplace is potentially ripe for abuse or mistreatment. Employees with preconceived notions about people sometimes test the waters with basic comments or actions. If you don't step in to address these initial behaviors, the employees may sense that the culture promotes or accepts open displays of discrimination or mistreatment based on personal qualities. This belief only escalates the problem.

Low Morale

A general problem with stereotyping is that it can cause low morale for the individual or group impacted or potentially make the entire workplace toxic. Employees who face constant comments, criticisms or other negative results from stereotyping can lose motivation and interest in performing their jobs. Low morale can indirectly affect workers and departments not directly involved with stereotyping behaviors. Over time, production is likely lower if your culture has toxic morale.

Bad Working Relationships

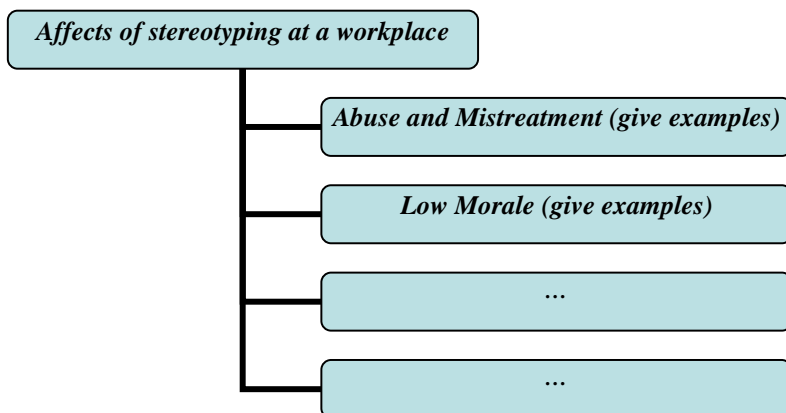
If teamwork and collaboration are necessary ingredients to your company's success, stereotyping is a major problem. Employees who

act based on stereotypes rather than putting faith in the abilities and effort of coworkers impede group progress. In a work team, stereotyping can prevent an employee from asking for support or offering it to a particular employee. A man may not ask a woman in his team for help, for instance, if he believes that she isn't capable of understanding the task and concepts because she's female.

Legal Tension

Allowing or accepting stereotypes and resulting behaviors can also create legal tension within your organization. There is the potential that someone affected by the discriminatory behaviors will sue you. If you have a human resources department, your failure to implement and enforce fair policies and practices is a burden for HR staff as well. Successful lawsuits could financially ruin a small business, thus putting everyone in the company out of work.

Упражнение 10. Дополните диаграмму, приведенную ниже примерами из текста. Обсудите результаты с партнером.



Упражнение 11. Прочитайте и переведите следующий текст.

Professional Etiquette

Professional etiquette is an unwritten code of conduct regarding the interactions among the members in a business setting. When proper professional etiquette is used, all involved are able to feel more comfortable, and things tend to flow more smoothly. Professional etiquette plays a monumental role in making a lasting positive first impression. In professional situations, displaying proper etiquette can give you a competitive edge over others who may not be using proper etiquette. Likewise, failing to use the correct etiquette may result in being overlooked for employment or losing other valuable opportunities. Professional etiquette can be applied to many areas of an individual's work life including e-mails, phone calls, and business meetings.

Remember that what is customarily considered proper professional etiquette in one country can be inappropriate in another one. If you are meeting a possible business contact from another culture, or making contacts while travelling abroad, it would be wise to do some research beforehand to find out what is considered proper etiquette in that particular culture. There are many differences in dining style, greetings, perceptions of body language and so forth, worldwide. Being educated on these differences could save you from making a blunder and possibly offending someone or ruining an opportunity for yourself.

Упражнение 12. Ответьте на вопросы по тексту.

1. What is the topic of the passage «Professional etiquette»? What is the main idea of the passage «Professional etiquette»?

2. What is a professional etiquette?
3. Is it important to display proper etiquette in professional situations? Reason your point of view with a number of examples.
4. Why is it important to find out what is considered proper etiquette in the culture of a country you are travelling through?

Professional etiquette checklist

Упражнение 13. Прочитайте приведённые ниже утверждения, описывающие ситуации на рабочем месте. Выберите вариант, наиболее точно характеризующий ваше отношение к приведенным ситуациям:

«Strongly agree» / «Agree» / «Neutral» / «Disagree» / «Strongly disagree» / «Does not apply». Обсудите ваши ответы с партнером.

1. Phones must be answered in 3 rings, even when a customer is in front of me.
2. «Business Professional» is an appropriate dress code.
3. «Business Casual» is an appropriate dress code.
4. «Casual» is an appropriate dress code.
5. Show up early for your shift.
6. Stay late without being asked.
7. Always call ahead to report an absence/sick day.
8. Texting between tasks is OK.
9. It's fine to snack or eat at my desk/work site.
10. It's best to clarify office concerns or problems with co-workers before talking to my boss.
11. Professional staff and bosses prefer to be called by their first name.
12. Co-workers prefer information via phone.

13. My boss prefers that I communicate progress on a task regularly until it's done.
14. It's good to chat and share stories with co-workers to build teamwork.
15. It's fine if my boyfriend/girlfriend visits me while I'm on the job.
16. My boss only wants me to communicate progress on a task when the rough draft is done.
17. Whatever I do, it should pretty much reach perfection.
18. For most tasks, «good enough» is all that's required.
19. It's important to take notes when receiving instructions.
20. If I'm confused it's better to figure it out first before asking for help.

Упражнение 14. Прочитайте и переведите следующий текст.

Introductions and First Impressions

When meeting professional contacts such as professors, mentors, and potential employers, you only get one chance to make a positive first impression. Some factors in achieving such an impression are appropriate attire and physical appearance, the right verbal and non-verbal communication skills, as well as manners and good business etiquette practices.

Physical Appearance

When attending a professional function or meeting with a professional contact:

dress appropriately for the situation. It is better to be slightly overdressed than underdressed. Never wear wrinkled, worn, dirty, stained, or faded clothing. Avoid headwear, shorts, jeans, sweats or

athletic clothing, t-shirts, flip-flops, and athletic shoes. Never wear anything that fits too snugly, is low-cut, or otherwise revealing. Shoes should be clean, conservative, free of scuffs, and in good condition.

Jewelry should be kept simple and minimal. Any visible piercings other than earrings should be removed.

Visible tattoos should be covered. Opinions on body art vary, so it is best not to risk being judged by your tattoos if you have them. Better safe than sorry!

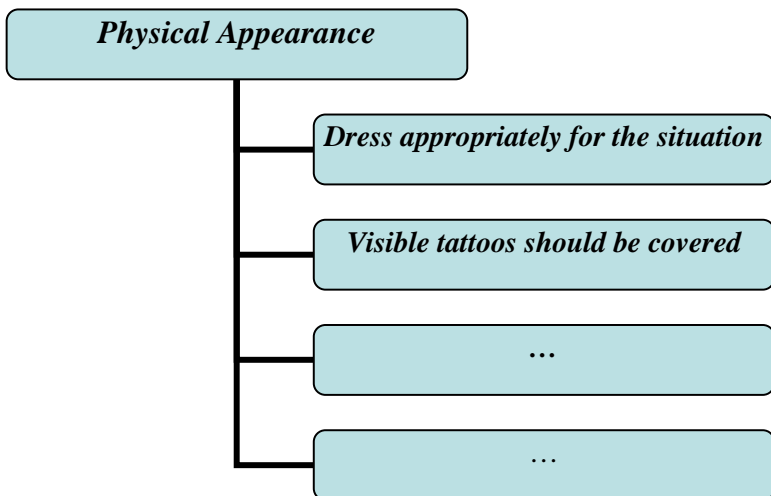
Grooming is important. Men should either be clean-shaven or keep facial hair well-groomed. Avoid outlandish hairstyles. Keep fingernails clean and neatly trimmed or filed. Women should keep make-up simple and fresh-looking. Never groom yourself in public.

Use perfume or cologne with caution. Some people are very sensitive to smells, so it is best to limit your use of perfume or cologne, or not wear any at all.

Упражнение 15. Ответьте на вопросы по тексту.

1. What are the factors that might help you in achieving a positive first impression?
2. Speaking about the physical appearance what is important to remember when attending a professional function or meeting with a professional contact?

Упражнение 16. Дополните диаграмму, приведенную ниже примерами из текста. Обсудите результаты с партнером.



Упражнение 17. Прочитайте и переведите следующий текст.

Introductions

State your first and last name when introducing yourself.

Wear nametags on the right side of your shirt when at a function where nametags are being used. This makes it easy for others to view the nametag as you are shaking hands.

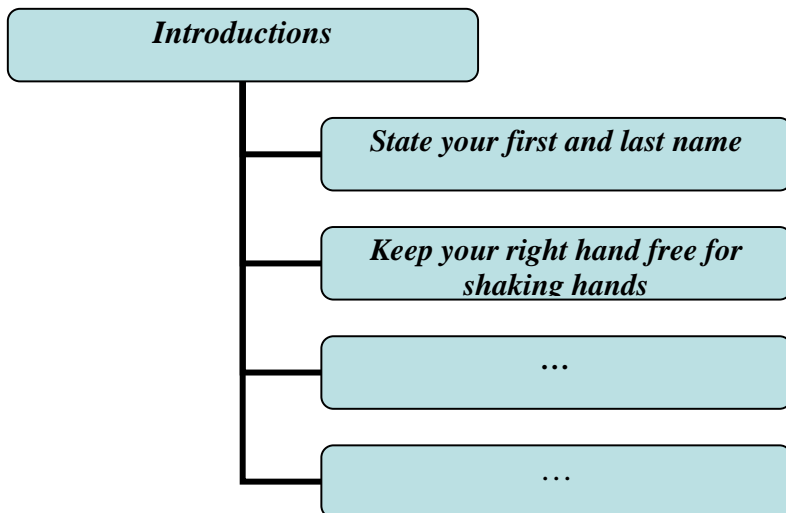
Keep your right hand free for shaking hands. During an introduction, stand up if you are not already doing so. Always extend your right hand to shake hands with the other person. When you shake hands with someone, the web of your hand (the area between your thumb and forefinger) should touch theirs. Your grip on their hand should be firm, but not uncomfortable. Handshakes typically should last around 3 seconds and consist of 3 up-and-down shakes.

Maintain eye contact with the person to whom you are introducing yourself, or to whom you are being introduced, until the introduction is complete. Remember to smile.

Make a closing statement at the conclusion of your conversation such as, «It was a pleasure to meet you». Never simply walk away after an introduction.

Упражнение 18. Обсудите приведенный ниже вопрос в группах. Speaking about introductions what is important to remember when attending a professional function or meeting with a professional contact?

Упражнение 19. Дополните диаграмму, приведенную ниже примерами из текста. Обсудите результаты с партнером.



Упражнение 20. Прочитайте и переведите следующий текст.

Conversing

Use proper grammar and vocabulary. When conversing with others in a professional environment, be sure to speak in a grammatically correct manner, avoid the use of slang words or phrases, and never use foul language.

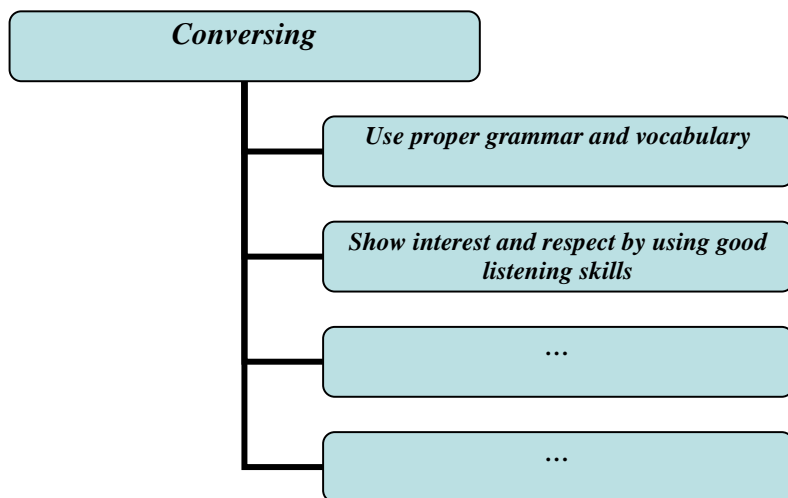
Show interest and respect by using good listening skills. Look at the speaker while he or she is speaking to you, and give that person your full attention. Do not interrupt. Stay focused on what the speaker is saying. When it is your turn to speak, make comments or ask questions about that topic. This will let the other person know that you were in fact actively listening.

Avoid topics that could be controversial. A meeting with a professional contact is not the time to debate controversial subjects. Topics that should be avoided in conversations with business contacts include: religion, politics, money, and illegal or questionable activities. Stick to safe topics when making small talk with professional contacts. Examples of safe topics include: the topic of your meeting or the event you are attending, current events, and books and articles which relate to the industry in which the other person is involved.

Don't forget your body language. When engaged in a conversation with another person, it is important to make sure that your non-verbal communication is just as positive as what you are verbally stating. Good posture, head-nodding, eye contact, and smiling all convey positive messages. Tightly crossed arms, fidgeting, slumping, leaning on objects, and looking away from the other person all indicate something negative (you appear uncomfortable or disinterested).

Упражнение 21. Обсудите приведенный ниже вопрос в группах.
Speaking about the conversing what is important to remember when attending a professional function or meeting with a professional contact?

Упражнение 22. Дополните диаграмму, приведенную ниже примерами из текста. Обсудите результаты с партнером.



Упражнение 23. Прочитайте и переведите следующий текст.

Business Dining Etiquette Basics

There may be times when you will meet with a business contact over a meal or attend a professional function where food is involved. It is possible that you may even attend a job interview held at a restaurant. For these reasons, it is important to know proper dining etiquette so that you may make a good impression.

Be polite to all restaurant staff that you encounter. The people you are dining with will notice your manners and the way that you treat others.

Cell phones should be turned off or on silent mode. They should not be seen or heard during the meal.

Being seated: Wait to be seated by restaurant staff or your host. When you sit down, place purses, bags, or briefcases out of the way on the floor beside you or under your seat. Never place these items on the table.

Ordering: Do not pick up your menu until after your host has done so. Allow your host to order first. When choosing your meal, consider selections that will not be messy or awkward to eat. It is best to stick to something that you are familiar with, so you will know the proper way to eat the food.

Your napkin: Once you've been seated at the table, unfold your napkin and place it in your lap. Never shake out your napkin, crumple it, or stuff it into your clothing. If you need to use it during the meal, just bring a corner of it up from your lap and gently blot your mouth with it and return it to your lap.

Your silverware: In a formal place setting, there may be an assortment of utensils on either side of your plate. Forks will be to the left, while spoons and knife will be to the right, and there may even be utensils for dessert on the table above your plate. Each utensil serves a specific purpose (salad fork, soup spoon, tea spoon, etc.) and the ones placed farthest away from your plate on either side are the ones that will be used earliest in the meal as each course is delivered. You work your way in to the utensils closer to your plate as the meal progresses and courses are served. Never place a used

utensil on the table or tablecloth; they should rest on the edges of your plate, with knife at the top edge and forks and spoons on the side edges. If you drop a utensil on the floor, do not retrieve it; politely ask your server for a new one. When you are finished eating, you should place your fork and knife diagonally across your plate with the sharp edge of the knife facing away from you (in the 4 o'clock to 11 o'clock position) to indicate to your server that you are finished.

The Bill: Assuming that you are the invited guest who is being treated to a meal, if the server accidentally places the bill in front of you at the end of the meal, do not make a big deal out of it. Wait for your host to notice the mistake and take the bill. If he or she does not take the bill from you, politely offer to split the expense. Always be capable of payment, even if you are of the understanding that the other person is treating you.

Always thank your host for the meal and for taking time to meet with you.

Упражнение 24. Ответьте на вопросы по тексту.

1. Why is it important to know proper dining etiquette?
2. What are the basic rules of dining etiquette? Discuss the answer with a partner and write it down.

Упражнение 25. Дополните диаграмму, приведенную ниже примерами из текста. Обсудите результаты с партнером.

Business Dining Etiquette Basics

Cell phones

Being seated

Ordering

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Учебное пособие

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