

# Cultural Diversity

## Part I Warming Up

### Task 1 Analysis of the Problem

*Work in pairs and list the advantages and disadvantages of working in a culturally diverse workplace.*

1. \_\_\_\_\_.
2. \_\_\_\_\_.
3. \_\_\_\_\_.
4. \_\_\_\_\_.

### Task 2 Judge a Problem

*Decide whether the following business etiquettes are acceptable for a customer from the United States.*

- Communication without eye contacts
- Saying “What are you doing?” when meeting a familiar business partner
- Being late for business meetings

### Task 3 Information Search

*Search the Internet for the information about the business culture in the western countries. You can investigate it from the following aspects.*

- Business etiquettes
- Communication styles
- Business meetings
- Business relationships

## Part II Listening & Speaking

### Listening Task

#### Task 1 5 Tips for Intercultural Success

*Listen to the passage and fill in the blanks with the words you heard.*

Here are Culture Wizard's 5 tips for success when working across cultures:

1. Learn as much as you can about the countries and cultures you're working with. \_\_\_\_ on their history, society and governmental structure before you travel or meet with \_\_\_\_ from other cultures. Understand how cultural \_\_\_\_ play a role in the workplace and how you can \_\_\_\_ for success.

2. Look before you leap. Initially, hold back and observe how people \_\_\_\_ with each other—making no \_\_\_\_ is better than making the wrong one.

3. Identify the differences you observe. \_\_\_\_ how the behaviors you're observing \_\_\_\_ from the ones you expect, and leverage the behaviors you have in common to form strong relationships.

4. Avoid judgments or value comparisons. There is no right or wrong approach when it comes to cultural \_\_\_\_\_. Take the perspective of your counterparts to \_\_\_\_ differences.

5. Stay true to yourself. Remember that you don't need to change any of your values or \_\_\_\_\_, but you do need to translate them to be \_\_\_\_\_ in the local context.

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#### **Key Words & Expressions**

- |                |  |
|----------------|--|
| 1. leap        | v. move forward by leaps and bounds 跳跃, 跳过   |
| 2. initially   | adv. at the beginning 最初; 开始   |
| 3. interact    | vt. act together or towards others or with others 互相影响; 互相作用                                 |
| 4. identify    | vt. to recognize a problem, need, fact, etc. and to show that it exists 确定; 识别               |
| 5. leverage    | v. supplement with leverage 举债经营   |
| 6. norm        | n. a standard, model or pattern regarded as typical 规范, 基准                                   |
| 7. perspective | n. a way of regarding situations or topics etc. 观点   |
| 8. counterpart | n. a person or thing having the same function or characteristics as another 配对物; 极相似的人或物     |
| 9. context     | n. discourse that surrounds a language unit and helps determine its interpretation 上下文; 来龙去脉 |

#### Task 2 Improving Corporate Culture

*Listen to a conversation about improving the corporate culture of a company and write down the key words as required. List the weaknesses in the corporate culture and the solutions.*

Weakness 1: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_.

Solution: \_\_\_\_\_  
 \_\_\_\_\_.

Weakness 2: \_\_\_\_\_  
 \_\_\_\_\_.

Solution: \_\_\_\_\_  
 \_\_\_\_\_.

Weakness 3: \_\_\_\_\_  
 \_\_\_\_\_.

Solution: \_\_\_\_\_  
 \_\_\_\_\_.

### **Key Words & Expressions**

- |                |  |
|----------------|--|
| 1. nurture     | <i>vt.</i> help develop, help grow 养育; 培育  |
| 2. spontaneous | <i>adj.</i> happening or arising without apparent external cause 自发的; 自然的                          |
| 3. promote     | <i>vt.</i> contribute to the progress or growth of 促进; 提升  |
| 4. barrier     | <i>n.</i> any condition that makes it difficult to make progress or to achieve an objective 障碍物    |
| 5. commitment  | <i>n.</i> the act of binding yourself (intellectually or emotionally) to a course of action 承诺, 保证 |
| 6. duly        | <i>adv.</i> at the proper time 适当地   |
| 7. recruit     | <i>v.</i> seek to employ 聘用; 征募  |
| 8. breed       | <i>v.</i> call forth 使产生; 使起作用   |
| 9. energize    | <i>vt.</i> cause to be alert and energetic 使活跃   |
| 10. priority   | <i>n.</i> status established in order of importance or urgency 优先; 优先权                             |
| 11. incentive  | <i>n.</i> a positive motivational influence 动机   |

## **Speaking Task**

***Work in pairs and discuss the problems you may encounter during cross-cultural business communications while working in an outsourcing company.***

Tips: problems caused by

1. different communication styles
2. different concept for time
3. different attitudes towards work

## Part III Reading

### Passage 1

#### **Cultural Differences in Business**

[1] One of the results of increased globalization in the world economy is the frequent interaction of different cultures in the business world. Wherever a business establishes itself, growth and expansion will likely lead to engagement with customers, colleagues and competitors from a different cultural background. Managing cultural differences in business is essential for those who want to participate internationally and succeed globally.

[2] Businesses experience cultural differences for a number of reasons. When a company does business internationally, it is likely to bring its workers into contact with a new culture, either by adding an overseas office or bringing on workers with different cultural backgrounds to help with the expansion. Another situation involves contract labor, with specialists from another cultural background coming in, sometimes on a temporary basis, to support an existing workforce. General trends toward multiculturalism, including immigration and emerging economies, also increase the amount of cultural difference in business.

[3] One of the key ways cultural difference reveals itself in business is through communication methods. Each culture has its own approach to communicating and collaborating to solve problems. High-context communication, which is a normal means of communicating in some cultures, relies on previous knowledge and a high level of context for the communication to make sense. On the other hand, low-context communication is common in other cultures and supplies a great deal of information that listeners are expected to interpret as meaningful to the main point of a statement. The meaning of phrases and gestures also varies from one culture to another, increasing the chance for misunderstanding. Finally, work ethics take different forms in each culture, resulting in patterns for work hours and daily routines that vary.

[4] Businesses that bring together workers from various cultural backgrounds benefit from training that teaches employees about diversity and the value of cultural differences in business. This training can take the form of reading material or group seminars that teach employees about the etiquette, language and taboos of a culture they're likely to come into contact with. Memos explaining cultural holidays that some workers observe create a sense of understanding and tolerance through shared celebration and new knowledge.

[5] The impact of cultural differences in business is significant, whether it's positive or negative. Employers who fail to prepare their employees for dealing with cultural diversity risk miscommunication, reduced productivity and low morale, while those that manage cultural diversity well can expect better communication and increased efficiency due to multiple viewpoints and a mutual exchange of ideas that takes advantage of what each culture has to offer. A business that disregards cultural differences also puts itself at risk of violating anti-discrimination laws that make it illegal for employers to make hiring and compensation decisions on the basis

of religion or ethnicity.

**Read the passage and answer the following questions.**

1. What does increasing economic globalization lead to according to the passage?
2. What companies most probably face with cultural differences?
3. How does the training about different cultures usually proceed?
4. What is the function of memos explaining cultural holidays?
5. What are the possible negative impacts of cultural differences in business?

**Key Words and Expressions**

- |                  |  |
|------------------|--|
| 1. engagement    | <i>n.</i> ( <i>formal</i> ) an arrangement to meet someone or do something at a particular time (正式)(特别时间内的)安排   |
| 2. participate   | <i>vi.</i> to take part in something 参加(某事)  |
| 3. temporary     | <i>adj.</i> lasting, used, serving, or enjoyed for a limited time 暂时的  |
| 4. collaborate   | <i>vi.</i> to work together, especially in a joint intellectual effort 协作, 合作(尤指在智力方面的致力合作)  |
| 5. context       | <i>n.</i> the circumstances in which an event occurs; a setting 背景; 事件发生于其中的环境   |
| 6. reveal        | <i>vt.</i> to bring to view; show 使显露; 显示  |
| 7. interpret     | <i>vt.</i> conceive the meaning or significance of 理解  |
| 8. multiple      | <i>adj.</i> having, relating to, or consisting of more than one individual, element, part, or other component 复合的, 多样的, 多重的                                    |
| 9. observe       | <i>vt.</i> to keep or celebrate (a holiday, for example) 庆祝; 保留或庆祝(如节日)  |
| 10. diversity    | <i>n.</i> variety or multiformity 变化或多样性   |
| 11. morale       | <i>n.</i> the state of the spirits of a person or group as exhibited by confidence, cheerfulness, discipline, and willingness to perform assigned tasks 斗志, 士气 |
| 12. disregard    | <i>vt.</i> to pay no attention or heed to; ignore 不理睬, 不注意; 忽略   |
| 13. compensation | <i>n.</i> the act of compensating; something, such as money, given or received as payment or reparation, as for a service or loss 补偿; (如对服务或损失的) 补偿物(例如金钱)     |
| 14. ethnicity    | <i>n.</i> ethnic character or background 种族特性或背景   |

## Passage 2

### Understanding Cultural Differences in Offshore Outsourcing

[1] In a recent Accenture study, cultural issues were listed as one of the main reasons for problems in offshore outsourcing deals and over half of National Outsourcing Association (NOA) members surveyed recently also said cultural differences are still an issue in offshore outsourcing deals.

[2] Two factors that are rarely present in any domestic projects, but cannot be avoided

when going offshore, are geographical distance and cultural differences. Geographical distance might be a factor in terms of unfavorable time zone differences but today most of the offshore service providers ensure that their business hours are adjusted to ensure that they have several hours of overlap per day in common. However the impact of cultural difference is something that should not be ignored when going offshore. Depending on the location you are offshore outsourcing to, cultural differences can vary from minor if you near shore, for instance in Ireland or Eastern Europe to a real cultural clash if you offshore to low cost countries in Asia such as India or China.

[3] So far India has been the most favored offshore outsourcing destination and continues to be a dominant player in this field. The Indian service providers have matured over the years in providing offshore outsourcing services and are able to manage cultural differences when working with clients across different geographies. However, one area that has so far not received significant focus is educating their clients on these cultural differences. Unless the clients understand these cultural differences, it is hard for them to understand and appreciate them. For example, if you are in a meeting with an Indian service provider, you will observe that the most senior person in the team from the service provider will lead the discussions and his sub-ordinates would only speak when his/her boss asks them to do so. In UK business culture sub-ordinates can interrupt a conversation at anytime if they have a valuable contribution, but if this etiquette was followed in India it would be considered disrespectful.

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[4] Another typical observation with Indians is that they are never comfortable saying “No”, especially if you are a client. For example, if you go to a store to buy a shirt and realize that the shop is about to close, you can still walk in (even after the till is closed) and the store will ensure that your needs are being served, even it means that they have to keep the store open for another 30 minutes. In IT project scenarios, project members will not mind compromising their family commitments just because they cannot or do not want to say “No” to their clients.

[5] Most Indians are not comfortable giving bad news. They believe that they should give people good news and when it comes to giving the bad news, they are either very quiet or find alternative ways to communicate the bad news. This is an important aspect to understand as many clients get “surprises” about their project related issues at a very later stage and keep wondering why the issue wasn’t highlighted during the weekly review meeting.

[6] So the key in offshore outsourcing is not just finding the right projects and the right people to deliver them, but building capability within your team to work with in a culturally diverse environment. Though this may sound very difficult, the solution is simple. Most client organization can successfully “bridge” the cultural gaps by implementing the following tips.

[7] **Training**—Most of the offshore service providers have special “western cultural orientation” programmes for their team members working on offshore projects. These training programmes help them to understand the culture of a specific country including business culture. On similar lines it is important for client organizations to build a training programme for their own staff to educate them on the culture of the offshore destination.

[8] **Visiting the offshore location**—It is very helpful and provides your team members an

opportunity to experience what the offshore location is like and how people communicate, behave, work, socialize, etc. However, it is not possible for an organization to send all their team members to the offshore location as it would be an expensive proposition. But sending different people (wherever possible) each time there is a requirement for someone to travel would prove useful. Also ensure that people who have visited the offshore location share their experiences with their colleagues and are made a part of the training programme to make most use of their experience.

[9] **Organizing cultural events**—As mentioned above, most of the offshore service providers have training programs for their staff. Also, most of the offshore service providers today celebrate events such as Valentine’s Day, Independence Day (US), Halloween Day, Christmas, etc., to educate their teams. On similar lines, clients can organize events (with the help of the offshore advisors, vendors) that are important in the offshore location. This will give the client team a learning opportunity.

[10] **Movies as a training guide**—English movies are seen across the globe and as result, many people worldwide educate themselves, besides entertainment, from these movies. Companies can also adopt a similar learning approach by encouraging their people, who are involved with the offshore projects, to watch local movies/documentaries (with English subtitles) from the offshore locations.

[11] To summarize, offshore projects have special aspects that managers must be familiar with, such as cultural diversity. The long-held belief that technical qualifications are sufficient to ensure project success has proved to be wrong from everyday on-the-ground experience of global multicultural teams in the offshore outsourcing environment. To ensure the success of the offshore project a multi-skilled, collaborative approach to bridge the cultural gaps is very useful. By learning from others experience, bridging the cultural gap at an early stage can help you avoid the cost in terms of cross-cultural communication blunders, project delays, team conflicts and overall productivity.

***Judge whether each of the following statements are true (T) or false (F) according to the text.***

1. Most of the NOA members believe that costs are still the priority to be dealt with in offshore outsourcing deals.
2. In offshore outsourcing, locations will determine whether the cultural differences are big or not.
3. The Indian outsourcing industry has been able to manage cultural differences.
4. Indians are allowed to speak out their opinions whenever they want in a meeting.
5. It is considered acceptable in UK to interrupt a talk when you have valuable suggestions.
6. Indians seldom say no to their clients’ needs.
7. In India, if people find any problems in a project, they will point them out directly.

***Key Words and Expressions***

1. impact                      n. a powerful effect that something, especially something new, has on

- a situation person 影响力
2. dominant *adj.* more important, strong or noticeable than anything else of the same type 领先的
3. etiquette *n.* the set of rules or customs which control accepted behavior in particular social groups or social situations 礼节
4. compromise *v.* to allow your principles to be less strong or your standards or morals to be lower 妥协, 放弃 (原则等)
5. diverse *adj.* varied or different 不同的

### Passage 3

#### Cross-Cultural Risk Factors with Outsourcing

[1] Globalization is becoming increasingly prominent in almost every type of industry. Firms want to benefit from economies of scale, improve the level of efficiency and gain access to the wider labour market. Most industries are now moving in the direction of offshore outsourcing. Due to the ever growing importance of outsourcing we must focus on some of the factors influencing outsourcing relationships such as trust, flexibility, communication and cultural issues.

[2] Every country is unique with its own traditional lifestyle and culture and for globalization to succeed it is extremely important to understand how to tackle cross cultural issues in order to promote a better understanding and working relationships. Companies that outsource face increased coordination costs and it is extremely important that the cross-cultural challenges are fully understood for their projects to succeed. One of the researchers in this research paper highlighted the importance of handling cross-cultural factors by saying that it can make or break an offshore project. Companies use bridgehead teams to work in client countries for monitoring outsourced business processes and take important managerial decisions. They face many challenges not only relating to different styles of working but cultural issues such as attitude toward authority, social behavior and language barriers.

[3] One of the widely recognized studies in this area has been done by a Dutch researcher Geert Hofstede. He describes culture as “a collective programming of mind which distinguishes the members from one group or category of people from another”. The social environment influences the individual’s self-concept and their attitude to risk and uncertain situations. People brought up in different societies have different attitudes when dealing with superiors. This has been referred as Power Distance. In high power distance societies, sub-ordinates accept all the decisions made by the superiors and are generally afraid to disagree. In low power distance societies sub-ordinates prefer to be consulted in the decision making. Some researcher measures power distance in terms of social inequality. Societies form a certain hierarchical structure based on wealth, intelligence, social status and others. In such societies there is a high power distance and in the societies where people are treated equal irrespective of status and power, there is a low power distance. India has a high power distance.

[4] Individualism/collectivism shows how an individual perceives himself in culture,

either as an individual entity or as a tightly knit group. In individualistic culture individuals are expected to take care of themselves, whereas in collectivist culture individuals owe allegiance (忠诚) to their group in which they belong. In a highly individualistic country employees prefer to work independently. They desire well-defined objectives and give priority to their personal goals and rights and prefer to work on a contract guide. Superiors, in such cases must use outcome controls to monitor the performance of workers. In collectivist countries employees have more interpersonal relations and prefer to work in harmony with group members. Team members have a sense of duty and obligation towards their group members and give priority to social norms. Employees have a moral obligation to their employer and appreciate any training and learning opportunities. Managers, in such a situation use behavioral control to monitor progress. Indian culture shows a mix of individualism and collectivism.

[5] Another factor is the gender roles that exist in different cultures under masculinity/femininity. In a more masculine culture men are supposed to be strong and assertive that focused on material success whilst women have a gentle, caring side and focuses more on the quality of life. However in a more feminist culture both men and women possess similar qualities and are concerned with relationship and are both focused in improving the quality of life. The Indian culture has always been a pre-dominantly masculine culture. Uncertainty avoidance is where employees prefer to work under a set of strict rules, in other words they expect things to be more predictable. The uncertainty avoidance index (指数, 指标) indicates the tolerance a culture exhibits towards unfamiliar or ambiguous (不明确的) situations. However in weak uncertainty avoidance countries employees are averse to rule books and are adventurous with ideas and change. Hence managers can consider adopting informal modes of control instead of requiring employees to follow a set of procedures. India has a high uncertainty avoidance index.

[6] Some researchers have also identified the English language skills as one of the major barriers in cross cultural relationships. India in comparison to China has the language advantage as Indians are more proficient in the English language than Chinese. The Chinese seem to be better in reading the English language than speaking or listening. E-mails will therefore be more effective than teleconferencing. However, the response from e-mails may be slow and activities that require an immediate response will be affected, especially when there are conflicts (冲突) involved.

***Read the passage and answer the following questions.***

1. What influence outsourcing relationships according to the passage?
2. Why does outsourcing companies increase their coordination costs?
3. What challenges do bridgehead teams come across in client countries?
4. What attitudes people have when dealing with superiors in difference power distance societies?
5. How do employees prefer to work in individualistic and collective culture?
6. What do people pay attention to in a feminist culture?
7. How do we know about the tolerance a culture exhibits towards unfamiliar situations?

**Key Words and Expressions**

- |                 |  |
|-----------------|--|
| 1. tackle       | <i>vt.</i> to take on and wrestle with (an opponent or a problem, for example)<br>着手处理 (对手或问题)                     |
| 2. coordination | <i>n.</i> the state of being coordinate; harmonious adjustment or interaction<br>协调, 协同; 和谐的相互调节或相互作用              |
| 3. highlight    | <i>vt.</i> to make prominent; emphasize 使……显得重要; 强调  |
| 4. bridgehead   | <i>n.</i> a fortified position from which troops defend the end of a bridge<br>nearest the enemy (军队守卫的) 桥头堡, 桥头阵地 |
| 5. distinguish  | <i>vi.</i> to perceive or indicate differences; discriminate 区分, 辨别; 分清  |
| 6. hierarchical | <i>adj.</i> of or relating to a hierarchy 分等级的   |
| 7. irrespective | <i>adj.</i> without considering 不顾的, 不考虑的  |
| 8. perceive     | <i>vt.</i> to achieve understanding of; apprehend 理解; 获得对……的理解   |
| 9. well-defined | <i>adj.</i> accurately stated or described 明确的   |
| 10. assertive   | <i>adj.</i> inclined to bold or confident assertion; aggressively self-assured<br>过分自信的                            |
| 11. averse      | <i>adj.</i> strongly disliking or opposed to 厌恶的, 反对的  |

**Passage 4**

**Cultural Barriers to Offshore Outsourcing**

[1] “Vendors from China don’t know how to work with us.” Hear this before? Awareness of cultural differences is the first step to avoiding miscommunication and other business missteps. These cultural differences impact interactions, communication, interpretation, understanding, productivity, comfort and commitment.

[2] So how can we address them? Companies have adopted two routes so far: cultural awareness and culturally compatible resource deployment. Cultural awareness involves conducting workshops and sessions both offshore and onshore to make both sides aware of each other’s cultural practices. In fact, such sessions are now included as freebie in many large outsourcing programs. Culturally compatible resource deployment involves having local, native on-site persons manage the onshore client relationship or even having a culturally compatible offshore workforce (for example, in UK and South Africa). The two things to be kept in mind while doing this are firstly whether the cultural barrier is addressed internally within the service provider’s organization and secondly if the erosion (损耗) of cost advantage is worth it.

[3] Beyond the above obvious solutions, companies need to keep three principles in mind to fully address cultural barriers. The first principle is that it is a two-way street. A director of a leading cultural training institute in UK once talked of an incident where his client in UK was complaining: “Chinese don’t know how to work with us. The Indians don’t know how to work with us.” The director retorted: “Have you ever considered that you may not know how to work with them?” So it’s as much about the buyer understanding the supplier’s culture as the other way round.

[4] The second principle is that it takes conscious effort, intention and patience for cultural

awareness to show up in our behavior. There are two systems in our mind—System 1 the intuitive part and System 2 the reflective part. Our native cultural factors are in System 1, and when we learn about a new culture, it gets slotted in System 2. So unless we practice and reflect about the new culture, the intuitive aspect of our own culture will still be the only driver. Scientists have also found that our childhood cultural experience plays a major role in shaping the way we think and as we grow older, the neuroplasticity (神经可塑性) of our brain actually reduces, making change much harder.

[5] The third and most important principle is that addressing the cultural barrier requires a shift in individual thinking. Each culture brings in its unique perspective, and that's what is required to solve today complex problems. But we listen to other cultures through our own judgments and prejudices. We have to be willing to let them go, to accept another. How we see other people and their differences is merely a point of view.

**Fill in the blanks according to the passage.**

Nowadays companies have adopted two ways to cope with cultural differences:

Way 1: \_\_\_\_\_

Companies \_\_\_\_\_ to get to know each other's cultural practices, \_\_\_\_\_.

Way 2: \_\_\_\_\_

Companies \_\_\_\_\_.

Three principles companies should follow when dealing with cultural barriers:

Principle 1: \_\_\_\_\_.

Principle 2: \_\_\_\_\_.

Principle 3 (the most important one): \_\_\_\_\_.

**Key Words and Expressions**

- |               |   |
|---------------|---|
| 1. barrier    | <i>n.</i> anything that prevents people from being together or understanding each other 障碍  |
| 2. awareness  | <i>n.</i> knowledge that something exists, or understanding of a situation or subject at the present time based on information or experience 意识, 认识 |
| 3. address    | <i>vt.</i> to deal with 处理  |
| 4. compatible | <i>adj.</i> able to exist, live together, or work successfully with something or someone else 相容的, 能共存的   |
| 5. deployment | <i>n.</i> the distribution of forces in preparation for work 调度, 部署   |
| 6. freebie    | <i>n.</i> (slang) an article or service given free (俚语) 赠品  |
| 7. principle  | <i>n.</i> a rule or standard, especially of good behavior (尤指正确行为的) 准则或标准   |

8. to get slotted [口语]使有位置(或职位); 被纳入(某机构、名单、顺序等); 把……排入
9. perspective *n.* a particular way of considering something 视角

## Part IV Practical Writing

### Welcome Speech & Farewell Speech

#### Sample 1

Good morning, ladies and gentlemen,

I am very happy that you have come all the way from the United States to visit our company. We are very proud and honored to have a distinguished group of guests such as you to our company.

Our staff and employees will do their best to make your visit comfortable and worthwhile. Today, they will introduce to you our newly built plant and research center. Please do not hesitate to ask questions you might want to ask.

I want to extend my warmest welcome to all of you, and sincerely hope that your visit here will be worthwhile and meaningful.

#### Sample 2

Distinguished guests, ladies and gentlemen,

Good morning!

I am honored to receive you here for potential investment in China. Please allow me to extend my sincere regards to all the participants.

Today, the world is striding forward in the economic globalization and regional economic integration with an unprecedented speed. Opening and cooperation is a trend that is irreversible. At present, China is marching toward the modernization from an overall well-off society. Driven by the power of industrialization, internationalization and urbanization, China speeds up its economic, regional and social development. The advantages of strategic location, industrial chains, opening-up policies, investment environment and human resources emerge gradually. China is presenting itself as a modern ecological new area with a cluster of advanced manufacturing, commerce and logistics, a combination of urbanization and agriculture, a feature of beautiful sceneries and rich culture, and a benign environment for both living and business. China in the process of innovation reserves great opportunities and potential that needs your exploration.

We will be constant to open up and develop in accordance with the scientific development view, create a favorable atmosphere for the business people, provide quality, effective and credible services to the domestic and overseas investors, so as to build a more harmonious, stable and orderly investment surroundings. We cordially welcome the investors at home and abroad to develop their business in China, sow the seeds of cooperation and harvest the fruits

of successes.

I wish this gathering every success.

I wish everybody a good health and a prosperous business.

### Sample 3

Good evening, everyone!

I am sure all of us know Ms. Sally Neill in the Sales Department of our office. She has always been an outstanding employee and it is impossible for anyone not to have heard of her yet.

Fortunately for her and unfortunately for us, Sally has chosen to move out of the city to study further. And I, as the head of the sales department, would like to say a few things about her, to her and all of you here, before she leaves.

Sally joined our company as an intern, right out of college. Though our organization was a little hesitant to hire her for her lack of experience, they also saw true potential in her. And might I add, she never missed an opportunity to prove us wrong. A highly passionate girl, Sally has, if anything, greatly contributed to the improvement in the function of the sales department. We are now more organized, we challenge ourselves to think differently, and we implement plans we thought would be impossible to implement. While many discard the vision of a youth as a mere idealistic tendency, we found that these inputs indeed helped us move ahead and give our department a much-needed change.

Sally, we are going to miss you deeply, for the liveliness you brought whenever you entered a room, for the spark your enthusiasm could ignite, and for the sheer dedication you gave your job. Replacing you is going to be so difficult. I, on behalf of everyone here, wish you all the luck with your life ahead. We hope to see you shining brighter and achieve what you truly deserve. God Bless!

### Writing Task

*You are the general manager of a newly established IT service outsourcing company. Make a welcome speech to an India delegation that comes to have a field visit in your company.*

## Part V Project

Suppose you are a training specialist and you are going to provide training programs to an outsourcing company in China. Now you have to prepare cross-cultural awareness training for its staffs on the topics below. Prepare a PPT about this training program and present it in class.

- core values and social culture of the West
- communicating effectively with Westerners
- business etiquettes

## Part VI Supplement

### **Cultural Differences in Standard Work Schedules**

By Cindy King

[1] When conducting international business you need to be aware of cultural differences in how business is carried out in other countries. One of the first things you should not overlook is that some cultures have a different definition for their standard work week. Unfortunately, it is not that simple. The differences in standard work weeks are varied. There are two advantages to reading further:

[2] You can easily annoy prospective clients by not respecting their standard work schedules.

[3] You can get more value out of adjusting the time, or day, or even the week you choose to communicate with your foreign clients.

[4] Some countries do not have the same work week. Monday through Friday is common in English speaking countries. In Muslim-majority countries the legal work week in the Middle East is not the same as many other countries. It is Saturday through Wednesday in Algeria and Saudi Arabia, so their weekend is Thursday and Friday. It is Saturday through Thursday in Iran so their weekend is from Friday (however, many government offices and private companies are closed on Thursdays). It is Sunday through Thursday in Egypt, Syria, and United Arab Emirates so their weekend is from Friday to Saturday.

[5] Fridays are not always a good time to schedule international telephone conferences. In some countries employees traditionally work an hour or a half day less on Fridays. The time difference between participants can create bad feelings, or low attendance. The American state of Utah, state employees started following a “TGIT” experiment earlier this year. As in: “Thank God It’s Thursday.” In a year long experiment aimed at reducing the state’s energy costs and commuters’ gasoline expenses, Utah is about to become the first state to switch to a four-day workweek for thousands of government employees. They will put in 10-hour days, Monday through Thursday, and have Fridays off, freeing them to golf, shop, spend time with the kids or do anything else that strikes their fancy. They will get paid the same as before.

[6] The example above is about state employees. In many countries government employees work slightly different work weeks compared to people in the business sectors. And the professional categories of “government employees” are not the same in every country. Some countries have very strict laws about working on the weekend, where everything is closed.

[7] And don’t forget cultural differences on when people traditionally take their annual vacations. In France many people take their annual vacation in August. In a not so distant past, business in Paris was considered as coming to a total standstill in August every year. Although this is not 100% true across all industries today, you still need to factor this in. And driving in Paris in August is still different than the rest of the year. And there are also countries where the work schedule is influenced by religious events over several weeks in a year.

[8] Of course the above can be useful, but do not rely solely on those when planning your

calendars. In fact, it is important to develop your international awareness to different lifestyles and different business environments. Imagine if you want to develop your client relationships with someone whose weekend is different from yours. How would he feel if you called him on his weekend? Many delays happen in international business development simply because businesses are unaware of the local work week schedule. Imagine if you need something important from someone minutes before the end of his work week or the beginning of his month long vacation. Is it a good idea to schedule an important cold call on September 1st to someone who has probably been out of the office most of August or who is trying to catch up with colleagues for the first time in a month?

[9] As you become familiar with different work habits you will begin to acquire basic international business skills. Respect for differences in standard work schedules is one of the first steps. This respect also leads to maintaining an open mind and the flexibility to deal with different business environments.

## Part VII Consolidation

### Task 1 Fill in the Blanks

*There are two passages, each with 10 blanks in it. For each blank there are four choices marked A), B), C) and D). You should choose the one that best fits into the passage.*

#### A

Culture is used to describe a set of traditions, customs which 1 over time of a particular society or 2 group. This could be taken to mean a particular language spoken, literature, a societies 3 values, certain types of food that are eaten in a particular country, and much more. It could mean how certain 4 organize themselves, how they marry, 5 they marry and at what age they marry. Many cultures are shaped by their environments; a good example of this would be the 6 Indians who live in the rain forests of Brazil. They will only be able to eat certain types of fruit and meat, and due to their surroundings would only be able to cook it 7 certain methods. Over time cultures can change and evolve as different communities come into contact with each other and diversity increases, some of these changes may be 8 and other may be negative. An example of this is if a 9 primitive community is suddenly exposed 10 drugs or alcohol, this as you can imagine lead to serious social problems. This could happen if one country is colonized by another, and then becomes part of a wider empire or federation.

- |                      |                 |                |                |
|----------------------|-----------------|----------------|----------------|
| 1. A. evolved        | B. have evolved | C. is evolving | D. had evolved |
| 2. A. ethnic         | B. ethic        | C. ethical     | D. esthetic    |
| 3. A. mortal         | B. martial      | C. moral       | D. menial      |
| 4. A. communications | B. communions   | C. commotions  | D. communities |
| 5. A. whom           | B. one          | C. who         | D. those       |

- |                 |               |             |                |
|-----------------|---------------|-------------|----------------|
| 6. A. natural   | B. naive      | C. native   | D. named       |
| 7. A. to use    | B. using      | C. used     | D. use         |
| 8. A. passive   | B. pensive    | C. plosive  | D. positive    |
| 9. A. scheduled | B. scheduling | C. schedule | D. to schedule |
| 10. A. at       | B. to         | C. for      | D. by          |

**B**

Offshore outsourcing to vendors in foreign countries causes unique challenges which need to be understood and managed 1. This paper explores cultural differences in IS offshoring arrangements involving German client organizations that 2 application development activities to Indian vendors. For this purpose, a research framework is developed 3 on both theoretical considerations and specific empirical observations from multiple case studies. The goal is to 4 the nature of cultural differences in offshore outsourcing arrangements in depth and to 5 the relationship between those cultural differences and offshore outsourcing success. Based on the case findings, 6 and practices for the management of offshore development projects are outlined. The results 7 that cultural differences in terms of power distance, IS designer values, and an active versus passive working attitude 8 affect several dimensions of relationship quality, thereby influencing offshore outsourcing success. A clear 9 of roles and mechanisms, strong leadership, and an active management of culture by 10 to either the client's or the vendor's national culture appeared to be effective ways to manage cultural differences.

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- |                    |                |                |                 |
|--------------------|----------------|----------------|-----------------|
| 1. A. actively     | B. efficiently | C. effectively | D. actually     |
| 2. A. outcome      | B. outsource   | C. outset      | D. outstand     |
| 3. A. based        | B. basing      | C. base        | D. to base      |
| 4. A. explode      | B. expose      | C. explain     | D. explore      |
| 5. A. analysis     | B. analyze     | C. analyst     | D. analogize    |
| 6. A. implications | B. implies     | C. amplifies   | D. implicitness |
| 7. A. index        | B. indicate    | C. indebt      | D. intend       |
| 8. A. precisely    | B. virtually   | C. partly      | D. critically   |
| 9. A. destination  | B. definition  | C. defection   | D. description  |
| 10. A. adopting    | B. abolishing  | C. abusing     | D. adapting     |

**Task 2 Fill in the Blanks**

*There are 3 passages with blanks. You are required to select one word for each blank from a list of choices given in a word bank.*

**A**

intolerance	relatively	running	assumptions	communication
territories	management	blunders	associated	extremely

Cross-cultural diversity training is a 1 new form of management training. The field

has grown significantly since the early 1990s. Globalization has made 2 between world economies and workers part of many businesses. New 3, employees and businesses require 4 to be trained in understanding, working with and managing foreign markets and employees. Cultural sensitivity is 5 important, and companies cannot afford to make mistakes that can be perceived as cultural 6.

Cross-cultural diversity training can prevent many mistakes. It is easy for companies to make 7 because they assume they have knowledge of a foreign market. For example, when United Airlines began 8 flights to Hong Kong, they gave their passengers white carnations to thank them for flying United; however, for many Asian cultures, white carnations are 9 with funerals, bad luck and death. Everything a company does must be reevaluated when doing business abroad, as it is easy to make 10 that something will be okay when it is not.

**B**

conventions	attitudes	suspend	acquire	acceptable	backgrounds
intuitively	modify	global	flexibility	interact	clarity

As culture influences every aspect of our lives—from the way we dress to the way we do business—we need to develop certain 1 and skills to become successful 2 players, in our own country or abroad. These skills will enable us to 3 both effectively and in a way that is 4 to others when working in a group whose members have different culture 5. Depending on the type of interaction, you will need a range of skills among them.

Tolerance of ambiguity. The ability to accept lack of 6 and to be able to deal with ambiguous situations constructively.

Behavioral 7. The ability to adapt your own behavior to different requirements and situations.

Communicative awareness. The ability to identify and use communicative 8 of people from other cultural backgrounds and to 9 your own forms of expression correspondingly.

Knowledge discovery. The ability to 10 new knowledge of a culture and cultural practices and to use that knowledge in real-time communication and interaction.

Respect for otherness. Curiosity and openness, as well as a readiness to 11 disbelief about other cultures and belief about your own.

Empathy. The ability to understand 12 what other people think and how they feel in given situations.

**C**

by-products	arises	vital	motivation	upgrading	conflicts
etiquettes	transferred	cohesion	manifest	dilemma	merging

In business the most valuable thing would be information and for it to be 1 from one body to the other, communication is the 2 element that drives such process. But when the communication comes to certain influenced by culture, it is a whole new chapter to

be understood.

International businesses are facing a new 3 whereby cross-cultural communication is introduced due to the major reforms brought about through internationalization, 4 and joint ventures. This would make culture an important aspect when it comes to business communication.

Lack of understanding or investment in cross-cultural training would lead to major business problems. Such as loss of clients, poor staff 5, lack of team building, internal 6, and poor productivity. These are all only the icing of the 7 of poor cross-cultural communication.

International companies with highly diverse workforce in terms of nationality and cultural background all face the same problem when a conflict 8 from the difference of culture, language, value, belief, business ethic, behavior, and cultural 9.

Such conflict could prove to be a negative impact on the business mainly in team 10 and staff productivity. Cross-cultural communication problems can 11 into the downfalls of big international companies when taken lightly. That is why more and more companies have realized such dilemma and are 12 intercultural communication skills within its organization.

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### Task 3 Translation

*Translate the following passages from English into Chinese.*

#### A

Culture is often at the root of communication challenges. Exploring historical experiences and the ways in which various cultural groups have related to each other is the key to opening channels for cross-cultural communication. Becoming more aware of cultural differences, as well as exploring cultural similarities, can help you communicate with others more effectively. Next time you find yourself in a confusing situation, ask yourself how culture may be shaping your own reactions, and try to see the world from the other's point of view.

#### B

Generally speaking, culture diversity is greatly influenced by the economy, politics and the global status of a country. That is, if the country is prominent in its economic development, the culture of it should have a great influence upon others. Its language tends to be learned among the over world. Furthermore, the political policies or rules also affect the culture diffusion. Whether culture goes in a liberal way ore a reserved one, depends significantly on the country's government. The overwhelming majority of the world is trying to protect the diversity of culture so as to better civilize every people of the planet. And there still a long way to concerning the difficulty it may come across, therefore, great efforts are required on the issue.