

**IBS 103 Cultural Awareness
For International Trade**

**Paradise Valley Community College
Phoenix, Arizona**

CLASS NOTES

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE CLASS I OF 12

OVERVIEW OF TONIGHTS CLASS,

A. ADMINISTRATIVE ACTIVITIES

B. INTRODUCTIONS: MYSELF AND CLASS

C. TOPICS COVERED: MR. BASEBALL VIDEO CLIP @ CULTURAL AWARENESS CULTURE SELF QUIZ

7 DIMENSIONS OF CULTURAL DIFFERENCE - SLIDE

D. HOMEWORK: READ CHAPTERS 1& 2 (@ 50PAGES) IN MORAN'S BOOK (Managers As Cosmopolitans & Communicators)

A. ADMINISTRATIVE ACTIVITIES:

1. REVIEW ROSTER/TAKE ROLE

PROCESS AT OTHER CAMPUSES

2. HAND OUT - SYLLABUS, REFERENCE MATERIALS LIST

3. REVIEW SYLLABUS - GOAL IS TO MEET YOUR OBJECTIVES WE ALL HAVE CULTURAL KNOWLEDGE YOUR PARTICIPATION AND DISCUSSION

MEETS: Tuesday, 6:30 - 8:55PM

BREAKS: I break at 7:30-7:55PM

DATES: September 20 - December 6, 1994 12 CLASSES
***THREE HELD IN CENTRAL PHOENIX AS ONE CLASS**

TEXTBOOK: DR. MORAN FROM AGSIM (OTHER BOOKS)

NOTE: AN EXCELLENT INSTRUCTOR REFERENCE BOOK FOR THIS CLASS IS
"THE GLOBAL EDGE" BY SONDRAS SNOWDON (HF 5387.S59)

GRADING: MID TERM FINAL AND CLASS PROJECT - DISCUSS

CLASS NOTES

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE CLASS 1 OF 12

A. ADMINISTRATIVE ACTIVITIES cont.:

4. REVIEW REFERENCE MATERIALS

LIBRARY RESOURCES CRITICAL FOR GROUP PROJECT

ADDITIONAL MAGAZINES ON CULTURE

TRADE & CULTURE MAGAZINE - COPY FOR EVERYONE

B. INTRODUCTIONS OPPORTUNITY TO NETWORK WITH OTHER STUDENTS

1. **MYSELF:** BACKGROUND AND CURRENT COMPANY

2. **STUDENTS:** NAME
BRIEF BACKGROUND (YOUR CULTURE & INVOLVEMENT IN TRADE)
REASON FOR ATTENDING

C. TODAY'S TOPICS

****REMEMBER THAT THERE ARE TRUTHS ON THIS SIDE OF THE MOUNTAIN WHICH ARE CONSIDERED FALSEHOODS ON THE OTHER SIDE****

MY GOAL IS TO MAKE YOU AWARE OF AND SENSITIVE TO BOTH VIEWPOINTS

1. **MR. BASEBALL VIDEO CLIP @ CULTURAL AWARENESS**

2. **CULTURE SELF QUIZ - TAKE THEN WE WILL GRADE & DISCUSS**

3. **7 DIMENSIONS OF CULTURAL DIFFERENCE - SLIDE**

4. **COVER QUESTIONS TO ASK - PEGGY KENNA" S HANDOUT (if time)**

RIDING THE WAVES OF CULTURE

FONS TROMPENAARS CULTURE SLIDE

7 DIMENSIONS OF CULTURAL DIFFERENCE - SLIDE:

1. WHAT IS CULTURE? TO ACT UPON NATURE

- A. CULTURE IS THE WAY IN WHICH WE SOLVE PROBLEMS, SUBCONSCIOUS
- B. CULTURE IS MAN-MADE, INCORPORATED & PASSED ON (SHARED SYSTEM)

2. HOW DO WE THINK OF CULTURE? ALL MANAGEMENT IS CULTURE BOUND

A. CULTURE IS AT DIFFERENT LEVELS

- HIGHEST IS AT THE NATIONAL OR REGIONAL LEVEL
- ORGANIZATIONAL / CORPORATE (& W/IN - MKTG, R&D, SALES LEVELS)
- PROFESSIONAL & ETHICAL CULTURAL GROUPS

B. AMERICAN CULTURE IS SEEN AT MANY DIFFERENT LEVELS

NAME SOME? (EAST - WEST - TEXAS)

3. OVERVIEW OF CIRCLE VIEW CULTURE AS AN ONION

A. BASIC ASSUMPTIONS - HEART OF THE ONION - IMPLICIT

B. NORMS & VALUES IMPLICIT

NORMS = RIGHT & WRONG VALUES = GOOD & BAD

- SEMI AWARENESS, DIFFERENT IN EACH CULTURE
- PROBLEMS THAT WERE REGULARLY SOLVED, DISAPPEAR FROM CONSCIOUS AWARENESS & BECOME AN UNDERLYING PREMISE (BREATHING - IMPLICIT)

• CULTURE IS STABLE IF NORMS REFLECT THE VALUES OF GROUP

EASTERN EUROPE AS AN EXAMPLE

C. EXPLICIT & OBSERVABLE OUTER LAYER

- LANGUAGE, DRESS, FOOD, ETC ARE PRODUCTS OF THE CULTURE
- EXPRESSIONS OF DEEPER NORMS & VALUES IN SOCIETY

RIDING THE WAVES OF CULTURE

FONS TROMPENAARS CULTURE SLIDE

4. OVERVIEW OF 7 DIMENSIONS CHART

- A. EACH CULTURE SOLVES PROBLEMS IN A DIFFERENT WAY
- B. LOOK AT THEM UNDER THREE HEADINGS
 - RELATIONSHIPS WITH PEOPLE
 - PASSAGE OF TIME AND AGING
 - RELATIONSHIP WITH THE ENVIRONMENT
- C. W/IN THESE 3 HEADINGS ARE 7 FUNDAMENTAL DIMENSIONS OF CULTURE
 - 5 IN HUMAN RELATIONS, 1 TIME & 1 NATURE

5. HUMAN RELATIONS LOOK AT THESE 5 FIRST stereotype when cultures are diff.
**THESE 5 ORIENTATIONS INFLUENCE OUR WAY OF DOING BUSINESS AND
GUIDES OUR BELIEFS & ACTIONS**

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USE SUMMARY SLIDE FOR INTRO

SYLLABUS

COURSE: IBS 103 Cultural Awareness for International Trade
SECTION: 8402
ROOM: B204
MEETS:
DATES:

December 6, 1994 **INSTRUCTOR:** Dianna L. Last
TEL: 9936449
FAX: 9938969

TEXTBOOK

Managing Cultural Differences, by Philip R. Harris & Robert T. Moran
Gulf Publishing Company, 1993 available at the bookstore
Reference Material List (attached)

COURSE DESCRIPTION

Importance of cultural sensitivity on business relations with respect to geography, history, religion, politics, customs and cross cultural communications on society. Special emphasis on North America, Japan, China, Southeast Asia, Middle East, Europe, Latin America and Mexico.

GRADING

There will be a mid-term, a final exam and a group project, each will be worth 30% of your final grade. The remaining 10% of the grade will be based on attendance and participation. The mid-term is planned for October 25th, the final exam for November 29th and the group project presentations for December 6th. On 10/4, 11/8 and 12/6 all class sites will meet together at a central location (Phoenix College). The above dates may change based on class requirements.

COURSE OBJECTIVES

1. Identify the components which make up the term "culture".
2. Explore the difficulties people have when trying to communicate across cultures.
3. Identify the predominant U.S. cultural values and how these may be different from cultural values of other countries.
4. Identify individual behaviors or traits that are associated with success in international trade and/or living in a different culture.
5. Increase skills to avoid stereotyping, to value cultural diversity and to understand current global situations.
6. Demonstrate a basic knowledge of physical, geography, political boundaries and major features.
7. Comprehend how people of other cultures may be motivated by historical forces, religious beliefs, cultural values and political/economic realities.

SYLLABUS, cont

COURSE OUTLINE

- I. Introduction and Resource Identification
- II. Culture and Intercultural Competence
- III. Values and Attitudes
- IV. Cross-Cultural Effectiveness
- V. Intercultural Communication
- VI. Doing Business with North America - U.S.A. & Canada
- VII. Doing Business with Latin America - Mexico, Central & South America
- VIII. Doing Business with Asia - Japan, China, ASEAN, Pacific Basin & India
- IX. Doing Business with Europe - Western & Eastern Europeans
- X. Doing Business with Middle East
- XI. Doing Business with Africa

Course content will vary to meet the needs of the students in specific sections

STUDENT RESOURCES

Maricopa Community College Libraries and Bookstores
City Public Libraries
Maricopa County Libraries
Arizona State University Library and Bookstore
American Graduate School of International Management Library and Bookstore

REFERENCE MATERIAL

"CULTURE"

- **Big Business Blunders: Mistakes in Multinational Marketing**
David Ricks (Dow Jones-Irwin)
- **Business China** • **Business France**
- **Business Germany** • **Business Italy**
- **Business Japan** • **Business Korea**
- **Business Mexico** • **Business Taiwan**
Peggy Kenna & Sondra Lacy (NTC Business Books)
- **Chinese Etiquette & Ethics in Business**
Boye De Mente (NTC Business Books)
- **Communicating for Peace, Diplomacy and Negotiation**
edited by Felipe Korzenny & Stella Ting-Toomey (Sage Publications)
- **Do's and Taboos Around the World**
Roger E. Axtell (John Wiley & Sons) 395.52
- **Do's and Taboos of Hosting International Visitors**
Roger E. Axtell (John Wiley & Sons) 395.52
- **How to Work for a Japanese Boss**
Jina Bacarr (Birch Lane Press) 658.1309
- **International Negotiation: A Cross-Cultural Perspective**
Glen Fisher (Intercultural Press)
- **Japanese Etiquette & Ethics in Business**
Boye De Mente (NTC Business Books)
- **National Negotiating Styles**
Hans Binnendijk (Foreign Services Institute, U.S. Dept of State)
- **Riding the Waves of Culture, Understanding Cultural Diversity in Business**
Frons Trompenaars (The Economist Books) HD58.7
- **The Cultural Environment of International Business**
Vern Terpstra (South Western Publishing)
- **The Global Edge: How Your Company Can Win in the International Marketplace**
Sondra Snowdon (Simon and Schuster)
- **The International Businesswoman: A Guide to Success in the Global Marketplace**
Marlene Rossman (Praeger Publishers)

REFERENCE MATERIAL

"CULTURE" cont.

- **The Travelers Guide to Asian Customs and Manners**
Kevin Chambers (Simon and Schuster)
- **The Travelers Guide to European Customs & Manners**

Nancy Braganti & Elizabeth Devine (Meadowbrook)

- **The Travelers Guide to Latin American Customs & Manners**
Nancy Braganti & Elizabeth Devine (St. Martin's Press)
- Understanding Cultural Differences: German, French and Americans
Edward T. Hall & Mildred Reed Hall (Intercultural Press)
- **1992 Understanding the New European Market**
James W. Dudley (Dearborn Financial Pub., Inc.) 658.848 D

**INTERNATIONAL PUBLICATIONS AVAILABLE AT
THE DOWNTOWN PHOENIX LIBRARY**

NEWSPAPERS:

CHINA DAILY	PRC	
FREE CHINA JOURNAL		TAIWAN
TORONTO GLOBE & MAIL	CANADA	
JAPAN TIMES	JAPAN	
THE EUROPEAN		EUROPE
JERUSALEM POST		ISRAEL
LONDON TIMES		ENGLAND

MAGAZINES

ASIAWEEK
BEIJING REVIEW
FAR EASTERN ECONOMIC REVIEW
BUSINESS MEXICO
COLUMBIA JOURNAL OF WORLD BUSINESS
FOREIGN AFFAIRS
HISPANIC
HISPANIC BUSINESS
HISPANIC TIMES
INTERNATIONAL EXECUTIVE
JOURNAL OF JAPANESE TRADE & INDUSTRY
IN BRITAIN
THE NATION
WORLD PRESS REVIEW

RIDING THE WAVES OF CULTURE
FONS TROMPENAARS

UNIVERSAL/PARTICULAR

- AMERICA OPERATES AS A UNIVERSALIST CULTURE
- **UNIVERSALIST**, RULE BASED, BEHAVIOR TENDS TO BE ABSTRACT – COURTS CROSS A STREET ON A RED LIGHT IN SCANDINAVIA
- **PARTICULARISTS** FOCUS ON NATURE OF PRESENT CIRCUMSTANCES. PERSON IS MY BROTHER, FRIEND, ETC - I SUSTAIN & PROTECT NO MATTER @RULES
- EACH THINKS OF THE OTHER AS CORRUPT & CAN'T BE TRUSTED

**WHEN COMPANIES GO GLOBAL THEY TEND TO MOVE TOWARD UNIVERSALIST
WAY OF THINKING**

RIDING THE WAVES OF CULTURE
FONS TROMPENAARS

INDIVIDUAL/COLLECTIVE

- INDIVIDUALISM, "A PRIME ORIENTATION TO ONESELF"

IN INDIVIDUALISTIC CULTURES THE ORGANIZATION EXISTS TO SERVE INDIVIDUAL OWNERS, EMPLOYEES AND CUSTOMERS.

HIGHEST INDIVIDUALISTS ARE CANADIANS FOLLOWED CLOSELY BY AMERICANS, NORWEGIANS & SPANISH (OVER 70% IN FAVOR OF A)

- COLLECTIVISM, "A PRIME ORIENTATION TO COMMON GOALS & OBJECTIVES"

IN COLLECTIVIST CULTURES THE ORGANIZATION EXISTS AS A SOCIAL CONTEXT, ALL MEMBERS SHARE & IT GIVES THEM MEANING & PURPOSE,

MEMBERS ARE LIKE A FAMILY, COMMUNITY OR CLAN THAT DEVELOPS & NURTURES ITS MEMBERS AND MAY LIVE LONGER THAN THEY DO.

ASIANS

RIDING THE WAVES OF CULTURE
FONS TROMPENAARS

NEUTRAL/AFFECTIVE

- **NEUTRAL**, CULTURES WHICH DO NOT TELEGRAPH THEIR FEELINGS BUT KEEP THEM CAREFULLY CONTROLLED & SUBDUED".

NEUTRAL CULTURES ARE NOT NECESSARILY COLD OR UNFEELING, IT IS A RESULT OF CONVENTION.

ACCUSED OF BEING COLD, HEARD HEARTED.

- **AFFECTIVE**, CULTURES SHOW THEIR FEELINGS PLAINLY BY LAUGHING, SMILING, GRIMACING AND GESTURING. BUSINESS IS A HUMAN AFFAIR.

THEY FIND IMMEDIATE OUTLETS FOR THEIR FEELINGS.

SEEN AS BEING OUT OF CONTROL AND INCONSISTENT.

TOUCHING OTHER PEOPLE, THE SPACE KEPT BETWEEN PEOPLE AND ASSUMPTIONS ABOUT PRIVACY ARE FURTHER MANIFESTATIONS OF AFFECTIVE OR NEUTRAL CULTURES.

FIRST ESSENTIAL IS TO RECOGNIZE THE DIFFERENCES AND REFRAIN FROM MAKING JUDGEMENTS BASED ON EMOTIONS OR LACK OF THEM.

RIDING THE WAVES OF CULTURE
FONS TROMPENAARS

SPECIFIC/DIFFUSE

- **SPECIFIC**, WORK AND PRIVATE LIFE ARE SHARPLY SEPARATED
- **DIFFUSE**, EVERYTHING IS CONNECTED TO EVERYTHING, DOING BUSINESS IS MORE TIME CONSUMING.

AREA IN WHICH BALANCE IS MOST CRUCIAL. A SPECIFIC EXTREME CAN LEAD TO DISRUPTION, THE DIFFUSE EXTREME TO A LACK OF PERSPECTIVE; A COLLISION BETWEEN THEM RESULTS IN PARALYSIS.

AN INTERPLAY OF THE TWO APPROACHES IS THE MOST FRUITFUL.

RECOGNIZE THAT BUSINESS IS BUSINESS BUT STABLE AND DEEP RELATIONSHIPS MEAN STRONG AFFILIATIONS

RIDING THE WAVES OF CULTURE
FONS TROMPENAARS

ACHIEVEMENT/ASCRPTION

- ACHIEVED STATUS REFERS TO DOING.
- ASCRIBED STATUS REFERS TO BEING.

ROLE OF TRANSLATORS
BUSINESS CARDS
ROLE OF TITLES

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE

GROUP PROJECTS

- GROUP 1 NORTH AMERICA - U.S.A. & CANADA
- GROUP 2 LATIN AMERICA - MEXICO, CENTRAL & SOUTH AMERICA
- GROUP 3 ASIA - JAPAN, CHINA, ASEAN, PACIFIC BASIN & INDIA
- GROUP 4 EUROPE - WESTERN & EASTERN EUROPE, RUSSIA & C.I.S.
- GROUP 5 MIDDLE EAST
- GROUP 6 AFRICA

I. CULTURAL OVERVIEW OF THE REGION

Where Do They Fit In 7 Dimensions Of Cultural Differences Market or Planned Economy Body
Language - Eye Contact, Space, Gestures, etc. Meaning of Yes, No & Maybe Decision Making
Style General Tips

II. COUNTRY SPECIFIC INFORMATION

Overview of the Country, Government, Economy, Religions, Family Relationships and Main
Business Centers

- A. BUSINESS OPPORTUNITIES
Main Industry or Resource
- B. INITIATING CONTACT
- C. BUSINESS PROTOCOL & PROCEDURES
 - Business Environment Business Presentations
 - Rank & Status Meetings
 - Forms of Address Bribery
 - Business Cards Gift-giving
 - Business Dress Communication Styles
- D. NEGOTIATING TECHNIQUES
- E. BUSINESS ENTERTAINING

Groups can use the break and time after class to communicate via video conference. Each region can take 5-10 minutes to coordinate activities and discuss project status.

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE

GROUP PROJECTS

WRITTEN PAPER:

1. DEVELOP THE CULTURAL OVERVIEW OF EACH REGION AS A GROUP.
 - REGIONAL OVERVIEW SHOULD BE LIMITED TO 2-3 PAGES.
2. INDIVIDUALLY PICK AT A COUNTRY WITHIN THE REGION AND DEVELOP THE COUNTRY SPECIFIC INFORMATION.
 - COUNTRY SECTION SHOULD BE 2-3 PAGES EACH.
3. INFORMATION NEEDS TO BE STATED AS "BULLETS" RATHER THAN IN LONG PARAGRAPHS. BE CONSISTENT WITHIN THE GROUP.
4. THE WRITTEN GROUP PROJECT COUNTS AS YOUR GROUP PROJECT GRADE (30%).

FINAL PRESENTATION:

1. THE FINAL PRESENTATION IS TO ROLE PLAY AN INTERNATIONAL SITUATION BETWEEN A U.S. PERSON/GROUP AND COUNTRY NATIONALS FROM YOUR REGION.
2. IT MAY BE SERIOUS OR FUNNY, CAN BE DONE BY THE ENTIRE GROUP OR JUST ONE OR TWO INDIVIDUALS AND CAN DEAL WITH A NEGOTIATION SESSION, A BUSINESS MEETING, DINING OR ENTERTAINING, ETC.
3. FINAL PRESENTATION COUNTS AS YOUR FINAL EXAM GRADE (30%).
4. YOUR GRADES WILL BE BASED ON THE TOTAL GROUP PROJECT AND PRESENTATION AS WELL AS ON YOUR INDIVIDUAL WORK IN EACH COUNTRY SECTION.

DUE DATES:

1. PROJECT PAPERS ARE DUE NOVEMBER 29TH AND WILL BE COPIED AND AVAILABLE FOR DISTRIBUTION ON DECEMBER 6TH.
2. PROJECT PRESENTATIONS WILL BE DECEMBER 6TH (LAST CLASS)

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE

GROUP 1 NORTH AMERICA – U.S.A. & CANADA

NAME TELEPHONE COUNTRY WITHIN REGION

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE

GROUP 2 LATIN AMERICA – MEXICO, CENTRAL & SOUTH AMERICA

NAME TELEPHONE COUNTRY WITHIN REGION

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE

GROUP 3 ASIA – JAPAN, CHINA, ASEAN, PACIFIC BASIN & INDIA

NAME TELEPHONE COUNTRY WITHIN REGION

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE

GROUP 4 EUROPE – WESTERN & EASTERN EUROPE, RUSSIA & C.I.S.

NAME TELEPHONE COUNTRY WITHIN REGION

IBS 103 CULTURAL AWARENESS FOR INTERNATIONAL TRADE

GROUP 5 MIDDLE EAST

NAME TELEPHONE COUNTRY WITHIN REGION

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GROUP 6 AFRICA

NAME TELEPHONE COUNTRY WITHIN REGION

HIGH AND LOW CONTEXT CULTURES

- **HIGH CONTEXT CULTURES**

MEANING OF MESSAGE IS EXPERIENCED IN THE PHYSICAL, RELATIONAL, EMOTIONAL AND NON-VERBAL ASPECTS OF INTERACTION

MEANING IS PERCEIVED IN WHAT IS NOT SAID

- **LOW CONTEXT CULTURES**

MEANING OF MESSAGE IS EXPERIENCED IN THE CHOICE OF WORDS THEMSELVES

MEANING IS PERCEIVED IN WHAT IS SAID

HIGH CONTEXT ISSUES

RELATIONSHIPS
INDIRECTNESS
INEQUALITY IN RELATIONSHIPS
EMPATHY & "FACE"
NONVERBAL
TIME IS POLYCHRONIC
INTERRELATED

LOW CONTEXT ISSUES

INDIVIDUAL
DIRECTNESS
EQUALITY IN RELATIONSHIPS
HARDNOSED
VERBALLY EXPLICIT
TIME IS MONOCHRONIC
AGENDA DRIVEN
COMPARTMENTALIZED
STRUCTURED
SINGLE FOCUS

ORIGINS OF THE "AMERICAN" CULTURE

- OUTCASTS, NON-CONFORMISTS
- FAMILIES BROKEN
- DEVELOPED A NEW NUCLEAR FAMILY
- LEFT EUROPE TO FIND FREEDOM
- AMERICAN CULTURE WAS CREATED ON PREMISE OF:
 - CHANGE - CREATE A BETTER FUTURE
 - EMPHASIS ON THE INDIVIDUAL
 - REWARDING INDIVIDUAL ACCOMPLISHMENTS
 - INDEPENDENCE
 - SELF RELIANCE, AVOID RELYING ON ANYONE

AS A RESULT WE HAVE BECOME

- GOAL AND ACHIEVEMENT ORIENTED
- HIGHLY ORGANIZED AND INSTITUTIONALIZED
- FREEDOM LOVING AND SELF RELIANT
- WORK ORIENTED AND EFFICIENT
- FRIENDLY AND INFORMAL
- COMPETITIVE AND AGGRESSIVE
- VALUES ARE IN TRANSITION
- GENEROUS

PRINCIPLES OF INTERNATIONAL BUSINESS PROTOCOL

SOURCE: THE GLOBAL EDGE BY SONDRASNOWDON

- DO YOUR HOMEWORK
- KNOW THAT FIRST IMPRESSIONS ARE LASTING
- OPEN LINES OF COMMUNICATION
- RECOGNIZE THE IMPORTANCE OF RANK AND STATUS
- BE COGNIZANT OF YOUR ROLE
- WIN WITH PERSUASION
- MASTER NEGOTIATING TECHNIQUES
- ENTERTAIN EFFECTIVELY
- BE ON GUARD
- THE BEGINNING IS AT THE END

LATIN AMERICA

- MEXICO

- CENTRAL AMERICA (7)

- SOUTH AMERICA (12)

- ARGENTINA

- BRAZIL

- CHILE

- COLUMBIA

- VENEZUELA

-

-

-

-

-

MEXICO

- **ETIQUETTE: MIND YOUR MANNERS**

- STYLE AND PRESENTATION ARE IMPORTANT
- ETIQUETTE, PRIDE AND STATUS ARE HIGHLY PRIZED
- USE PROFESSIONAL AND COURTESY TITLES
- BE AWARE OF DUAL SURNAMES

- **THE BUSINESS RELATIONSHIP: PEOPLE FIRST**

- PERSONAL RELATIONSHIPS ARE USUALLY ESTABLISHED BEFORE BUSINESS
- LUNCH IS THE CORNERSTONE OF BUSINESS RELATIONSHIPS IN MEXICO
- SOCIAL EVENTS AND GIFT-GIVING ARE IMPORTANT
- BRIBERY CAN BE A PROBLEM

- **COMMUNICATING: MORE THAN MEETS THE EAR**

- MEXICAN COMMUNICATION IS DIPLOMATIC AND SUBTLE
- COMMUNICATION IN MEXICO INVOLVES CONTENT AND CONTEXT
- MEXICAN COMMUNICATION IS PHYSICAL
- FEMALES SHOULD NOTE THAT MEXICO IS A MALE-DOMINATED SOCIETY

- **NEGOTIATING: A FOCUS ON GENERALITIES**

- MAKE SURE YOU ARE DEALING WITH DECISION MAKERS
- NEGOTIATING STYLES VARY
- NEGOTIATIONS ARE LIKELY TO START WITH GENERALITIES
- CREATE A COMMON CULTURE TO FIRM UP SPECIFICS

WESTERN & EASTERN EUROPE

- ENGLAND
- FRANCE
- GERMANY
- RUSSIA
- HUNGARY
- POLAND
- ITALY
- SWITZERLAND
- SCANDINAVIA
- SPAIN
- NETHERLANDS
- C.I.S COUNTRIES
- FORMER YUGOSLAVIA
- FORMER CZECHOSLOVAKIA
- GREECE
- OTHERS

MIDDLE EASTERN COUNTRIES

• SOUDI ARABIA

• OMAN

• YEMEN

• QATAR

• BAHRAIN

• KUWAIT

• UNITED ARAB EMIRATES

• IRAQ

• IRAN

• SYRIA

• TURKEY

• JORDAN

• LEBANON

• ISRAEL

• EGYPT

• NEUTRAL ZONES

AFRICAN COUNTRIES

- ALGERIA
- ETHIOPIA
- GHANA
- KENYA
- MOROCCO
- NIGERIA
- SOUTH AFRICA
- OTHERS