

Intercultural  
Business  
Communication

*Robert Gibson*

^LIECHTENSTEIN  
Bibiothek

OXFORD  
UNIVERSITY PRESS

# CONTENTS

<b>Acknowledgements</b>	viii
<b>Introduction</b>	<b>xi</b>
How to use <i>Intercultural Business Communication</i>	xi
<b>1 The intercultural challenge</b>	<b>1</b>
Why is intercultural communication important?	1
Business organization and culture	3
Synergy effects	6
What is intercultural communication?	7
Culture	7
Types of culture	8
Intercultural communication	9
Barriers to intercultural communication	10
Attitude	10
Perception	11
Stereotypes	12
Interpretation	14
Culture shock	15
Dealing with difference	18
Successful international managers	18
Cultural learning	19
Managing diversity	21
<b>2 Cultural dimensions</b>	<b>25</b>
Survey of research	25
<b>Hall</b>	26
Kluckhohn and Strodtbeck	26
Hofstede	27
Trompenaars	27

Non-verbal communication	^	27
Body language (kinesics)		28
Eye contact (oculistics)	—	29
Touch (haptics)		30
Body distance (proxemics)		30
Paralanguage		31
Turn-taking		32
Communication style		32
Context		32
Directness		34
Person and task		36
Time (chronemics)	-- . •	37
Polychronic and monochronic		37
Linear, cyclical, and event-related		38
Past, present, and nature	. t	39
Space	'	40
Power	•	43
Individual and group		44
Individualism	• . •	45
Universalism and particularism	'	46
Uncertainty		48
Male and female		49
Nature	•	50
3 Business communication	-	53
Managing people		
A good manager		
The role of the manager		
Organizational structure		
Negotiating		
A-good negotiator		
What is negotiation?		
Culture and negotiation		
Meetings		
Contracts		
Socializing		
Giving presentations		
A good presentation		
Types of presentation		
Culture and presentations		
Coping with an international audience		

Advertising	74
Content	74
•-Language	75
Visuals	76
Colours	78
Applying for a job	79
<b>4 Cultures</b>	<b>83</b>
Your culture	83
Interfaces	85
Team	90
Motivation	90
Communication style	90
Problem solving	91
<b>5 Going further</b>	<b>95</b>
Intercultural training	95
Training methods	95
Source's of further information	97
<b>Glossary;</b>	<b>99</b>
<b>Recomrhened reading</b>	<b>101</b>
<b>Bibliography</b>	<b>103</b>
<b>Index of exercises and critical incidents</b>	<b>107</b>
<b>Dimensions</b>	<b>107</b>
Cultures	107
<b>Index</b>	<b>109</b>