

## Market Leader Intermediate Assignment 7.2

Pages 69 - 70

### Reading – Parts A - C

Read the article and answer the questions for parts A and B. Then write brief response to the discussion question in Part C and be ready to discuss and explain your answers with your teacher in class. Then answer this question:

- If you could be sent anywhere in the world to work, which country would you choose? What aspects of the culture do you like?

### Language Review – Parts A & B

Complete the exercises in part A using the grammar in the box. Then read through the Chinese business protocol and etiquette and consider how these are similar or different from Korea.

### Additional Business Protocol and Etiquette

Read about these cultural tips for doing business in the following countries and check any of the tips that you were not aware of before or that you find unique and interesting. In class you will discuss with your teacher how these differ from those of your own country.

#### India

##### Tip 1

India, more than most other countries, places great value on the quality of inter-personal relationships. Do not try to push things along too quickly in the early stages - take the time to develop relationships.

##### Tip 2

Both society and business are extremely hierarchically arranged and many Indians find it extremely difficult to work in a non-hierarchical structure.

##### Tip 3

The boss is definitely the boss in India and is expected to 'play the part.' Senior managers are not expected to engage in work which could be undertaken by somebody lower down the organisation.

##### Tip 4

Managers are expected to give direct and specific instructions to subordinates - and subordinates are expected to carry out the instructions unquestioningly.

##### Tip 5

Do not expect too much initiative from subordinates, contractors etc. Plan in great detail and explain exactly what needs to be done.

**Tip 6**

Meetings can seem very informal and it is possible for several meetings to be conducted by one person at the same time and in the same room. Try not to become irritated by this informal approach.

**Tip 7**

Time is fairly fluid. Be prepared for meetings to start and finish late and for interruptions to occur on a regular basis.

**China****Tip 1**

Guanxi, or personal relationships are of vital importance when doing business in China. Do not underestimate the importance of the relationship building process.

**Tip 2**

As all relationships are unequal it is important, if you wish to appear honorable, to show respect to age, seniority and educational background.

**Tip 3**

In return for loyalty, the boss is expected to show consideration and interest in all aspects of a subordinates' life.

**Tip 4**

It is important that you do not make people 'lose face' in front of their group. Always respect seniority and do not openly disagree with people.

**Tip 5**

Do as many favors for people as possible - debts must always be repaid.

**Tip 6**

Business cards should be formally exchanged at the beginning of meetings. Treat the business card with great respect, as the card is the man.

**Tip 7**

Meetings are often long and seemingly without clear objectives. Very often the meeting is an exercise in relationship-building and the aim of the meeting is to move the relationship, rather than any specific business task, forward.

**Saudi Arabia****Tip 1**

All aspects of life in Saudi are governed by an absolute belief in the teachings of Islam and an adherence to its tenets. No business deal will ever be discussed without reference to the Almighty and His Prophet Mohammed.

**Tip 2**

The utmost respect must be given to such devoutly held religious beliefs and accommodations made to allow people to observe religious rituals of prayer and fasting.

**Tip 3**

Business is usually family-based with all senior positions filled by family members. Nepotism is the natural order of things and not something that needs to be explained to visitors.

**Tip 4**

This family-orientation leads naturally to the development of strong hierarchies with the oldest male relatives being at the head of the organization.

**Tip 5**

Age is worthy of respect and honorable visitors will display respect to older people - therefore it is good to have some older heads amongst any delegation going to Saudi.

**Tip 6**

Try to find out the relationship tree of any company you wish to do business with. Power may not reside with a functional head if that head is not a family member or has poor relationships at the top.

**Tip 7**

Managers tend to lead through instruction and subordinates are not expected to show initiative. If is not requested, it may not get done.

**Tip 8**

Initial meetings can be very time-consuming and appear to deliver very little in terms of tangible returns.

**Italy**

**Tip 1**

In-depth, long-term planning is not really expected or respected. Such planning is pointless in a rapidly changing, volatile business and personal environment. Long-term plans, if they exist at all, tend to be in grand-outline terms only.

**Tip 2**

The greatest amount of respect is not necessarily due to the person with the greatest depth of technical merit. Personal qualities and loyalties are far more important.

**Tip 3**

Decisions are rarely reached by voting. It is important to get consensus and buy-in to a decision. If no real consensus is arrived at it is possible that dissidents could undermine the group's work from within.

**Tip 4**

Outbursts of emotion in the workplace are viewed positively and do not mean that an individual is out of control or non-professional. It would be dangerous to underestimate an Italian because of their emotive nature in meeting situations.

**Tip 5**

It is not always sufficient to get a verbal agreement - this may be given merely out of politeness. Persuasion, insistence and follow-up are essential.

**Tip 6**

Relationships are all important in Italy. Everything flows from these networks of relationships. An essential pre-requisite to successful co-operation in Italy is the establishment of strong, long term ties. Do not view such relationship-building exercises as time wasting.

**Tip 7**

Delegation tends to be on the basis of individual relationships rather than on technical competence. This means that one individual may seem to have an alarming variety of responsibilities. Job descriptions tend to be imprecise.

**Tip 8**

Some small talk is usually engaged in before the meeting proper starts. This stage of the meeting is rarely more than five minutes.