

CONTENTS

PREFACE	4
CONTENTS	8
PART ONE – STUDY MATERIAL	14
1. BASIC CONCEPTS AND DEFINITIONS	15
1.1 Culture	15
1.2 Cross-culture (or interculture)	16
1.3 Characteristics of culture	17
1.4 Cultural understanding and culture models	20
1.5 Communication	22
1.6 Cross-cultural communication (or intercultural communication)	23
2. BARRIERS TO CROSS-CULTURAL COMMUNICATION	25
2.1 Ethnocentrism	25
2.2 Attitude	26
2.3 Stereotypes	27
2.4 Prejudice	29
2.5 Perception	30
2.6 Interpretation	31
2.7 Language	32
2.8 Culture shock	33
3. CULTURAL LEARNING	35
3.1 Phases of cultural adaptation	35
3.2 Notable facts about cross-cultural communication	37
3.3 Cultural learning	37
4. NON-VERBAL COMMUNICATION	40
4.1 Body language - kinesics	40
4.2 Eye contact - oculistics	41
4.3 Touch - haptics	42

4.4 Body distance - proxemics	42
4.5 Turn-taking and the role of silence	43
4.6 Paralanguage	44
5. CULTURAL DIMENSIONS	45
5.1 Cross-cultural communication as an interdisciplinary science	45
5.2 Cultural dimensions	46
5.3 Geert Hofstede	46
<i>Power distance</i>	46
<i>Individualism vs. collectivism</i>	48
<i>Masculinity vs. femininity</i>	49
<i>Uncertainty avoidance vs. risk-taking</i>	51
<i>Long-term orientation vs. short-term orientation</i>	53
5.4 Fons Trompenaars	53
<i>Universalism vs. particularism</i>	54
<i>Individualism vs. communitarianism</i>	55
<i>Neutral vs. affective (emotional)</i>	55
<i>Specific vs. diffuse</i>	56
<i>Achieved status vs. ascribed status</i>	57
<i>Time orientation</i>	57
<i>Past, present, future</i>	57
<i>Monochronic vs. polychronic</i>	58
<i>Internal vs. external orientation</i>	59
5.5 Edward. T. Hall	60
<i>Space - proxemics</i>	60
<i>High context vs. low context</i>	61
5.6 Other cultural dimensions	63
<i>Directness vs. indirectness</i>	63
<i>Person and task</i>	65
5.7 Other concepts of time	65

<i>Linear concept of time</i>	66
<i>Cyclical concept of time</i>	66
<i>Event-related concept of time</i>	66
5.8 Other concepts of nature	66
<i>Control</i>	66
<i>Harmony</i>	67
<i>Constraint</i>	67
PART TWO: COURSE MATERIAL	68
INTRODUCTORY UNIT: INTRODUCTION TO CROSS-	
CULTURAL COMMUNICATION	69
<i>Getting together</i>	69
<i>Who are you? or Slovak identity</i>	69
UNIT 1: STEREOTYPES	70
<i>A puzzle</i>	70
<i>Round table</i>	70
<i>Defining a stereotype</i>	71
<i>Stereotypes vs. generalizations</i>	72
<i>Time to work</i>	74
<i>Responding to stereotypes</i>	75
<i>Asian vs. American</i>	76
<i>Give your opinions</i>	76
<i>Task for you to do at home</i>	77
UNIT 2: CULTURAL EXPECTATIONS	78
<i>Dealing with differences</i>	78
<i>Reviewing</i>	80
<i>Cultural expectations</i>	81
<i>Time to work</i>	82
<i>Try to solve the problem</i>	83
<i>Moroccan vs. American</i>	85

<i>Give your opinions</i>	85
<i>Task for you to do at home</i>	86
UNIT 3: VALUES AND BELIEFS	87
<i>Puzzles</i>	87
<i>Defining values</i>	89
<i>Comparing values</i>	90
<i>Beliefs, assumptions and attitudes</i>	92
<i>Dangers of the American way of life</i>	93
<i>American way of life (it can be hazardous)</i>	93
<i>Task for you to do at home</i>	96
UNIT 4: GETTING INTRODUCED	97
<i>Misunderstanding in Tibet</i>	97
<i>Bread and salt custom</i>	99
<i>Getting connected</i>	100
<i>Finding the right person in Chile</i>	102
<i>Reviewing</i>	104
<i>Try to solve the problem</i>	105
<i>Getting connected across cultures</i>	106
<i>Egyptian business culture</i>	107
<i>South Korean business culture</i>	108
<i>Time to work</i>	109
<i>Task for you to do at home</i>	110
UNIT 5: HANDSHAKE OR A KISS? FIRST OR LAST NAME?	111
<i>South Korean vs. American</i>	111
<i>Time to work</i>	112
<i>Preparing for a meeting</i>	113
<i>Non-verbal communication</i>	115
<i>Names, titles, business cards</i>	117
<i>Singaporean vs. American</i>	118

<i>Task for you to do at home</i>	120
UNIT 6: THE RIGHT PERSON	122
<i>Who should we send?</i>	122
<i>Time to work</i>	125
<i>Negotiator qualities internationally</i>	128
<i>Persuasive styles</i>	131
<i>Task for you to do at home</i>	132
UNIT 7: ENTERTAINING BUSINESS COLLEAGUES AND PARTNERS	134
<i>Office party</i>	134
<i>Entertaining employees in France</i>	135
<i>Reviewing</i>	136
<i>Time to work</i>	137
<i>Try to solve the problem</i>	137
<i>Socializing</i>	139
<i>Hosting a client</i>	141
<i>Task for you to do at home</i>	143
UNIT 8: CULTURAL SIMILARITIES AND DIFFERENCES. CULTURE SHOCK	144
<i>Elevator behavior</i>	144
<i>Cultural differences</i>	146
<i>Culture shock</i>	147
<i>Story of cultural spectacles</i>	150
<i>An American in Asia</i>	151
<i>Task for you to do at home</i>	153
UNIT 9: NEGOTIATIONS AND GIFT GIVING	154
<i>Bargaining over the price</i>	154
<i>An American in Japan</i>	156
<i>Reviewing</i>	157

<i>Try to solve the problem</i>	158
<i>Negotiations</i>	160
<i>American vs. Japanese</i>	162
<i>Time to work</i>	163
<i>German vs. Saudi Arabian</i>	165
<i>Task for you to do at home</i>	166
UNIT 10: DIFFERENT MANAGEMENT STYLES	167
<i>Types of management styles</i>	167
<i>Which country?</i>	168
<i>When two managers are more than enough</i>	171
<i>Time to work</i>	174
<i>Try to solve the problem</i>	175
<i>Management styles</i>	176
<i>American vs. Greek</i>	178
<i>Task for you to do at home</i>	180
APPENDIXES	181
BIBLIOGRAPHY	198
GLOSSARY	202