



CULTURAL KNOW-HOW



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Expemo code:
1FCF-A1LA-E95



1

Idioms

Study the following sentences and match each underlined idiom to its correct definition below.

1. At the end of the meal, we decided to go Dutch.
 2. If you want to win the argument, you should stick to your guns.
 3. Thank you for all your help. I hope someday we can return the compliment.
 4. The politician managed to save face by escaping blame for the mistake.
 5. Everyone at the party was wearing special costumes, and we had to follow suit.
 6. During the negotiation, they decided to give ground in order to reach an agreement.
 7. We were wined and dined all over the city.
 8. I was trying to be polite, but he got the wrong idea.
-
- a. change your position in order to make it easier to reach an agreement
 - b. do something for someone because they have done something for you
 - c. do what other people are doing
 - d. each person pays their own expenses
 - e. keep your position even if people try to criticize you
 - f. misunderstood
 - g. protect your reputation
 - h. taken out for expensive meals

2

Cultural etiquette

Decide whether the statements are true or false and then check your answers by reading the article.



1. In Singapore, the word 'no' is considered impolite.
2. In Greece, you should nod your head upwards to say 'yes'.
3. In Italy, it is a bad idea to turn up late for a meeting.
4. In the Netherlands, it is a bad idea to turn up late for a meeting.
5. In Japan, the business card is very important and should be treated with respect.
6. In Russia, you should not argue during business deals.
7. In Turkey, you should not insist on sharing the restaurant bill with your host.
8. In Mexico, you should be careful about proposing dinner arrangements with your client.





Cultural know-how

Learning about a country's culture can help you secure good working relations on your travels.

1. Do you arrive 10 minutes early for an important business meeting in Rio or 10 minutes late in Amsterdam? In Moscow, is it a good idea to give ground at an early stage of the negotiations? And in Istanbul, should you offer to go Dutch with the host on the restaurant bill?
2. Mastering the local etiquette can be more valuable than learning the language, because so much of the world does business in English. Or a form of English. "Beware that an English word or phrase doesn't always mean the same thing abroad," warns Michael Bennett, who sells security systems in South East Asia. "In Japan and Singapore, people feel that 'no' is an impolite word, and will sometimes say 'yes' to avoid causing offense. What they really mean is 'I understand what you're saying', not 'I agree'. I'm told that in Indonesia there are 12 words for 'yes' that mean precisely the opposite."
3. Even the movement of your head can be open to misinterpretation. Publisher Robin Touquet has had difficulties in Athens: "The Greeks traditionally use an upward nod of the head to say 'no', and a tilt of the head from side to side to mean 'yes'. I was ready for that, but didn't realize the younger generation have learned to do it our way. Confusion all around. If in doubt, keep still."
4. The issue of punctuality is almost as complicated. Oil company executive Malcolm Thorburn deliberately turns up a few minutes late for meetings in Brazil "because Brazilians believe latecomers are more likely to be commercially successful than people who arrive early. They're impressed by people who are relaxed enough not to worry about the clock. The Italians take a similar attitude. They believe that arriving late shows who is the boss." However, don't risk that in the Netherlands. "The Dutch frown upon lateness," warns film finance agent James Hindle: "They believe that people who can't use their time wisely cannot be trusted."
5. Hindle has also experienced the ceremony of exchanging business cards in Japan. "The business card is seen as representing the individual, so the whole affair has to be treated with respect. You must accept your client's card with both hands, perhaps admiring it, and then place it carefully in your cardholder."
6. The social side of Japanese commerce can also unnerve the western visitor, who might have to go to a karaoke bar and sing. "Many Japanese businessmen like to conclude business by performing their favorite song in a karaoke bar," says management trainer Nicole Wehden. "You're expected to follow suit."
7. In Russia, the ritual of the business meeting is more theatrical skill. "I've seen temper tantrums, sudden walkouts, table-thumping, and so on, but it's all part of the fun," says Michael Bennett. "And they admire you more if you stick to your guns. Seeking a compromise early is seen as a sign of weakness."
8. In almost every business community around the world, the host pays for the meal. Malcolm Thorburn was wined and dined in Istanbul, and all went well until he insisted on paying his share: "It caused real embarrassment," he recalls. "In Turkey, the idea of sharing a bill is quite alien. The best policy is to thank your host and return the compliment at the first opportunity."
9. Insurance underwriter Toni Morrison caused dinner-time embarrassment in Mexico five years ago. "I was working late with a client, and midway through the evening I felt so hungry I suggested we carry on working at a nearby restaurant. The client thought this was a sign I had a romantic interest in him. When I realized he'd got the wrong idea I started to laugh, which made things even worse. The only way of getting out of it was to enable him to save face, so I accepted all the blame for the misunderstanding."

Adapted from The Independent, June 18th, 2007



3

Find the words

Find a word or phrase in the article which means...

1. offending people (**phrase, P2**) _____
2. understood incorrectly (**phrase, P3**) _____
3. an upward or downward movement of the head (**noun, P3**) _____
4. do not move (**phrase, P3**) _____
5. people who arrive late (**noun, P4**) _____
6. disapprove of (**phrasal verb, P4**) _____
7. make someone feel nervous or uncomfortable (**verb, P6**) _____
8. sudden periods of uncontrolled childish anger (**plural noun, P7**) _____

4

Grammar - Modal verbs for advice, possibility, and necessity

Look at the following sentences from the text and answer the questions below.

Should you offer to go Dutch with the host on the restaurant bill?

The social side of Japanese commerce **can** also unnerve the western visitor, who **might** have to go to a karaoke bar and sing.

...the whole affair **has to** be treated with respect.

You **must** accept your client's card with both hands.

1. Which modal verb means that something is generally possible?
2. Which modal verb means that something is possible, although not very likely?
3. Which modal verb means 'it is a good idea'?
4. Which two modal verbs express an obligation?
5. What is the negative form of each modal verb?
6. What are the positive and negative past forms of **might** and **should**?
7. What are the positive and negative past forms of **have to** and **must** (used for obligation)?
8. What other modal verb expresses obligation? What are the negative and past forms?
9. What is the difference between these two sentences?
I **must** get some sleep.
I **have to** get some sleep.
10. What is the difference between these two sentences?
I **don't have to** get up early tomorrow.
I **mustn't** get up late tomorrow.
11. What other modal verbs express possibility and speculation? What are the past forms?



5 Grammar practice - Modals (present forms)

Rewrite the sentences below using a suitable modal verb:

Example: It is a good idea to arrive on time for meetings in the Netherlands.

You should arrive on time for meetings in the Netherlands.

1. Calling your new boss by his first name is not a good idea in this country.
2. Parking your car in the manager's parking space is not allowed.
3. The company dress code is very relaxed, so it is not necessary to wear a suit and tie for the meeting.
4. If you don't learn about the country's culture, there is a slight chance that you will cause someone offense on your business trip.
5. There is a general possibility of offending someone if you ignore cultural etiquette.
6. I'm feeling rather tired. It is necessary for me to go to bed now.
7. It is necessary for me to get up early tomorrow because I start work at 8 o'clock.
8. If you want to do successful business in Russia, it is a good idea to stick to your guns during negotiations.
9. If Sam keeps arriving late for work, there is a possibility that he will get fired.
10. Karina has been very stressed lately. It is necessary for her to take a vacation.

6 Grammar practice - Modals (Past forms, speculating)

Complete the following sentences with a suitable past form of should, may, might, could, couldn't, can't, must + the verb in brackets

Example: Duncan looked rather upset. He must have misunderstood (misunderstand) me.

1. Michael's meeting in the Netherlands didn't go so well. He _____ (arrive) so late for the meeting.
2. Margaret failed her exam again. She _____ (study) harder.
3. We didn't receive your last invoice. You _____ (send) it to the wrong address.
4. Emilio _____ (move) abroad. I saw him just yesterday!
5. The new deal we signed wasn't particularly cost-effective. With more careful preparation, we _____ (negotiate) a much better price.
6. ABC's advertising campaign looks very similar to ours. They _____ (copy) our campaign.
7. Angelo is having problems with his English. He _____ (join) in the company English course last year.
8. I didn't hear the phone ring. I _____ (be) asleep.
9. 'I can't find my car keys.' 'You _____ (leave) them in the office.'
10. You _____ (attend) the business development conference last month. It was probably the most interesting and useful conference I've been to all year.



7

Grammar practice - Modals past and present

Work in pairs. For each of the situations below, use past and present modal verbs to speculate on what went wrong, how the situation should have been dealt with correctly, and on the possible consequence of the mistake.

Example: During negotiations with a potential customer from Singapore, Carl said 'no' to several important propositions. It has been a week now and he hasn't heard anything. He is worried that the potential customer has decided to make a deal with one of his competitors.

Answer: Carl might lose the deal. The potential customer may have been offended. In Singapore, 'no' is considered an impolite word. Carl should have learned something about the culture in order to be better prepared for the meeting.

1. Simon, the representative of an American manufacturing company, had arranged an important meeting in Rio with a group of Brazilian businessmen to discuss their possible investment in his company's new business plan. When the Brazilians arrived at the conference room, Simon was already there waiting for them. He had turned up 20 minutes early.
2. James, an architect from Britain, turned up 10 minutes late for an important meeting with a potential client in Amsterdam. James' firm is well-established in the market and offered a better price than his competitors. However, now the Dutch client isn't replying to his follow-up emails.
3. Paolo, an electronics distributor in Italy, is in the middle of an important meeting with the representative of a potential Japanese supplier in Tokyo. During the exchange of business cards at the beginning of the meeting, Paolo took the representative's card, folded it in two, and slipped it into his back pocket. The Japanese negotiator seemed less friendly after that.
4. During a business dinner in Turkey, Peter tried to insist on paying his share of the bill. His host went quiet and appeared a little red in the face.

8

Talking point

What etiquette advice would you give to a foreign visitor seeking to do business in your country? Try to use some vocabulary from this lesson.

Have you or a visitor ever had any difficulties during a meeting or trip abroad? How could you or your visitor have been better prepared?