商务礼仪实务英语

Practice of Business Etiquette in English

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教育部 [2006] 16 号文中提出: "要积极推行与生产劳动和社会实践相结合的学习模式,把工学结合作为高等职业教育人才培养模式改革的重要切入点,带动专业调整与建设,引导课程设置、教学内容和教学方法改革。"与之相对应的课程开发方式和课程内容的改革模式是"与行业企业共同开发紧密结合生产实际的实训教材,并确保优质教材进课堂"。"全国高等院校基于工作过程的校企合作系列教材"正是对外经济贸易大学出版社在高等职业教育课程建设领域的最新研究成果。

本系列教材适用于全国高职高专院校英语专业的商务/应用/外贸/旅游等英语方向以及 国际贸易、国际商务或财经类专业的学生;同时适用于全国各高等院校应用型本科英语专业的商务英语方向和国际贸易、国际经济、国际商务及国际工商管理等商科专业的学生。

本系列教材主要呈现以下特点:

1. 体现"基于工作过程"

在我国高等职业教育新一轮课程改革中,我们学习、引进并发展了德国职业教育的一种新的课程模式——基于工作过程的课程模式,指"为完成一件工作任务并获得工作成果而进行的一个完整的工作程序"建立起来的课程体系。

2. 突出"校企合作"

课程体系的"校企合作"以教师和企业人员参与为主体,是"校企合作,工学结合"的人才培养模式发展的必然产物,旨在提高学生的综合能力,尤其是实践能力和就业能力,实现学校教学与工作实践的零距离。

"全国高等院校基于工作过程的校企合作系列教材"的课程方案与传统的课程方案相比,它打破了高等职业教育学科系统化的课程体系,在分析典型职业活动工作过程的前提下,按照工作过程中的需要来设计课程,以突出工作过程在课程框架中的主线地位,整合优化了理论知识与实践活动。教材编写过程中,教师结合自身的教学实践、调研论证和外贸专家对工作岗位的实际要求来安排课程结构和内容,形成了具有特色的基于工作过程的校企合作系列教材体系。

本套教材涵盖三大模块:语言技能类、专业英语类、专业知识类。作者都是本专业的"双师型"教师,不仅具有丰富的语言教学经验,而且具备企业第一线的工作经历,主持或参与过多项国家或省市级相关科研项目,这为本套教材的编写质量提供了有力的保证。



语言技能类

商务英语听说 实用商务英语口语教程 国际商务英语口语实训 致用商务英语阅读(上册) 致用商务英语阅读(下册) 外贸函电与单证实训教程 商务英语函电 旅游英语写作实训教程 商务翻译实务 商务英语口译 英语语法实训教程

专业英语类

外贸交际英语 会展实务英语 酒店实务英语 商务礼仪实务英语 外事接待实务英语 中英文酒店服务实训教程 旅游英语口语 旅游实务英语 中英文导游实训教程

专业知识类

外贸跟单实务 进出口报关实务 报检实务 国际市场营销实务 涉外企业管理实务 生产物流运作实务 集装箱运输实务 国际贸易实务(双语版) 国际货运代理实务 国际商务单证实务 跨文化交际技巧——如何与西方人交往 商务谈判实务(英文版)

值得注意的是,本系列教材不是封闭的,它随着教学模式和课程设置的变化,将不断推出新的内容,以丰富整个体系。

同时,本套教材均配有辅导用书(练习册)或 PPT 课件等立体化教学资源,供教师教学参考(下载网址: http://www.uibep.com)。

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前 言

商务礼仪的作用在于内强素质,外强形象。一方面,通过学习,学习者了解商务礼仪的知识,可以提高自身修养。另一方面,市场竞争首先是一种形象竞争,礼仪是关乎组织和个人形象塑造的重要内容。如果每一个人都能够做到待人接物时知书达礼、着装得体、举止文明、谈吐高雅、彬彬有礼,那么,有关的组织和个人就会赢得社会的信赖、认同和支持。反之,如果言语粗鲁、衣冠不整、举止失态、待人接物时冷若冰霜或傲慢无礼,就会有损组织和个人形象,有关企业就会失去顾客,失去市场,在竞争中处于不利的地位。

在编写过程中,本教材既注重介绍商务礼仪实务的基础知识,也注重培养运用商务接待礼仪、沟通礼仪、餐饮礼仪和国别商务礼俗的能力,对于职场人士来讲,更有可以直接应用到职场礼仪和专题活动礼仪知识。本教材紧密结合行业人才需求实际与企业发展潮流,坚持适应高职院校教育改革和发展的需要,立足于提升学生的整体素质和综合能力,其主要特点有:

- 1. 精心设置教材内容,重点突出。本教材共分为三个模块,其中模块一是综合素养,主要介绍商务礼仪实务的基础知识,为后续两个模块的学习奠定基础。模块二为能力培养。商务接待礼仪包括交通礼仪、商务通讯礼仪、座次礼仪和国际馈赠礼仪;沟通礼仪包括迎接和打招呼、人际沟通、闲聊和公共演说;餐饮礼仪包括中餐餐饮礼仪、西餐餐饮礼仪和自助餐餐饮礼仪;国别商务礼俗包括了亚洲国家(日本、韩国、印度)、南北美洲国家(美国、加拿大、巴西)、欧洲国家(英国、法国、德国、俄罗斯)、非洲国家(埃及、南非)、大洋洲国家(澳大利亚、新西兰)的礼俗。模块三为礼仪应用,主要包括职场礼仪和专题活动礼仪。
- 2. 内容编排采用"项目式教学法"的模式。即每个模块分成几个项目编写,每个项目都设有导入部分、阅读部分、相关任务及活动等内容,突出对学生解决实际问题能力的培养。
- 3. 尝试"中英双语教材"编写模式。结合当今商务活动对从业人员语言交际能力要求较高的特点,本教材在编写过程中突出对学生英语阅读理解能力的培养,每个项目采用中英双语互动的形式编写,为学生提升理解礼仪内容的准确度提供了很好的素材。

本教材由梁悦、李莹主编,张志龙、王莉、陆凯旋、张慧颖副主编,冯呐、胡爱



清、刘志霞、肖玲、米丽娟、杨耀辉参编。本教材在编写的过程中参考了国内外同行 的大量论著,并得到了许多业内人士的帮助,在此表示深切感谢!

由于本教材编写时间紧、任务重、书中难免有疏漏和不足之处、敬请广大读者批评 指正!

> 编者 2013年6月

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综合素养

任务目标

了解形象管理和情绪管理的内容,学习仪容、仪表和仪态礼仪以及如何有效地进行 情绪管理。

▶ Project 1 Image Management 项目一 形象管理

The way you look directly affects, the way you think, the way you feel, the way you speak, the way you act or behave, and then the way others react or respond to you. -Judith Rasband



- I. Lead in

People form their opinion of a stranger within 3 seconds of setting their eyes on the person. Further, research has proven that the major part of a message that you communicate is visual. Given these facts, the image you project is the strong force that influences people's perception.



Activity 1: Discuss the following questions with your partner.

- 1. What does a personal image constitute?
- 2. Does your image have the desired influence on people?



II. Reading: Read the following passages and have a group discussion.

形象管理是一门全新的学科, 一门整合性学科,它涵盖传播 学、行销学、社会学、心理学 和美学的概念。其中最重要的 理论基础有两个:一是传播 学,二是行销学。

世界上很多先进国家都正致 力于形象管理及其相关的研究,同时,企业也非常重视形 象的创建。通过企业与社会培 训机构的教育训练,在职场与 生活之中努力做好个人的形 象管理,即由每一个人的形象 提升造就国民整体形象的大 幅跃进。

What is Image Management?

Image Management is the ongoing, pro-active process of evaluating and controlling the impact of your appearance on you, on others, and the achievement of your goals. It is a science and an art that provides a framework, addressing all the elements—clothing, grooming practices, body language, etiquette and vocal communication—that help create the right image for each role that a person undertakes at different occasions.

Given that each person is unique, image management takes into account the person's personal style, enhances strengths and downplays weaknesses while making optimal use of resources.

What Image Management is Not

Image Management is not personality development, which focuses only on the self, and it is not makeover or grooming which focus on the outside. It is about managing the "image from the inside out", creating the right image based on the real self (Inside) and projecting it based on the occasion (Outside). It combines all the different aspects of the person, including the inner self, characteristics, goals, as well as the outer environment, the different roles and occasions the person undertakes when working towards achieving the image goal.

Why does Image Matter?

Millions of successful people in different spheres of life—corporate executives, lawyers, doctors, other professionals, High Networth Individuals (HNI), socialites, housewives, celebrity wives and many more recognize that the right image makes people attribute confidence, superior ability and other positive elements to them. It opens doors,



giving them access to decision makers, greater success in hiring and salary levels, allowing them to lead satisfied personal, professional and social lives. Hence, rather than leave it to chance, they make a conscious effort to project the right image.

Activity 2: Group discussion.

- 1. What is image management?
- 2. Why is image management important?

New Words

pro-active adj. intending or intended to produce a good result or avoid a problem, rather than waiting until there is a problem 积极的

framework n. a structure around or over which something is built 框架; 结构

groom v. to make yourself ready to be seen; put in order 使做好准备; 修饰

enhance v. to improve the quality, amount, or strength of something 提高

downplay v. to make something seem less important or not as bad as it really is 不予 重视

optimal adj. optimum 最佳的



Task One Grooming Etiquette 任务一 仪容礼仪

1. 首因效应——这是一个两分钟的世界

Things and people are not always what they seem. But studies show that first impressions—what people think of each other when they first meet—can greatly help or hurt a relationship. Feelings of attraction can also make relationships successful or unsuccessful. But how do people form first impressions and why are first impressions important? What causes attraction between two people? In this part, you will learn the answers to these questions.

在日常交往过程中,尤其是与 别人的初次交往时,一定要注

Here is a great explanation of the primacy effect from David J. Lieberman's book "Get Anyone to Do



意给别人留下美好的印象。要 做到这一点,首先,要注重仪 表风度,一般情况下人们都愿 意同衣着干净整齐、落落大方 的人接触和交往。其次,要注 意言谈举止,言辞幽默,侃侃 而谈,不卑不亢,举止优雅, 定会给人留下难以忘怀的印 象。首因效应在人们的交往 中起着非常微妙的作用,只 要能准确地把握它,定能给自 己的事业开创良好的人际关 系氛围。

Anything":

"Regarding first impressions, there is something called the primacy effect: the process whereby our first impression of another person causes us to interpret his or her subsequent behavior in a manner consistent with the first impression." In English, this means our first impression of someone is so "crucial" because everything we see and hear afterwards gets filtered through our initial opinion. In effect, you create an image of the person and you see his subsequent behaviors through this image.

The importance of primacy effect is so important that even the order of information that we receive about somebody alters our impression of him.

■ Activity 3: How do you form the first impression about a person? Check () three things you notice.

- _way of talking
- clothes and accessories
- face
- hair
- posture (how a person sits or stands)
- body shape

2. 修面: 男十魅力的亮点

整洁,是对现代男人的一种审 美标准。标新立异的装扮固然 有型,但考虑交际问题,以最 容易被大众接受的形象最佳。 修面与剃须,是男人的特权, 也是"胡子问题"的解决方案。 大范围的杂须剃除工作, 当然 是交给最有效率的电动剃须 刀, 既安全又方便, 况且剃须 产品的专业品牌每年都会推 出最新产品,设计日益完善, 让平日里难剃的部位也能被

An electric shaver is a convenient way to get a quick, close shave in the morning before you go to work. It means that you don't have to waste time lathering up shave gel, applying it and then shaving with a non-electric razor. An electric shaver is a good item to have on the go, as you usually don't even need water to use an electric shaver, let alone shave gel. However, there are a few things that you can do to get the best shave possible with an electric shaver.

Preparation

Before you begin shaving with an electric shaver, soften the hair and the pores on your face. You can do this by taking a



轻松剃净。小范围的细部修整 工作,建议使用手动剃须刀, 省时省力地修整电动剃须刀 刮不干净、不彻底的部位, 达 到百分百的洁净效果。

在剃须的时候, 男士的肌肤格 外脆弱。因此在胡须修剪之 前,应先清洁皮肤与胡须,再 以热毛巾软化毛发,才能使接 下来的剃须动作顺利进行。最 后,切记擦上须后水或保湿平 衡露,用手轻拍脸部肌肤,可 以平抚剃须后产生的刺激感, 舒缓皮肤。同时, 护理产品还 能形成保护膜, 使皮肤少受外 界刺激。如果还有时间的话, 喷一点有男人味的古龙香水, 让运动男儿也散发出儒雅精 致的气息。

hot shower, as the heat will open your pores and soften the hair so that it is removed more easily and you get a closer shave.

Technique

Most electric shavers have pivoting heads so that you can get in for a closer shave, but you'll need to control it so that you can get into those tight spaces. Begin with your neck and work your way up. The neck can be a hard place to shave. Rotate the razor in a circular motion as you shave, and move it quickly around. Press firmly on the shaver while you're shaving, but not so hard that it hurts. Electric shavers have guards on them to protect against nicks. As you move up the face, pull your skin taut to expose more hair while you shave.

Finishing

As you finish shaving with your electric razor, use a little moisturizer or aftershave on the areas that you've shaved. A moisturizer especially will help soften the skin, making the next time you shave even more comfortable. Take care of the blades of your shaver by brushing out the hair and emptying the hair reservoir before you store it. Remember to change your shaver blades once a month for the best results. Lubricating the blades regularly will also keep your shaver in great shape and ready to work for you again and again.



Activity 4: Group discussion.

- 1. Is it important for male to get a quick, close shave in the morning before going to work?
- 2. For boys, have you ever used an electric shaver?

3. 化妆: 女十职业形象的标志

职业淡妆的步骤/ 职业淡妆的技巧

职业妆的简单化妆步骤

现在上班一族可真够呛,加班 熬夜,脸容憔悴后第二天还要 按时上班。当然谁也不想顶着 Seven out of ten women between the ages of 25 and 54 are in the work force, according to the Bureau of Labor Statistics. Many of them wake up at 6:00 in the morning and don't get home until after 6:00 in the evening. Since a lot of women work over 50 hours a week and have a family to take care of, they don't think they have the time to put on makeup in the morning. With the right approach you can get



个"残样"见人的,特别是女性朋友们,更是不想在大家面前展现最糟糕的一面。今天就教各位上班一族一个两分钟就能够完成的化妆教程,为你介绍职业妆的简单化妆步骤。

1. 35 秒快速搞定面部底妆

首先是选用适合自身皮肤的 遮瑕笔快速地把脸上的黑眼 圈、斑点以及痘印等瑕疵给 遮盖掉;接着是使用稍微偏 白一点点的粉底液,用手指 蘸取适量,快速地在脸上晕 开并且拍打至吸收。使用稍 大一点的粉刷,蘸取适量的 蜜粉,同步进行定妆的操作。

2. 10 秒搞定腮红和修容

粉刷蘸取适量的粉红色、浅棕红色、浅橙红色等一些浅淡的颜色,脸露微笑,把腮红从颧骨到眼窝的方向进行斜向上的涂抹。粉刷上的余粉顺带地把额头和下巴等位置也扫一下,起到一定的修容的作用。

3. 40 秒搞定眼妆

一般来说,职业妆的眼妆都不需要太过浓重,淡淡的,画出精神就好,主要是把眼线给描画好,就成功了很大的一部分了。假如时间有限,我们可以把画眼影的步骤给适当地减少一下。用眼线笔画出上眼线,并且是用棉棒把它稍微地晕染一下,刷成渐层状,这样在某种程度上可以打造出眼线和眼影。下眼线可以选择不

polished for work in only 15 minutes.

Instructions

1

Apply an oil-free moisturizer all over your face. Next, apply a primer and let it it absorb for about one minute. A primer is essential because it will make your foundation last longer.

2

Dip a flat-top brush in liquid foundation. Apply the foundation all over your face, making sure to blend away any harsh edges. The purpose of foundation is to even out your skin tone. Next, dip your concealer brush in cream concealer. Gently pat your brush on areas you want to conceal, such as under-eye circles and blemishes. Smile, and apply peach blush on the apples of your cheeks with a blush brush.

3

Pat eyeshadow primer on your eyelids gently, using your fingers. Let it dry for 30 seconds. Dip a small eyeshadow brush in some white eyeshadow. Apply the eyeshadow all over your lids and slightly above your crease. Apply two coats of black mascara on your top and bottom lashes.

4

Apply nude lipstick directly on your lips. Finish off with a clear lip gloss.



画,打造自然的感觉。然后用 睫毛夹对睫毛进行夹卷处理, 并且涂上睫毛膏就可以了。

4. 30 秒化唇妆

在唇妆方面,其实我们可以在 上底妆的时候先把润唇膏给 涂上, 让双唇得到充分的滋 润,然后在上唇妆的时候效果 就会更好了。选择喜欢的色 系,尽量是浅色系列的,把它 涂抹在唇上,注意唇形,不要 太过涂出边界。假如是单纯使 用唇蜜的话还需要注意经常 补妆。利用剩下的时间做最后 的打量,看看整体的效果,查 漏补缺嘛。就这样,我们的职 业妆就完成了。



Activity 5: Group discussion.

- 1. What do you do for daily makeup?
- 2. How to makeup?

4. 职业人士的发型要求

这是一款非常适合刚入职场 的 OL 的一款波波头发型。波 波头发型,简约清新,中分的 刘海发型设计,有着内拱的发 型效果, 遮盖住了女性两边过 宽的颧骨,从而起到了小脸的 作用,又带出女性那积极干练 的小女人气质。

Bob Hairstyle

The bob hairstyle was made popular by celebrities such as Katie Holmes and Victoria Beckham several years ago. Bob styles can be short, medium or long in length and can usually go with any type of bangs. Adding hair bangs is a great way to camouflage facial features and add balance to your face. Find examples of "bob hairstyles" online by typing in those keywords into an image search engine such as Google, Yahoo or Bing.

The bob hairstyle works for the business woman because it is a flexible hairstyle that looks polished. To get the bob hairstyle, ask for a blunt cut with no layering. If the hair is extra thick, you can ask the stylist to thin out the hair and

中长发发型,本身就是一款很 优雅时尚的女生发型。这款中 长微卷发发型, 随意散在肩 上,知性唯美,齐刘海发型的 搭配, 刘海发型又经过碎剪的 处理,有着很好的减龄修颜功 效, 板栗色的染发又增加了这 款 OL 发型的时尚优雅气质。

这款时尚的马尾造型,是最常 见的一款 OL 发型, 也是很多 职场OL最喜欢的一款简单风 情的发型。马尾发型, 时尚有 活力,而又具备干练的女人气 质,中分的束感刘海发型,尽 显知性唯美气质,略有弯曲弧 度的刘海发型,又有着性感妩 媚的风情。

ends underneath for a smoother look. An inverted bob, where the hair is longer in the front and cut shorter in the back, is another option for a business haircut that gives a the modern look with professional polish.

Long Layered Hairstyles

Long layered hairstyles will work for business situations as long as the hair and layers are kept in top shape. Layers are shorter lengths of hair cut throughout longer hair lengths for a more manageable hairstyle. Extra styling time and styling products may be required to keep layers in shape. Long hair can be worn straight, wavy, or extra curly. Find picture examples online of "long layered hairstyles" by typing those keywords into an image search engine.

Ponytail Updos and Chignon Bun Hairstyles

Quick hairstyles that always look professional are the ponytail or the classic chignon bun. The ponytail has come a long way. Previously considered as a hairstyle for leisure activities, the refined ponytail has made its way into formal events and the workplace.

For a sleek-looking ponytail, first use a flat iron on hair to get it super straight. Add height in the crown area by gently back combing small sections of hair and smoothing over the top with your fingers. Next, pull all hair back and secure with a ponytail holder. For added style definition, use decorative hair pins or ponytail holders.

To create a chignon bun, follow the instructions for the ponytail and then gently twist the ponytail into a chignon and pin into place. Leave out a few wispy strands of hair around the face for softening effects. Find picture examples of "ponytail" and "chignon" hairstyles by typing those keywords into an image search engine.



Activity 6: Group discussion.

- 1. Do you like your current hair styles?
- 2. Which hair style is suitable for you?



>> Task Two Appearance Etiquette 任务二 仪表礼仪

1. 职业着装

每一个人以自己特定身份出现的时候,都要想一想,是不是符合大家的期望。其实人们是并不在意服装本身的,人们深信的是服装的表现,这是内在的人格特征背后的支撑。也就是说,今天穿这样,绝非偶然,因为没有人逼他这样穿,他这样打扮,这样穿,一定背后有某种心理因素存在。

如果不符合期望可能就会存在形象风险。例如,在企业中,由于员工乱穿戴而对自己企业的形象造成不良影响等,所以有一些企业犹豫是不是家对员工做服装规定,或者干脆规定大家要这么穿。可是,人有穿衣服的喜好自由,很要不第一律,但是企业需要把形象风险的概念告诉所有的员工,每个员工都要有风险负担,也就是说,今天可以随便穿任何样子,但是如果穿得不像,那要自己负责。

How to Dress Like a Business Person

Men and women alike should choose tailored, neutral-tone suits for business.

Although business dress today is more casual than it was before 1960, there are still time-honored standards of "dressing for success". Whether already in the workforce or preparing for an upcoming job interview, professionals should present an image of proper business attire and feel confident with their appearance. Create a polished and non-distracting look with a sleek hairstyle, tailored clothing, and conservative accessories to help you stay on top in today's business world.

Instructions

- I Select clothes that are tailored and well-fitting, in neutral shades, such as black, brown, khaki, or blue. Men should dress in business suits, with long-sleeve, button-down shirts, ties that are not too "loud", and belts with unostentatious buckles. Women should opt for pant suits, tailored skirts, blouses, and blazers while avoiding skirts that are too short or have high slits. Both women and men should avoid flashy colors, fad styles, and clothes that are too tight or too baggy. Keep all clothing items clean and ironed to reflect a professional appearance.
- 2 Style hair in a clean-cut look. Men should wear their hair short and well-trimmed with a clean-shaven face or a well-manicured beard. Women should wear their hair pulled back or in an updo with makeup and lipstick in neutral tones. Avoid extreme styles, bright hair colors, overly ornate hair accessories or heavy makeup.
- 3 Choose dress shoes in shades such as brown, black, or navy blue. Men should wear leather, lace-up dress shoes or loafers. Women should choose closed-toe and closed-back

职业着装应注意整体和立体的职业形象,注重舒适、简洁、得体、便于走动。色彩不宜复杂,并应注意与发型、妆容、手袋、鞋子相统一。不宜咄咄逼人,干扰对方视线,甚至造成视觉压力。

dress heels or pumps and avoid strappy or open-toed shoes. Sneakers, flip-flops and clogs are never appropriate for business dress.

- 4 Customize business dress with accessories but select items that are conservative and not overly flashy. A watch and cufflinks are appropriate choices for men. Women should keep their jewelry simple, such as small earrings and a necklace, avoiding large, distracting or brightly-colored jewelry. Other options include scarves and handkerchiefs.
- 5 Carry a briefcase or shoulder bag to complete the business look. Briefcases come in a variety of styles and colors and are appropriate for both men and women to carry. Avoid bright colors or patterns and animal prints; choose instead a bag in black, brown, or other neutral shade.

社会期望值	着装要求
专业	正式的职场服装
亲和	明亮的色彩
勤快	利落的装扮
可靠	不穿奇装异服
细心	整齐的装扮、注重细节
了解趋势	时尚感
富有创意	装扮上的新点子
合群	符合社会期望
守纪	遵守团体规定或默契

符合社会期望值的着装要求

【表析】

针对上表,可以得到装扮不符社会期望值的表现有:想引人注意、欠缺常识、舒适至上、以自我为中心、不体谅他人、缺乏教养、想显示叛逆或独特性、模仿崇拜的偶像、没有恰当的服装,等等。而装扮如果不符合期望的话,会带来很负面的影响,要消除这些负面影响,就需要从社会期望值的层面去思考,去规划应该有的服装表现。



Activity 1: True(T) or False(F).

- 1. Business dress today is more formal than it was before 1960.
- 2. Whether already in the workforce or preparing for a job interview, professionals should present an image of proper business attire and feel confident with their appearance.
- 3. When selecting clothes, both women and men should avoid flashy colors, fad styles, and clothes that are too tight or too baggy.
- 4. Women can choose extreme styles, bright hair colors, overly ornate hair accessories and heavy makeup in order to shine in the workplace.
- 5. When choosing dress shoes, women can choose open-toe and open-back dress heels or pumps.
- 6. When choosing accessories to customize business dress, you should select items that are conservative and not overly flashy.

2. 男十服饰的选择与搭配

男士的着装特点及标准

特点

男士的穿着,场合是最重要的 决定因素。男士穿衣服比女士 简单很多,他们的服装只有两 类:一类是职场服装,另外一 类是休闲服。这两类衣服是清 清楚楚的,没有什么交集,"井 水不犯河水",上班就穿职场 服装,下班就穿休闲服。

在十几年前,人们的着装开始 有了一个很大的改变,叫休闲 风。上班可以放松,但休闲也 给大家带来一种困境——要 休闲到什么程度, 放松到什么 程度,这是比较难界定的。

以前的职场服装和休闲服,只 有黑白两种颜色,现在慢慢地 往中间靠近,产生了交集叫灰 色地带,即商务休闲服。所以

Professional Attire for Men

In an increasingly casual world, it can be hard to know what constitutes professional attire. Certainly, what you wear in a law firm is always going to be different from what you might wear in an Internet design company. The good news for a confused guy is that certain basics remain the same, and you'll never go wrong in a well-cut business suit.

Make an Impression in Professional Attire

In the financial, legal and management arenas, the expectation for serious professional dress is as strong as it ever was. Young blood may come in, but they must don the suits, dress shirts and neckties worn in such firms for decades. Furthermore, a new hire should be excited to do just this. The old adage is that you dress for the job you want, not the job you have. As such, you want to go into an office looking ready to do serious work with serious clients. Everything counts, from your haircut to your shoes. Even when you are only interviewing, you want to make an investment in your appearance. Sure, there is no guarantee you'll get the job, but you should still wear a good suit and



对男士来讲,开始有了所谓在 上班的时候这一正式场合,穿 工作服,但是某些时候,基于 某些需要,要穿商务休闲服, 下班之后,再穿休闲服。

全世界都在讨论商务休闲服该 怎么穿才恰当。对职场服装和 休闲服的区分,作为穿的人本 身,当然休闲的比较舒服。例 如,上班穿的衬衫为了能够顺 利地打上领带,领子是加衬了, 硬的,以便在打上领带的时候, 领带显得很挺,人显得很精神。 而休闲衬衫的领子是软的,如 果硬要打领带会皱在一块。

上班穿的西装裤也有严格的规定,它的料子只有两种:一种是毛料,一种是混纺毛料,做得很合身,合身的意思是不能贴身。当然,现在年轻人流行穿垮裤,裤子很大,那是另外一种美学观了。

西装有很多复杂的式样,有一 扣、两扣、三扣、四扣等,比 较多的人穿的是两扣或三扣 的。至于什么样的人要穿两 扣,什么样的人要穿三扣,这 与身材有关系。比较保守点的 是两颗扣子,比较时髦点的是 三颗扣子, 更时髦的是四颗扣 子。但是不能随便穿四颗扣子 的西装,因为四颗扣子的 V 区缩得很小, 衣服身子很长, 口子很大。又瘦又高的人的衣 身显得很长,可以穿四颗扣子 的西装: 而胖人和不够高的人 如果穿这样的西装会很尴尬。 对于中年男性而言,如果身材 shoes. Like it or not, most people that wear professional attire for a living will know a cheap suit when they see it. No one expects you to come in wearing a tailored designer suit, but you should show you understand what real style is. Make an investment in one good suit; it will pay for itself before long.

Professional Attire: The Basics

Suits

Suits, it goes without saying, are a must, whether or not you work in an office. They'll come in handy on many different occasions throughout your adult life, so it's good to have at least one or two crisp, single-breasted suits on hand. Look for styles with two buttons, and opt for colors that are classic—black is inherently timeless, while gray and navy also complete work wardrobes nicely.

Shirts

You will need a shirt to wear with your suit, of course, but a basic dress shirt (or two) works in myriad other situations, too. Again, opt for neutrals—you can never go wrong with white or light blue. Faint pinstripes are also acceptable if you opt for a print.

Pants

Pants are a necessary part of the equation, even if you own a couple of suits. Use these to mix and match with various blazers and dress shirts. Opt for a couple of dark pairs—black or charcoal are great—and at least a pair of khakis for spring and summer wear.

Ties

Your tie should be simple and conservative in a good quality silk. You can show some flair with a nice vintage tie and matching handkerchief, but gauge your workplace carefully to be sure this is acceptable. Stick to classic patterns, as opposed to prints of animals or pin-up girls.

ŧ III

有点粗犷的话,中围越来越大,腰围较粗,则选择两颗扣子的西装就够了,因为扣子越多越尴尬。一颗扣子的西服多半是董事长穿。

此外,皮带对男性来讲是个很 重要的东西,基本上男性系皮 带的几率比女性要高很多,大 部分男性的裤子都有皮带的 绊绊。所以,皮带的使用也要 搭配衣着,如果是吊带,则可 以不用皮带,而肚子特别大的 人往往会觉得用吊带很方便, 所以他可能就会直接用吊带。 鞋子、袜子也不能乱穿, 尤其 是穿西装的时候,多半穿的是 薄底绅士鞋,这时候要配深色 的袜子,绝对不要穿白袜。例 如,现在台湾的小男生流行穿 很短的袜子叫做脚踝袜。穿脚 踝袜,配上西装的裤子、鞋子, 一坐下就露出脚面,是很不雅 观的。

标准

男士穿着礼仪应以场合为准,具体要求如下表所示:

男士在不同场合的穿着礼仪

服装	商务	平时
衬衫	硬领,素色或细条纹为佳	软领,颜色多变化,花纹较明显
长裤	西装裤(合身毛料或混纺毛料)	休闲裤(宽大或细窄,棉麻粗呢绒质)
外套	西装或三件式背心	运动茄克衫
毛衣	V领素色薄毛料	颜色花纹质料变化大
领带	丝质、斜纹、重复花纹、草履虫、圆点	棉麻毛料针织品,花纹不拘
皮带	素面皮质、金属扣环	较为休闲或粗犷
袜子	黑、深蓝、深灰	白袜或各种颜色
鞋子	深色薄底绅士鞋	休闲鞋、运动鞋、凉鞋



Activity 2: True(T) or False(F).

- 1. Everyone will dress the same in different firms.
- 2. In the financial, legal and management arenas, you can dress casually.
- 3. As long as you make an investment in your appearance for the interview, you can get the job.
- 4. Black and navy are classic colors for suits.
- 5. When wearing shirts you will never go wrong with white, light blue or pink.
- 6. In order to impress others, the tie should be fashionable and flashy.

3. 女十服饰的选择与搭配

标准

女性穿着礼仪应以时间为准,具体要求如下表所示:

女士在不同时间的穿着礼仪

白天	夜晚
不宜	性感:裸露、半透明、曲线毕露
不宜	豪华: 闪亮、华丽
不宜	夸张: 极长、极短、极大、极小、极多、极少



Activity 3: Discuss the following question with your partner.

Can you make a list of things that a woman's business wardrobe needs according to the passage?

4. 不同场合的不同着装

现代人的生活紧张忙碌而又 丰富多变,我们每天都会出入 不同的场所, 也会选择不同的 服饰来适应不同的场合。那 么, 职业人士对不同场合所穿 着的不同服饰是如何选择的 呢?阅读完本文,你会有所收 获。

How to Dress Professionally for Different Occasions

Dressing professionally is a part of corporate lifestyle, which you have to adopt even if you are not keen to dress formally in your routine life. You can spend hours and hours in advocating casual dressing as an attribute of being yourself, but the fact remains that your appearance does matter and your attire plays an important role in your overall



面试着装的基本要求

成功的面试穿着与最得体的 8 秒中第一印象,是考察你是不是专业人员及能否胜任所应聘职位的重要因素。这里向你介绍的是"应付面试时的一些经济而又简单和时尚的方法",掌握并运用它们,使衣着成为你面试成功的神秘武器。当前,世界经济呈缓慢增长,失业率仍在上升,每个职位都有诸多的应聘者,雇佣者则占据着优势,面试中的每一个细节,都有可能对你应聘成功与否产生重大的影响。

8 秒钟与第一印象

人生由 3 亿多个 8 秒钟组成, 但你的命运却决定于那为数不 多的几个 8 秒里。因为现在是 第一印象时代,颜色就是印象, 印象就是形象, 形象就是影响有 影响力的人。而第一印象会直接 决定你的面试沟通是否成功。 也许在此之前你并不知道,你 的职业机会就在这短短的时 间之内被别人决定着。在仅仅 8 秒钟之后, 你就给你的主考 官留下了印象:能力大小,有 团队意识与否,自信程度,符 合征聘的要求或让人失望等 等。你想留给别人的是怎么一 种印象呢,前者还是后者?你 怎样确信自己在这关键的几 秒钟会给人留下最好最深的 印象?给自己一个机会,用得 体的衣着及彬彬有礼的仪态,

appearance. If nothing else, it shows how enthusiastic you are about the job; a casual or sporty dress can represent you as someone who doesn't take his/her job seriously. Needless to say, such flippancy means no job (if you are dressed up badly in an interview), or no promotion (if you don't get dressed professionally in the workplace). Call it the narrow-mindedness or unfairness of the people, but this is the corporate world for you.

Have you not heard the phrase "when in Rome, do as the Romans do"? Similarly, corporate life has its own culture and you need to acclimatize with it. Let's have a look at some suggestions on how to get dressed for different business occasions.

Interviews

Whether you should wear a suit for the interview or not, depends on the job you will be interviewed for, but in many cases it is the safest and the least fussy option available. However, a clean, long sleeved shirt with black or navy pants can also do the job. Do not try to give a youthful impression by dressing overly casual, as it's not going to impress the interviewer in most situations. You can skip the tie, if you think being too formal is unnecessary. Avoid jeans, collarless shirts or sneakers for the interview, same rules apply to both interviewer and the interviewee.

Office or Workplace

Once you have got the job, you can easily ask about (or just observe) the dress code at workplace and follow that. However, being a greenhorn you should be a little more careful than those senior ones. If you see them wearing casual stuff, doesn't mean you have got the license to put on street wear next week

Business Meetings

There are various types of business meetings, for example a meeting within your workplace; or you may be meeting with a client in their office or at a restaurant; then there are those



征服你的主考官吧。

面试第一印象与第一着装

颜色:黑、灰、白、米色,深 咖啡,海军蓝。尤其是黑色, 显得干练,并可以与任何颜色 搭配。总之选择单色、中性色, 易搭配,不会出错。

款式:裁剪精良,线条简洁,从每一片裁剪中,可以体现你的品位所在,增加别人对你的信任度。

充满生气的白色衬衣

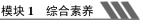
白衬衣让人看上去聪明,且能提升一个人的气质。选一件与你西装的领形相吻合的白衬衣,即便脱去西装,仍然能显示出你的干练、自信、有效率。

裤着裤鞋,裙着裙鞋

着裙装显示出女性的阴柔之美。选裙装时要能够展露出你腿部线条的美丽和身体曲线的流畅与稳健。长丝袜的颜色一定要接近或比腿的肤色深,或选透明的黑色,这会使你的腿显得修长(尤其是小腿粗的人着黑色效果极佳)。但要切记:袜子的颜色不能深于鞋的颜色。与裙装相配的皮鞋,应是浅口尖头的船鞋。

西裤装所传达给人的信息是自信、有经验、现代感的,除了合身,长度必须盖过脚背。最好是穿上裤子去配鞋,因为鞋永远是要搭配裤子的,且带盖的皮鞋只适合裤装。

events when people are looking to network with potential clients or partners. All of these business meeting require different attires, such as formal, informal, semi-formal or casual (for events like business cocktail parties).



Activity 4: Reading comprehension (choose the best answer for each question according to the passage).

can represent you as someone who doesn't take his/her job seriously. A. A casual or sporty dress B. Wearing formal dresses C. A tidy suit D. Getting dressed professionally 2. What kind of dress is suitable for the interview according to the passage? A. sneakers B. a clean, long sleeved shirt with black or navy pants C. jeans D. collarless shirts 3. This passage offers some suggestions on how to dress professionally for some occasions, A. interviews and business meetings B. office or workplace C. both A and B D. dating 4. Which of the following statements is TRUE according to the passage? A. Your attire and your appearance doesn't play an important role in your business world because inner beauty is more important. B. Once you have got the job, you can easily ask about (or just observe) the dress code at workplace and follow that. C. If you see senior ones wearing casual stuff, you can put on street wear next week.

Task Three Manners Etiquette 任务三 仪态礼仪

1. 仪态礼仪

仪态美学就是在与人接触的 最初7秒钟的亮相,而亮相是 一定要站着的,是要拿出最有 自信的,最有把握的姿势给别 人看。

D. All business meetings require formal attires.

很多人讲求仪态美学的时候,

Posture and Movement Etiquette

You communicate with others through your posture and movement.

You may know the rules of proper etiquette for verbal communication with others, but you should also know how



总要显示出自己的非常秀气, 拿杯子的时候还要有一个兰 花指,似乎这样才有仪态。但 实际上,仪态美学和很多东西 是相关的。例如,有一次台湾 的一个编辑聊天讲到,他们前 两个礼拜请了仪态的老师给 他们教仪态,大家也觉得学得 他们教仪态,大家也觉得学得 体出去旅游照相,摆一些姿 势,回来后看相片觉得滑稽透 顶了,因为他们出去旅游一定 是穿着牛仔裤,T恤衫,然后 摆的姿势很正式,结果只能适 得其反。

美好姿势的基础: 筋骨柔软、 肌肉有力、协调性佳、勤练基 本姿势并养成习惯、戒除不良 的习惯动作、了解主流美感价 值、整合服装造型与仪态。 整合服装仪态的时候,必须和 服装、场合等相关联部分来整 体策划。例如,穿工作服装, 必须站得很挺才好看。但是若 穿宽的裙子, 很浪漫的衣服, 整个人要松下来才好看。如果 穿的是牛仔裤、球鞋、T 恤, 走路的步子要放大,虽然是女 性,还可以流露出一种比较潇 洒的味道。人的服装造型有很 多种类, 所以仪态要随之改 变。

服务仪态

如果要去做一些接待的工作, 则服务仪态中要注意正面面 对客人,面带微笑很重要,同 时眼睛要有焦点,眼睛要看客 to use your posture and movements to send the right nonverbal messages. Once you understand the particulars of posture and movement etiquette, you can tell others that you are confident, approachable, respectful or attentive just by the way you stand and move your head, limbs and the rest of your body.

Definition

Posture and movement etiquette means the way you use your stance and body to communicate nonverbally with others. When you are speaking to someone, you are also standing a certain way and possibly moving in significant ways. This might include standing tall vs. slouching, using your hands, swaying, fidgeting or any other type of movement. If you are using proper etiquette, you will stand in an appropriate way and refrain from distracting or disrespectful movements.

Consistency

If you are not aware of your posture and movements, you may be saying one thing with your mouth while the rest of your body is sending a completely different message. This can confuse others who may misinterpret your intentions or what you are actually trying to communicate. They may even become suspicious if your body language conflicts strongly with your words. With good posture and movement etiquette, you can maintain consistency between your verbal and nonverbal "speech" to avoid confusion.

Stance

According to Lillian Biorseth of The Sideroad business website, posture is one of the first things another person will notice about you. Communicate confidence by standing tall and maintaining your space by keeping your feet about 8 inches apart, with one slightly in front of the other. Your stance can also indicate whether you are open to being approached. If you are talking to someone and want to remain approachable, Biorseth says to stand with your feet pointed outward rather than forming a rectangle with the other person, and make eye contact with others when they approach.



人,任何服务如果没有目光的 交汇,会让对方觉得公式化。 例如,日企的百货公司,一排 人站着,喊欢迎光临,喊得很 大声,但是人们不会感动,每 个人都觉得他们是对着空气 在喊,所以任何服务如果是 对着空气喊的话,对方是没 有感觉的。

如果需要把手伸出来指示方 向,很多人都是手掌心朝上, 这样就不好看,所以伸手时 要手掌心朝下。女性与男性 有一点不同,男性的动作会大 一点,女性的姿势动作会小 一点。如果人数少的时候, 女性的手,你会发现,大约 在腰与肩膀之间上下活动即 可。

综上所述,服务仪态要点:需 正面对着顾客,面带微笑,眼 睛需注视顾客,眼神柔和,双 手相握放置身体前面,指示方 向手掌朝上,身体挺直展现自 信。

总之,仪态美学要求在一个场合亮相时,一定要拿出精神来,眼睛看着对方,脸上带着笑容,然后站得很挺,这样看起来就很有自信。要耳朵对肩膀,把颈椎的位置调整好,肩膀是水平状的,胸部要挺起来,手的中指对着裤缝,下半身要双腿夹紧,膝盖并拢,臀部稍微往前推。这样的姿势就会使人看上去很有精神。

Movement

Dummies.com recommends being careful not to move your hands too much when speaking. Hand movement is natural for some people, but it can be viewed as aggressive or intrusive by others. Body movement can also signal aggression if you step toward the other person, so be careful to maintain your space. Maintain eye contact without moving your eyes away or blinking excessively. Looking away can signal boredom or inattentiveness, and excessive blinking can make you appear nervous. Don't fidget, as this can also make the other person think you are bored or not listening. You can show your attention through appropriate head movements like nodding slightly in agreement or shaking your head slightly to subtly show disagreement or disapproval.

Space

It is good etiquette to respect another person's space. Some people don't mind if you get close, but others are uncomfortable when you get into what they perceive as their personal space. Keep some distance when standing near another person to talk. Watch for any nonverbal cues that might indicate discomfort, and adjust your space accordingly.



V

Activity 1: Discuss the following questions with your partner.

- 1. How can posture and movement etiquette benefit you?
- 2. What is the definition of posture and movement etiquette?
- 3. What should you do if you are talking to someone and want to remain approachable?
- 4. How can you respect another person's space when talking?

2. 仪态

体态无时不存在于你的举手 投足之间,优雅的体态是人有 教养,充满自信的完美表达。 美好的体态,会使你看起来朝 气蓬勃,也会使你身上的衣服 显得更漂亮。善于用你的形体 语言与别人交流,你定会受益 匪浅。

"站如松,坐如钟,走如风, 卧如弓"是中国传统礼仪的要求,在当今社会是否还通用呢?通过本文的学习,你会找到答案。

Posture

One of the first key things people notice is how you carry and present yourself. Do you walk and stand with confidence as your mother taught you?

- Stomach in
- Chest out
- Shoulders back
- Head up

Or do you slouch, perhaps with your shoulders drooping, your head forward and your stomach protruding? Are you saying to people that you are not sure of yourself, are not poised and, therefore, not the one they should seek out and get to know? You may be turning people away without even being aware of it.

Command respect by standing tall and claiming the space to which you are entitled. Plant your feet about six to eight inches apart with one slightly in front of the others.

You also tell people through your posture if you want others to approach you. For instance, if you are talking with one other person and the two of you are forming a rectangle, you will give the message that you have "closed off" your space and don't want to be interrupted. If you doubt me, stand by two people who are in the rectangular position and see how long you go unacknowledged. The two will see you out of their peripheral vision, but won't include you until they have finished their "private" conversation. If, on the other hand, the two of you stand with your feet pointed outward like two sides of an incomplete triangle, you will be



inviting others into the conversation. You can make that all-important eye contact.



Activity 2: Discuss the following questions with your partner.

- 1. How do you walk and stand with confidence?
- 2. What posture can signal that you want others to approach when talking?

3. 握手

握手技巧:握手主人或尊者 先伸

握手是现在国际通用的一个 礼貌动作, 握手是很讲究技术 的: 跟对方握手,不要小气, 彼此手的接触面要够大,一般 要虎口碰到对方的虎口。在这 一方面, 女孩子常存在问题, 常常自己的手就伸一点点,结 果自己没有办法整个握到对方 的手, 于是就抓住对方的指间, 对方也只能抓住她的指间,这样 握手会让对方感觉比较别扭。 握手的过程中两个人的手都 可以动,双方都可以在垂直方 向用点力上下动一动,如果哪 个手不用点力,则会给对方一 种心不甘情不愿的感觉, 所以 两个人都要有力道,动大概两 三下就可以了。

男士与女士的握手,不要太用 力,通常讲要有点力道,但是 女士的手比较小, 比较纤细, 有时候被男士握到觉得很痛, 就觉得有点受不了。常常有很 多男士在握手的过程中, 右手 握不够再加上左手,于是双手 握。男士双手握,在关系比较 密切一点的人中间还可以,可

Handshakes

Another vital component you need to bring to any interpersonal encounter is a firm handshake. Again, those few seconds you "shake" can empower or weaken a relationship. Men's handshakes are typically strong and firm because they naturally have a stronger grip.

Being familiar with the following handshakes will help you immensely in your relationship-building activities:

Controller

A person extends his hand to you, web-to-web, and as soon as your hands are linked, he purposely maneuvers his hand onto the top. He's telling you he wants to be in charge. Keep that in mind as the interaction continues.

Sandwich

Use this one only with people you know. When you envelop another person's hands, you are invading their private space ... where you are to be only when invited. Society promotes the standard handshake but is not as tolerant of using both hands. By the way, this handshake is also known as the politician's handshake ... which may be cause enough for most people to avoid it!

Dead Fish

Imagine rubbing a scaly, dead fish in your hands ... and you got the picture. Your hands typically are wet for two reasons: You are nervous or you have been holding a cold beverage



是这种事情绝对不能发生在 女士身上, 男士握女士的手时 一只就够了,不必太热情。

关于握手时谁应先伸手要分社 交场合和职场两种状况。在社 交场合一般是"Lady First"的 概念,即女士先伸手男士才能 伸, 但是在职场就不考虑性别 问题,主要是由尊卑关系决定, 一般是位置高的人先伸手。在 做客时, 多数情况下主人为了 表示欢迎,主人可能会先伸手。 但是,握手不是随时都可以使 用的,例如某人是公司的新进 员工,位置还很低,但被派去 做接待,如果来了一个贵宾, 那么作为主人,这名员工应该 先伸手来握手,但是对方位置 又高,他又不该伸手,这样的 矛盾情况该怎样解决? 这时 候,可以改为鞠躬,因为他是 新进人员且位置比较低,对方 位置比较高,这个时候把整个 接待改成一个有礼貌的鞠躬 方式,对方会很受用的。

in your right hand and move it to your left just before you shake hands. In either case, it is extremely unpleasant for the receiver. If you experience anxiety, wipe your hands on a napkin, the tablecloth or even lightly on your clothes. What you spend at the dry cleaners will be paid for quickly by the better impression you make. As for the beverage, use common sense.

Limp Fingers

Women, far more than men, extend their fingers rather than their entire hand. It can be painful for the extender, when she is greeted by a man who shakes with his forceful grip. Men tell me this frequently leads to their giving women a lighter handshake. Professional women respond that they want to be treated equally. One of the ways to combat this syndrome is to always extend your full hand (never cup it) horizontally, even if your grip is light.

Ingredients of a Good Handshake

- Hold the person's hand firmly.
- Shake web-to-web, three times maximum.
- Maintain constant eye contact.
- Radiate positive aura.



Activity 3: Discuss the following questions with your partner.

- 1. How many kinds of handshakes does the author put forward? Please explain them in details.
- 2. What are the ingredients of a good handshake?

4. 眼神交流和微笑

职场人士在服务和商务交流 中,服务对象和交流对象一般 是通过语言表达能力来了解 我们的内在素质,但是这种表

Eye Contact and Smiles

Make it and keep it! Not only does focused eye contact display confidence on your part, it also helps you understand

达方式比较抽象、间接,而非语言表达对内在素质的揭示才是最直接的流露与表现。其中面部表情就是最准确的、最微妙的个人"晴雨表"。面部表情表现得体,除了有助于我们的非语言沟通之外,还给听者一种美的享受。反之,一个不恰当的眼神会给对方留下不佳的观感,则会弄巧成拙。

1. 微笑服务和商务礼仪

微笑是一个人能力和品行的 最直观的体现,它能使别人感 到信任和依靠。面对陌生的客 户,微笑能以最快的速度缩短 双方的距离,创造良好的服务 和交流气氛。不要吝啬你的微 笑,在跟对方见面时要微笑,在跟对方交谈时要微笑,在跟 对方行礼时要点头微笑,在跟 对方握手告别时也要微笑,记 得微笑要贯穿我们服务和商 务交流的全过程。

- (1) 微笑要发自内心,必须自然、真诚。只有这样的微笑,才能使对方感到友善、亲切和尊重。
- (2) 微笑要适度。交谈式,对于一些轻松的话题,就是要笑得有分寸、适度,不能夸张地哈哈大笑,或是捧腹大笑。
- (3) 微笑得体就是要恰到好处,该笑就笑,不该笑则不笑。 否则,会适得其反,给客户和 对方留下不好的印象,就无法 挽回了。

what the other person is really saying verbally.

When the eyes say one thing, and the tongue another, a practiced man relies on the language of the first. —Ralph Waldo Emerson

Looking someone in the eye as you meet and talk with him/her also shows you are paying attention. Listening is the most important human relations skill, and good eye contact plays a large part in conveying our interest in others.

When to Look

Begin as soon as you engage someone in a conversation. However, you may wish to start even earlier if you are trying to get someone's attention. Continue it throughout the conversation. Be sure to maintain direct eye contact as you are saying "good-bye". It will help leave a positive, powerful lasting impression.

Where to Look

Imagine an inverted triangle in your face with the base of it just above your eyes. The other two sides descend from it and come to a point between your nose and your lips. That's the suggested area to "look at" during business conversations. Socially, the point of the triangle drops to include the chin and neck areas. When people look you "up and down", it's probably more than business or a casual social situation they have in mind!

How Long to Look

I suggest about 60-70 percent of the time. Less than that can be interpreted as discomfort, evasiveness, lack of confidence or boredom. When you stare longer, it can be construed as being too direct, dominant or forceful and make the other person uncomfortable. It's okay to glance down occasionally as long as your gaze returns quickly to the other person. Avoid looking over the other person's shoulders as if you were seeking out someone more interesting to talk with.



2. 目光交流礼仪

目光与微笑一样,也是最富感染力的表情语言。在服务和商务交谈中,目光要与微笑相协调,眼睛凝视时间的长短、眼睑睁开的大小、瞳孔放大的程度以及眼睛的其他一些变化,都能传递最微妙的信息。

- (1) 交谈中,用自然、柔和、亲切、真诚的目光注视对方。 注意不要一直盯着对方的眼睛,否则会使对方极不自在,同时,不要太频繁地翻眼睛,对方会感到莫名其妙。若是紧张,表情上也要保持镇定,忌东张西望、左顾右盼,显得心不在焉;不要低头,显得傲慢,这都是失礼和缺乏教养的表现。
- (2)注视对方时要注意自己眨眼的次数。一般情况下,每分钟眨眼 6~8次为正常,若眨眼频繁,表示在怀疑对方所说内容的真实性,而眨眼时间超过一秒钟,就表示你对他人的话不感兴趣。
- (3) 在交谈过程中,若双方目 光相遇,不应慌忙躲闪,应当 顺其自然地对视 1~3 秒钟, 然后才缓缓移开,这样显得心 地坦荡,也容易取得对方的信 任,一旦对对方目光躲闪,对 方就会猜疑,或是认为有胆怯 行为。

在职场商务交流和谈判礼仪

Smiles

Smiles are an important facial expression. They show interest, excitement, empathy, concern; they create an upbeat, positive environment. Smiles can, however, be overused. Often, men smile when they are pleased; women smile to please. You know which is the most powerful!

To gain and increase respect, first establish your presence in a room, then smile. It is far more professional than to enter a room giggling or "all smiles".

As you review and tweak your body language for your next interpersonal encounter, I suggest you keep in mind another Emerson saying:

What you are stands over you the while and thunders so that I cannot hear what you say to the contrary.

中,可以用眼睛环视,随时调整说话的节奏和语调,把握好说话的主动权。若是有多位谈判和交流者,目光不要只放在其中某一位来客身上,要兼顾到在座的所有来客,让每个人都感觉到你在注视他。如适时把视线从左至右,或从右至左地移动,达到与所有来客同时交流的效果,这样不会冷落某

一位来客,也能获得他们一致

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的好感。

Activity 4: Summary (complete the summary with the expressions from the passage).

Eye contact is very important. Not only does focused eye contact display 1on
your part, it also helps you understand what the other person is really saying 2
Good eye contact shows you are paying attention, and 3 your interest in others.
Eye contact begins as soon as you 4 someone in a conversation. The
suggested area to "look at" is an inverted triangle in your face. "look at" about 5.
percent of time. Less than that can be interpreted as discomfort, 6, lack of
confidence or boredom. Longer than that can be construed as being too direct, 7.
or 8 and make the other person uncomfortable.
The smile is an important 9 expression. It shows interest, excitement,
10 and concern. It creates an upbeat, 11 environment. Often,
men smile when they are pleased; women smile to 12 You know which is
the most powerful.

Project 2 Emotion Management 项目二 情绪管理

The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice there is little we can do to change until we notice how failing to notice shapes our thoughts and deeds. —Daniel Goleman



I. Lead in

The ability to manage your emotions is a kind of intelligence. We call it "emotional intelligence quotient" (EQ). You have a high EQ when you can control your impulses, emphasize with others, inspire others to control their emotions and maintain your focus in



stressful situations.



Activity 1: Discuss the following questions with your partner.

- 1. How do you understand EQ?
- 2. In your opinion, is EQ more important than IQ?



II. Reading: Read the following passages and have a group discussion.

如何管理自己的情绪

到底怎么样察觉情绪、控制情 绪呢?以下提供几个情绪管 理的方法给各位参考。

第一,体察自己的情绪。也就 是, 时时提醒自己注意: 我现 在的情绪是什么?例如:当你 因为朋友约会迟到而对他冷言 冷语,问问自己:"我为什么这 么做?我现在有什么感觉?" 如果你察觉你已对朋友三番两 次的迟到感到生气, 你就可以 对自己的生气做更好的处理。 有许多人认为:人不应该有情 绪, 所以不肯承认自己有负面 的情绪。要知道, 人一定会有 情绪的, 压抑情绪反而带来更 不好的结果, 学着体察自己的 情绪,是情绪管理的第一步。 第二,适当表达自己的情绪。再 以朋友约会迟到的例子来看, 你 之所以生气可能是因为他让你 担心, 在这种情况下, 你可以 婉转地告诉他:"你过了约定的 时间还没到, 我好担心你在路 上发生意外。"试着把"我好担 心"的感觉传达给他,让他

Emotional Management Training

Emotional management became popular with the publication of Daniel Goleman's book "Emotional Intelligence". Goleman argues that human emotions play a crucial role in leadership, decision making and individual success. People who have learned to manage their emotions are better leaders, make better decisions and are better able to deal with pressures and other obstacles than people who have not learned these skills. Many workplaces now offer emotional management training to their employees.

According to Goleman, the ability to manage your emotions is a kind of intelligence. He calls it "emotional intelligence" (EQ). You have a high EQ when you can control your impulses, emphasize with others, inspire others to control their emotions and maintain your focus in stressful situations. The best business leaders and decision makers, Goleman tells us, are not characterized by their IQ but by their EQ. They take charge without giving in to their emotions and remain cool in the face of challenges.

An emotional management training seminar is usually a series of sessions with a professional counselor intended to teach participants how to handle their emotions and deal with pressures in a stressful environment. Participants can expect to learn how to identify the signs of emotional imbalance and major sources of emotional stress, how to deal with emotional exhaustion, which emotional stresses and pressures can be avoided, how to respond in challenging



了解他的迟到会带给你什么 感受。什么是不适当的表达 呢?例如:你指责他:"每次 约会都迟到, 你为什么都不考 虑我的感觉?"当你指责对方 时,也会引起他负面的情绪, 他会变成一只刺猬, 忙着防御 外来的攻击,没有办法站在你 的立场为你着想,他的反应可 能是:"路上塞车嘛!有什么 办法, 你以为我不想准时 吗?"如此一来,两人开始吵 架,别提什么愉快的约会了。 如何适当表达情绪,是一门艺 术,需要用心的体会、揣摩, 更重要的是,要确实用在生活 中。

第三,以合宜的方式纾解情 绪。纾解情绪的方法很多,有 些人会痛哭一场、有些人会找 三五好友诉苦一番、另外一些 人会逛街、听音乐、散步或逼 自己做别的事情以免老想起 不愉快。比较糟糕的方式是喝 酒、飚车,甚至自杀。要提醒 各位的是, 纾解情绪的目的在 于给自己一个厘清想法的机 会,让自己好过一点,也让自 己更有能量去面对未来。如果 纾解情绪的方式只是暂时逃 避痛苦, 尔后需承受更多的痛 苦,这便不是一个合宜的方 式。有了不舒服的感觉,要勇 敢地面对, 仔细想想, 为什么 这么难过、生气? 我可以怎么 做,将来才不会再重蹈覆辙? 怎么做可以降低我的不愉 快?这么做会不会带来更大 situations, and how to develop better team relationships.

Learning to manage your emotions can help you reduce stress, define what your emotions mean to you, release suppressed emotions and handle your overwhelming emotions more efficiently. Managing your emotions is the key to good interpersonal relationships, whether it be with friends, family, coworkers or lovers. Furthermore, learning how to manage your emotions can help you succeed professionally. Professional success requires more than a high IQ. Regardless of how high your IQ is, you will be unlikely to succeed if you give in to your impulses and react with emotional outbursts.

Emotional management can have a positive effect not only at the individual level, but also at the organizational level. Emotional intelligence plays an important role in effective strategic planning, management, human resources planning, recruitment and customer relations. Furthermore, teaching employees how to handle pressures and conflicts more effectively normally reduces the cost of compensation claims and job-related accidents, improves work morale and productivity and reduces turnover in employees due to emotional exhaustion.



的伤害?根据这几个角度去 选择适合自己且能有效纾解 情绪的方式, 你就能够控制情 绪,而不是让情绪来控制你!



Activity 2: Group discussion.

- 1. What is emotion management?
- 2. What can you expect to learn in a training seminar?
- 3. What are the benefits for individuals?
- 4. What are the benefits to organizations?



Task One Managing Emotions 任务一 管理好自己的情绪

1. 工作环境中的情绪处理

"Emotions must be managed to keep a healthy staff and a growing bottom line." Experiencing emotions is part of being human. "When you walk through the door on Monday morning you do not just leave your personal life behind. What you do and where you work inevitably becomes a part of who you are." Emotions affect your ability to think, communicate and act effectively.

Organizations are emotional places. Organizations and businesses may use emotions to motivate employees to perform, and events in organizations create emotions and can affect an employee's sense of satisfaction or outrage.

Even if you're in a job where the environment has grown increasingly stressful, you can retain a large measure of self-control and self-confidence by understanding and practicing emotional intelligence. Emotional intelligence is the ability to manage and use your emotions in positive and constructive ways. When it comes to satisfaction and success at work, emotional intelligence matters just as much as intellectual ability. Emotional intelligence is about communicating with others in ways that draw people to you, overcome differences, repair wounded feelings, and defuse tension and stress.

即使你的工作环境变得越来越紧张压抑,你依然应该在情绪上保持较强的自我控制力和自信。情商的能力是通过积极和建设性的方式管理和使用你的情绪。当工作上获得满足和成功时,情商和智力具有一样的能力。情商是与他人交流的方式,吸引着人们,克服分歧,修复伤害,并缓解紧张和压力。

Emotional Intelligence in the Workplace

Emotional intelligence in the workplace has four major components:

- **Self-awareness**—The ability to recognize your emotions and their impact while using gut feelings to guide your decisions.
- Self-management—The ability to control your emotions and behavior and adapt to changing circumstances.
- Social awareness—The ability to sense, understand, and react to other's emotions and feel comfortable socially.
- Relationship management—The ability to inspire, influence, and connect to others and manage conflict.

The Five Key Skills of Emotional Intelligence

There are five key skills that you need to master in order to raise your emotional intelligence and manage stress at work.

- Realize when you're stressed, recognize your particular stress response, and become familiar with sensual cues that can rapidly calm and energize you. The best way to reduce stress quickly is through the senses: through sight, sound, smell, taste, and touch. But each person responds differently to sensory input, so you need to find things that are soothing to you.
- Stay connected to your internal emotional experience, so you can appropriately manage your own emotions. Your moment-to-moment emotions influence your thoughts and actions, so pay attention to your feelings and factor them into your decision making at work. If you ignore your emotions you won't be able to fully understand your own motivations and needs, or to communicate effectively with others.
- Recognize and effectively use the nonverbal cues that make up 95%-98% of our communication process. In many cases, what we say is less important than how we say it or the other nonverbal signals we send out, such as eye contact, facial expression,



tone of voice, posture, gesture and touch. Your nonverbal messages can either produce a sense of interest, trust, and desire for connection—or they can generate confusion, distrust, and stress. You also need to be able to accurately read and respond to the nonverbal cues that other people send you at work.

- Develop the capacity to meet challenges with humor. There is no better stress buster than a hearty laugh and nothing reduces stress quicker in the workplace than mutually shared humor. But, if the laugh is at someone else's expense, you may end up with more rather than less stress.
- Resolve conflict positively. Resolving conflict in healthy, constructive ways can strengthen trust between people and diffuse workplace stress and tension. When handling emotionally-charged situations, stay focused in the present by disregarding old hurts and resentments, connect with your emotions, and hear both the words and the nonverbal cues being used. If a conflict can't be resolved, choose to end the argument, even if you still disagree.

Activity 1: Which of the following ways to manage emotion is the most useful? Check (√) three things you notice.

- _____Realizing when you're stressed.
- _____Staying connected to your internal emotional experience.
- _____Recognizing and effectively use the nonverbal cues.
- _____Developing the capacity to meet challenges with humor.
- _____Resolving conflict positively.

2. 如何消除工作压力

很多现代人都生活在一定的 压力之下,失业、升职、调薪、 办公室关系等等。据统计,与 工作压力相关的心理、生理方

The ability to manage stress in the workplace can not only improve your physical and emotional health, it can also make the difference between success or failure on the job. Your emotions are contagious, and stress has an impact on



面的疾病已经成为导致员工 缺勤、停工、意外事故的主要 原因。

那么,应该如何缓解工作压力呢?

工作压力的来源主要有两个:环境因素和个人因素。首先,许多外部环境因素会直接导致工作压力,工作保度、工作保度、工作健康、工作保度、工作做出同样的反对同一工作做出同样的最大人因素也会导致人人因素也会导致人人。例如,沉迷于工作量及那些总是感到有一股力量,通常将自己置于更大的压力之下。

适度的压力能使人挑战自我,挖掘潜力,富有效率,激起创造性,而不良的压力,不管其来源是什么,对雇员和组织的后果都是严重的。工作压力会引起焦虑、沮丧、发怒等后果,造成各种生理方面的疾病,如心血管疾病、头痛,或造成工作事故等,并给组织也带来经济上的损失。世界卫生组织称工作压力是"世界范围的流行病"。

那么,如何缓解来自环境或个 人因素的工作压力呢?

A. 更有效地组织你的工作

可能的话把工作分摊或委派 以减小工作强度。别认为你是 惟一能够做好这项工作的人, 这样可能会给自己带来更多 the quality of your interactions with others. The better you are at managing your own stress, the more you'll positively affect those around you, and the less other people's stress will negatively affect you.

Recognize Warning Signs of Excessive Stress at Work

When you feel overwhelmed at work, you lose confidence and may become irritable or withdrawn. This can make you less productive and less effective in your job, and make the work seem less rewarding. If you ignore the warning signs of work stress, they can lead to bigger problems. Beyond interfering with job performance and satisfaction, chronic or intense stress can also lead to physical and emotional health problems.

Reduce Job Stress by Taking Care of Yourself

When stress at work interferes with your ability to perform in your job, manage your personal life, or it will adversely impact your health. It's time to take action. Start by paying attention to your physical and emotional health. When your own needs are taken care of, you're stronger and more resilient to stress. The better you feel, the better equipped you'll be to manage work stress without becoming overwhelmed.

Taking care of yourself doesn't require a total lifestyle overhaul. Even small things can lift your mood, increase your energy, and make you feel like you're back in the driver's seat. Take things one step at a time, and as you make more positive lifestyle choices, you'll soon notice a reduction in your stress levels, both at home and at work.

Get Moving

Aerobic exercise—activity that raises your heart rate and makes you sweat—is a hugely effective way to lift your mood, increase energy, sharpen focus, and relax both the mind and body. For maximum stress relief, try to get at least 30 minutes of heart-pounding activity on most days. If it's easier to fit into your schedule, break up the activity into two



的工作,你的工作强度就大大增加了。

B. 建立良好的办公室关系

与同事建立有益的、愉快的合作的关系;与老板建立有效的、支持性的关系,理解老板的问题并让老板也理解你的问题,了解自己和老板在工作中的权利和义务。

C. 及时总结, 妥善计划

对所有的出色工作都记录在案,并不时查阅。一是总结经验,二是为自己寻找自信。为将要进行的工作,制定一些短期计划,做尽可能细致的准备。

D. 不要给自己无谓的压力

减少你所关注的琐事数量,别给自己增添无谓的压力,对自己无法控制的事情就由它去。

E. 享受个人空间

不要总是想着工作,努力在每 天都安排一段时间处理自己 的事情,如与家人、朋友在一 起等。

F. 适当的运动

每天寻找时间放松,如呼吸新鲜空气,做适量的运动,散步,时常出入一下办公室,变换一下环境,这些活动有助于释放压力,放松大脑,恢复精力。

or three shorter segments.

Make Food Choices that Keep You Going

Low blood sugar can make you feel anxious and irritable, while eating too much can make you lethargic. By eating small but frequent meals throughout the day, you can help your body maintain an even level of blood sugar and avoid these swings in mood.

Get Enough Sleep

Not only can stress and worry can cause insomnia, but a lack of sleep can leave you vulnerable to even more stress. When you're well-rested, it's much easier to keep your emotional balance, a key factor in coping with job and workplace stress.

Reduce Job Stress by Prioritizing and Organizing

When job and workplace stress threatens to overwhelm you, there are simple steps you can take to regain control over yourself and the situation. Your newfound ability to maintain a sense of self-control in stressful situations will often be well-received by coworkers, managers, and subordinates alike, which can lead to better relationships at work. Here are some suggestions for reducing job stress by prioritizing and organizing your responsibilities.

Time Management Tips for Reducing Job Stress

- Create a balanced schedule. Analyze your schedule, responsibilities, and daily tasks. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime.
- Don't over-commit yourself. Avoid scheduling things back-to-back or trying to fit too much into one day. All too often, we underestimate how long things will take. If you've got too much on your plate, distinguish between the "shoulds" and the "musts". Drop tasks that aren't truly necessary to the bottom of

the list or eliminate them entirely.

- Try to leave earlier in the morning. Even 10-15 minutes can make the difference between frantically rushing to your desk and having time to ease into your day. Don't add to your stress levels by running late.
- Plan regular breaks. Make sure to take short breaks throughout the day to take a walk or sit back and clear your mind. Also try to get away from your desk or work station for lunch. Stepping away from work to briefly relax and recharge will help you be more, not less, productive.

Task Management Tips for Reducing Job Stress

- **Prioritize tasks.** Make a list of tasks you have to do, and tackle them in order of importance. Do the high-priority items first. If you have something particularly unpleasant to do, get it over with early. The rest of your day will be more pleasant as a result.
- Break projects into small steps. If a large project seems overwhelming, make a step-by-step plan. Focus on one manageable step at a time, rather than taking on everything at once.
- Delegate responsibility. You don't have to do it all yourself. If other people can take care of the task, why not let them? Let go of the desire to control or oversee every little step. You'll be letting go of unnecessary stress in the process.
- Be willing to compromise. When you ask someone to contribute differently to a task, revise a deadline, or change their behavior at work, be willing to do the same. Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone concerned.

Reduce Job Stress by Breaking Bad Habits

As you learn to manage your job stress and improve your work relationships, you'll have more control over your ability to think clearly and act appropriately. You will be able to break habits that add to your stress at work—and you'll even be able to change negative ways of thinking about things that only add to your stress.

Eliminate Self-defeating Behaviors

Many of us make job stress worse with negative thoughts and behavior. If you can turn around these self-defeating habits, you'll find employer-imposed stress easier to handle.

- Resist perfectionism. No project, situation, or decision is ever perfect, so trying to attain perfection on everything will simply add unnecessary stress to your day. When you set unrealistic goals for yourself or try to do too much, you're setting yourself up to fall short. Aim to do your best, no one can ask for more than that.
- Clean up your act. If you're always running late, set your clocks and watches fast and give yourself extra time. If your desk is a mess, file and throw away the clutter; just knowing where everything is saves time and cuts stress. Make to-do lists and cross off items as you accomplish them. Plan your day and stick to the schedule—you'll feel less overwhelmed.
- Flip your negative thinking. If you see the downside of every situation and interaction, you'll find yourself drained of energy and motivation. Try to think positively about your work, avoid negative-thinking coworkers, and pat yourself on the back about small accomplishments, even if no one else does.
- Don't try to control the uncontrollable. Many things at work are beyond our control—particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

Four Ways to Dispel Stress

Take time away. When stress is mounting at work, try
to take a quick break and move away from the
stressful situation. Take a stroll outside the workplace
if possible, or spend a few minutes meditating in the



- break room. Physical movement or finding a quiet place to regain your balance can quickly reduce stress.
- Talk it over with someone. In some situations, simply sharing your thoughts and feelings with someone you trust can help reduce stress. Talking over a problem with someone who is both supportive and empathetic can be a great way to let off steam and relieve stress.
- Connect with others at work. Developing friendships with some of your coworkers can help buffer you from the negative effects of stress. Remember to listen to them and offer support when they are in need as well.
- Look for humor in the situation. When used appropriately, humor is a great way to diffuse stress in the workplace. When you or those around you start taking things too seriously, find a way to lighten the mood by sharing a joke or funny story.



Activity 2: Group discussion.

- 1. How to eliminate the pressure of work?
- 2. Do you have some methods to eliminate stress?

Task Two Recognizing Others' Emotions



任务二 认识他人情绪

1. 有效激励员工,保持积极心态

员工情绪管理对策

1. 招聘、录用环节注重应聘 者的情绪管理能力

在现在的人力资源管理中,招 聘和录用是很重要的一环,决 定了未来企业的人力资源质 量。在情绪管理越来越受到重 视的今天, 在招聘和录用环节 对应聘者进行情绪管理能力 考察显得很有必要,同时随着

Emotion management refers to the ways in which people influence their own feelings and expressions and the ways in which they influence other people's feelings. All employees engage in emotion management as part of their jobs and employers often play a significant role in shaping emotion management.

For many years emotion in the workplace was only considered important in relation to employees' well being and job satisfaction. Recently, however, it has been recognised that emotions play a role in almost all work activities. Emotions influence what tasks employees' work



现在人事测评技术的发展,比 如情商测试,也成为可能。虽 然相对于智商、空间机械能力 以及运动能力等测试,情商测 试在企业人力资源管理中的 信度和效度尚缺乏实证,但是 情商测试的理论依据是可靠 的,而且情商对于个人成就的 关联性已被各种实验研究所 证实,因此某些情绪方面的能 力在企业人力资源管理中可 以进行尝试性的测评。如让被 测试者身处所设定的环境里, 面对一些现实性的冲突和问 题,从情绪变化、语言表情等 方面的情绪反应中评估其情绪 管理能力等。但这种测试必须 在被测试者处于无测试意识的 状态中进行,不然被测试者的 情绪状态真实性就会下降。

2. 把行业特点、工作的物理条件和员工个人能力相匹配

前面已经提到,行业的特点和 工作的物理条件对员工的情 绪会产生很大影响。在实际的 环境中,因为行业的性质特点 是无法改变的,所以要做的就 是把工作的物理条件和行业 特点、工作性质匹配起来,使 物理条件尽力地符合行业的 特点,工作的性质。比如说, IT 行业是高脑力劳动,工作性 质是不确定性和挑战性,强调 员工的个人能力发挥和团队合 作,因此在 IT 行业中,工作的 物理条件应该设置成开放式的, 在办公用具的摆放、员工工作物 on, what effort they exert, how they react to situations, and how they influence other people. In other words, what employees feel and how they express their emotions affect their performance and the performance of others.

Effective emotion management is therefore important to both employers and employees.

What Are the Benefits of Effective Emotion Management for Employers and Employees?

There are a number of ways in which employers can gain from facilitating effective emotion management:

- Immediate gains, such as sales arising from customers who are positively influenced to purchase products or services.
- Encore gains, such as repeat business arising from customers who feel positive about the service they received.
- Contagion gains, such as additional business arising from customers' word-of-mouth recommendations.
- Internal gains, such as improved internal processes arising from improved communication and well being. Employees can also personally gain from managing their emotions effectively. For example, research has shown that employees in service industry can receive bigger tips or bonuses if they are more emotionally expressive. Effective emotion management can also enhance employees' feelings of personal achievement, identity, and well being. However, employees may experience emotional exhaustion and burnout if they are required to repeatedly display the same emotions. This is most likely to occur when there is a mismatch between what employees feel and what they have to express.

How Can Employees Manage Their Emotions?

Two main ways in which employees can manage their emotional expressions are surface acting and deep acting. Surface acting involves employees expressing the emotions required by the job without actually feeling those emotions.

理空间、墙体颜色等方面就设置的相对宽松,个人空间大,利于团队交流等;又如广告业中,工作的特点就是创新和个性化,因此墙体的颜色应刷成利于激发灵感的颜色。但是仅仅做好物理条件还是不够的,因为个人之间的差别,工作还应该因人而异,使员工在一个舒适的环境中发挥自己的最大潜能。

3. 把提高员工的情绪管理能力列入人力资源管理的培训内容

目前的人力资源管理培训多是 关于技能或者知识的培训,情 绪管理能力的培训较少。但是 因为情绪管理能力具有后天可 培养性、可塑造性,在人力资 源规划中应该将员工情绪管理 能力的培训作为一项重要内 容。例如,怎样观察自己和他 人的情绪、怎样对待情感波动、 如何战胜压力和焦虑、如何积 极交往、如何跟同事共享成功 喜悦、如何培养相互的信任感、 如何激励自己与他人等。

4. 加强对员工的人文关怀

对员工的人文关怀应包括两方面,一是工作当中的关怀,二是日常生活中的关怀。首先工作的软环境中,企业应该尽力制定完善的规章制度,公平地对待每一位员工,应建立透明、合理、公平、健全的管理制度,选择符合大多数员工情感特点和需要的管理方式,以此规避由于不良管理产生的负面情绪。

For example, an employee might fake a smile for a customer and hide his or her true feelings. However, surface acting does not always appear authentic and the discrepancy between what employees express and feel may cause employees to feel alienated. In contrast, deep acting involves employees trying to experience the emotions that they have to express. This method of emotion management requires more effort but, compared to surface acting, it can lead to better service performance and greater job satisfaction.

There is a wide range of emotion regulation strategies that employees can use to maintain or change their feelings. Some of the most effective strategies for alleviating negative emotions involve: engaging with the problem at hand, reappraising the situation, thinking about something pleasant, or doing something active. Ineffective regulation strategies include avoiding the problem and venting anger.

How Can Employers Influence Emotion Management?

Employers can use a diverse range of methods to influence emotion management. In the first instance, employers can recruit applicants who have the necessary emotion management skills for the job. For example, during the selection process, care workers might be assessed for their empathic skills and sales staff for their emotional resilience. Staff can also be trained and rewarded for their use of emotion skills. However, the use of classroom training is likely to be less effective than on the job training. The provision of role models and mentors can also help shape how employees use emotion skills. Supportive supervision can also have a role in influencing how individuals and teams use emotions.

What Should Employers Know about Influencing Emotion Management?

There are a number of reasons why employers should be careful in their attempts to influence emotion management:

• Ethics. Many people view emotions as very personal



此外,还要给员工创造一个 宽松的情感交流环境,如经 常举办员工聚会和定期的娱 乐活动以增进情感交流等: 提供咨询服务, 如聘请情绪 指导专家或心理医生,以便 帮助员工放松工作中积累的 紧张情绪等。第二, 正如前 面提到的, 员工刚上班时的 情绪与其他任何变量和因素 对员工一天的工作绩效相比 会产生更加激烈与持久的影 响。员工在日常的生活之中 所产生的负面情绪会对其个 人, 甚至团队产生很大的消 极影响, 因此, 企业应该为 员工建立良好的福利条件或 者通过其他方式来关怀员工 的个人生活。

5. 加强企业文化建设和管理者的情绪处理能力

企业中每个员工遇到的情绪 问题和情绪管理能力是不同 的,如果企业有一个能激励员 工为之奋斗的目标愿景,一种 被员工认同的价值观和追求 的精神,也就是说企业文化是 和谐的话,那么这个企业就有 可能激励员工超越个人情感, 营造属于企业的精神力量,激 励他们以高度一致的情绪去 达成企业的愿景。相反,如果 企业文化是冲突的,那么负面 情绪就会大量产生。另一方 面,员工的工作是在管理者的 领导下进行的,如果管理者的 情绪处理能力较差,那么当员

- experiences. Employers' attempts to control emotions may therefore be regarded as interference and resisted by employees.
- Emotion Display Rules. People learn how to use emotion management skills from infancy and may therefore actually be hindered in their work by having to follow inflexible corporate emotion display rules. For example, some service organizations require employees to follow dialogue scripts during interactions with customers. Unfortunately scripts do not generally lend themselves to natural interaction and are usually insensitive to important emotional cues from customers.
- Emotional Contagion. Emotions are contagious between people and can therefore spread within teams and across employee networks. Research has found that emotional contagion can also affect team and service performance. It is therefore important to recognise that emotional events at work can have widespread effects.

In summary, companies can benefit in a number of important ways by considering how emotions are managed within their organization but new initiatives require careful consideration and consultation with employees.



工情绪出现问题时,管理者就 很难帮助员工解决问题。所 以,员工的情绪管理能力与企 业文化和管理者的情绪处理 能力是密切相关的。



Activity 1: Group discussion.

- 1. How can employees manage their emotions?
- 2. If you are the employers, do you have other methods to manage employees' emotions?

2. 发现影响自己过度饮食的情绪因素

情绪性过量进食和 负面情绪

过量进食也可能是负面情绪 的结果,例如:补偿生活中 未满足的需求、未达到的目 标、对人际交往的渴望,等 等。在这种情况下,人们尝 试用美食消除负面情绪。进 食和考虑进食的确是消除负 面情绪的有效方法。当然这 样会使体重增加。不幸的是, 我们的生活充满压力, 因此 更加容易诱发过量进食,进 而很容易造成体重快速增 加。

Identifying the feelings that trigger emotional eating can be challenging. Whether you turn to food in times of stress or chronically eat in order to cope with past emotional traumas, it's important to learn what feelings trigger the automatic response of eating. It may be helpful to write down the thoughts and feelings you experience both before and after an emotional eating episode. Keeping track of your feelings and behaviors on paper may assist with the process of changing your behavior.

Make a list of common negative feelings such as "bored", "sad", "irritated", "angry" or "depressed". Each time you go to eat, identify which negative feeling you might be trying to escape by using food. If you identify that you're about to eat because you're bored, make a check mark next to the word "bored". Do this every time a negative feeling triggers you to eat or have the desire to eat.

Consider what events or circumstances throughout your daily life might be producing negative feelings. For example, if you turn to food every time you get off the phone with a negative or critical friend, you might see that the feeling triggering your emotional overeating is annoyance or irritation. If you overeat when you're home alone at night, the feeling that triggers the eating might be loneliness. Consider how your circumstances or daily behavior might be contributing to your negative feelings.

Ask yourself the question, "what am I feeling right now?"

when you have the urge to eat when you're not hungry. Record your answer by writing your thoughts down. Repeat this process even if the urge continues. It's likely you may initially feel something like boredom in the beginning, then guilt or shame for the desire to keep eating and finally anger than you can't control your eating. Notice how your feelings change after you ask yourself what you're feeling.

Tune into your body. It's possible the feelings that trigger emotional overeating are also physical. Notice how your body feels right before you want to overeat. Ask yourself if you're tired, jittery, weary or hurting anywhere. When your body is not feeling its best, you may be more tempted to get a quick rush from sugary foods or numb the pain with something that brings pleasure to your taste buds.

Notice which feelings are the ones that trigger your overeating the most. For example, if you discover that anger is your biggest emotional trigger, you might want to consider doing some deep breathing or going on a run every time you feel like overeating. These healthy activities can help you release the negative feelings of anger and may stop you from overeating. Finally, you will learn how to identify and manage the feelings that trigger overeating the most.



Activity 2: Group discussion.

- 1. Can you make a list of common negative feelings?
- 2. How could you avoid the negative feelings that trigger your emotional overeating?

Exercise for Module 1

1. Exercise for new words in this Module.

Directions: explain the new words in English by your understanding, and make a sentence with each of them.

1) negotiate:	bargain,	argue	or	discuss	prices
, 0	0 ,	\mathcal{C}			1

谈判;交易;讨价还价

In China, it is important to negotiate at the markets so that you don't pay too much.

在中国,在市场上讨价还价是很重要的,这样你买的东西就不至于太贵。

1上17四,	在中场上的	及什 你 大 的 小 母 她 个 主 1 从 贝。
2) casual:		

3) no problem:		
4) client:		
5) swimmer:		
,		
6) compliment:		
, 1		

2. Dialogue.

Directions: imitate the speakers and make a role play with your partner.

Lisa: You look very nice today, Vincent!

Vincent: Thanks for your compliment, Lisa. I have to wear a suit and tie today because I will

have a meeting with some important clients.

Lisa: That tie really matches your shirt well.

Vincent: My girlfriend chooses my ties for me so I will tell her your kind words.

Lisa: Maybe your girlfriend can give me some ideas for good business dressing. I can

never seem to dress well.

Vincent: You are too modest, Lisa. I have heard many clients compliment your dress code.

Lisa: But they haven't seen me on our Casual Dress Fridays!

Vincent: That is a good thing, Lisa. You know that the client is important to our company and

we should dress formally for them.

Lisa: Well, if everyone dressed like you, Vincent, we would have very happy clients!

Vincent: Thanks again, Lisa. See you later.

Lisa: See you, Vincent.

模块 2

能力培养

任务目标

了解商务会面礼仪、接待礼仪、乘坐交通工具的礼仪、座次礼仪、馈赠礼仪、沟通礼仪、中西餐用餐礼仪、国别礼俗。

Project 1 Business Reception Etiquette 项目一 商务接待礼仪



📐 I. Lead in

In business, the receptionist is the first point of contact, and can make an impression on external stakeholders such as customers and investors. As such, receptionists must abide by an etiquette protocol that meets the company's standards.



II. Reading: Read the following passages and have a group discussion.

日常商务活动经常涉及到接 待活动,商务接待活动中的礼 仪运用是否合适也直接涉及 到公司的形象,影响到商务交 往的成败。在商务交往过程中 我们常常见到有些人因为商

You are able to read this article right now because you have learned to communicate through the understanding of written language. All communication can be classified into three categories; these include speaking, listening and understanding. Communication etiquette therefore involves courteous and well-thought out interaction between individuals or groups that



务接待中的某一个环节失礼 而导致整个商务活动功亏一 篑,也可以见到一次完美的商 务接待会使得商务活动进行 得更加顺利,所以我们认为作 为商务活动的参加者,商务接 待礼仪的学习非常重要。

商务接待过程牵涉到很多方面,从刚开始的迎接到接待中的交谈一直到最后的送宾,整个过程牵涉很广。

includes informed speech, attentive and active listening and a sincere grasp or understanding of what is being communicated. Here are some principles for solving problems you can use in your every day life in order to get along, influence and communicate better within your sphere of influence.

Know and embrace why you believe the conflict needs to be resolved. It is important that you have a conviction or belief about why this particular conflict is unhealthy and unnecessary and needs to be dealt with immediately. It is true that some amount of conflict may be needful in some situations in order to facilitate or cause change. For instance, if your teen-aged daughter continuously oversleeps and causes the house to be in a frenzied state before work and school, perhaps choosing to allow some healthy conflict will cause her to change her behavior. How about letting her deal with some consequences such as a family that is disappointed in her lack of respect for everyone else and has determined to let her know that they find her constant tardiness to be rude behavior? On the other hand, most conflict is destructive and disruptive and should be dealt with immediately. Is the conflict causing discord in the workplace? Is the problem affecting productivity? Make up your mind why this is a problem to be handled immediately and proceed from there.

See the good in the conflict. Decide what good, if any, can or has come from the conflict and use that to increase your knowledge of human relationships and intra-personal communication. Often times there is a lot of emotional growth as a result of conflict.

Determine your goal and start with yourself. You don't want to attempt to resolve a conflict having ulterior motives. Be clear within your own mind about why you feel it is important to restore the relationship and examine your heart and motives. Ask yourself what role you played in the conflict and deal honestly with your own feelings, failures and faults.

Humble yourself and seek and give forgiveness. Pride will prove to be a stumbling block to reconciliation every time.

Be sure to be transparent in your communication, speak truth, listen to the needs and perceptions of the others and relate that you understand by restating their concerns and needs.

Deal with the problem, don't ignore it. It may be difficult to deal with a problem head on, but this is the only way to move past it and move on. If the attempt at reconciliation is marked by shallow apologies and vague references there will be no real resolve. State the actual problem and then deal with ways to overcome the difficulty. If your coworker constantly does the bare minimum at work, causing you to carry more than your fair share of the work-load, it is important to let him or her know that this is causing a problem with how you respect or perceive him or her and that you are becoming resentful of his or her lackadaisical attitude toward the bottom-line at work. Handling this issue sooner rather than later will enable you to communicate in a polite manner. If you wait, things might get ugly.

Try not to nitpick. Determine whether this is a real problem rather than a mere annoyance. If you consider the situation carefully and recognize that this conflict is really just a difference of opinion, you may want to just let it pass. Change your mind about the situation and recognize that people have little quirks and differences, but this is definitely not a cause for major conflict and disharmony.

New Words

well-thought out adj. planned in an effective way 周密思考的 adj. treating everyone equally 公平的,公正的 fair-minded tardy *adj*. slow or late in happening or arriving 行动缓慢的;缓缓移动的 tardiness *n*. 行动缓慢; 迟延

disruptive *adj*. causing trouble and therefore stopping something from continuing as usual 破坏的

discord *n*. the state of not agreeing or sharing opinions stumbling block n. something which prevents action or agreement 绊脚石 reconciliation n. the process of making two opposite beliefs, ideas or situations agree 和解



lackadaisical *adj*. without interest, vigor, or determination 无精打采的 nitpick v. to find faults in details which are not important 挑刺儿,找茬,挑毛病 quirk n. an unusual part of someone's personality or habit, or something that is strange and unexpected 怪癖



Activity 1: Group discussion.

- 1. Which principle has impressed you the most?
- 2. What do you think of the last principle "try not to nitpick"?



▼Task One Transportation Etiquette 任务一 交通礼仪

1. 公共交通礼仪

公共汽车是中国城市居民最常用的交通工具。平时上下班,双休日上街购物,通常都乘坐票价便宜的公共汽车。乘坐公共汽车,应讲究以下礼仪。

依次上车

在公共汽车站,乘客应自觉排队等候,依顺序上车。车靠站停稳后要先下后上或按规定的门上下车,应主动让老弱病残、妇女儿童先上车。上了车的乘客应酌情向车厢内移动,不要堵在车门口,以免妨碍后面的乘客上车。

主动购票

乘客上车后应主动购票、出示 月票或刷卡。下车前,应自觉 地向售票员出示车票、月票或 刷卡。乘坐无人售票车时,应 将事先准备好的钱币自觉投 入箱内。

互谅互让

在车上遇到孕妇、病人、老人

Using public transportation is an easy way to travel. Below you will find information about how to use public transportation, safety guidelines and etiquette.

Public Transportation Safety

One of the benefits of public transportation is that it's a safe way to travel. But like any type of transportation, there are basic safety guidelines to remember:

- Plan your route ahead of time. If you're new to public transportation, the bus or train schedule may be confusing at first. You should plan ahead of time where you are going and how you will get there.
- Do not run to the train. Watch your step when boarding or exiting a subway train, as there is a gap between the edge of the subway platform and the train door.
- Listen for public announcements and follow the directions provided.
- While waiting for a bus or streetcar, try to avoid unlit or deserted areas. Stand near others who are waiting, an occupied building or in a lighted area until transportation arrives.
- Never attempt to board a subway train once the doors begin to close.
- Stand to one side to allow people to exit the subway car before you board.

III

和抱孩子的妇女,有座位的年轻乘客应主动让座。当他人给自己让座时,要立即表示感谢。

在西方社会里,"女士优先" 是男士们恪守的社交原则。在 一些不起眼的小事上谦让和 照顾女士,被认为是男子汉气 质与绅士风度的表现。因此, 在不少西方国家,都有一条不 成文的规矩,即女士乘搭公共 汽车的时候,同车的男士应主 动让座。在这种情况下,女士 无需推让,只要说一声"谢 谢",便可以安然入座。

车上人多时,乘客之间难免拥挤和碰撞,乘客都应表现出高姿态,互相谅解。乘客还应尊重司机、售票员的劳动。此外,乘客应注意乘车安全。例如,不要在车上打毛衣,不要将雨伞尖对着他人,以免误伤其他乘客。

注意卫生

乘客在车上不要吸烟,不要随 地吐痰、乱扔果皮和纸屑。随 身携带机器零件或鱼肉等的 乘客,应将所带物品包好,以 免弄脏其他乘客的衣服。

- Stay alert and hold on to railings when a bus or train is slowing down or turning.
- When you arrive at your stop, be aware of others around you. If you feel you are being followed, go to the nearest occupied building and ask for assistance.
- Never display money or valuables in public. Carry your wallet in an inside pocket, or a pocket that can be buttoned. Keep your purse, shopping bag or other belongings in your lap, on your arm, or between your feet. Do not leave them on an empty seat.

Public Transportation Etiquette

Being respectful of your fellow commuters will make for a more enjoyable experience for everyone. The following are examples of public transportation etiquette:

- Offer your seat to elderly or disabled passengers.
- If the train or bus is crowded, make sure you leave room for people to move around you.
- Avoid using the phone as much as possible. If you do talk on the phone, try to keep conversations brief and speak quietly.
- Do not use multiple seats for your bags or for reclining. Be considerate of other people who are boarding the train or bus and are looking for a seat.
- Always cover your mouth when you sneeze or cough.
- If listening to music, use headphones that cannot be heard by other passengers or be sure to keep the volume at a reasonable level

New Words

button v. fasten something with buttons 扣住;扣紧

streetcar n. (US)=tram public passenger vehicle, usu. driven by electricity, running on rails laid along the streets of a town (有轨的) 电车

recline v. lean or lie back in a horizontal or near-horizontal position 向后倚靠或躺



sudden uncontrollable noisy outburst of air through the nose and mouth (usually sneeze caused by irritation in the nose from dust, etc. or when one has a cold) 喷嚏

make a sneeze 打喷嚏



Activity 1: True(T) or False(F).

- 1. You can try to board a subway train when the doors begin to close.
- 2. When there is nobody beside you on the public transport carrier, you can leave your belongings on an empty seat.
- 3. You can't use several seats for your bags when using public transportation.
- 4. You are not allowed to listen to music on the public transport carrier, even if you are using the headphone.

2. 乘机礼仪

现代社会生活中,飞机已经成 为非常普遍的交通工具之一, 人们需要经常乘飞机出差、开 会、旅行。因此,我们也应该 知道乘飞机时的礼仪。一般来 说,乘飞机要注意的礼仪包括 三个方面: 一是登机前的候机 礼仪; 二是登上飞机后的机舱 礼仪: 三是到达目的地下飞机 出机场的礼仪。

(一) 登机前的礼仪

1. 提前一段时间去机场

这是乘坐飞机前的基本要求。 一般来说,国内航班要求提前 一小时到达,国际航班需要提 前两小时到达, 以便托运行 李、检查机票、确认身份、安 全检查。

2. 行李要尽可能轻便

手提行李一般不要超重,超 大,其他行李要托运。国际航 班上,对行李的重量有严格限 制,一般为 32~64 公斤(不 同航线有不同的规定)。如果

Travel Tips for Business Travelers on Airplanes

Frequent flyers always complain that families traveling with children ruin flights. They have tantrums, kick seats, splash food and generally misbehave. However, some of the most obnoxious in-flight behavior is often perpetrated by business travelers who feel they are entitled to special treatment just because they fly so frequently.

Airplane etiquette violations can have serious consequences. In a recent case, a businessman and female executive met on an American Airlines flight from Dallas to London. They became drunk, undressed and had sex in business class. Although they were asked to behave by fellow passengers, flight attendants and the pilot, they persisted. The executives ultimately lost their jobs, were fined heavily in British courts and became an inspiration for late night television jokes.

Most problems occur in the cramped, overcrowded coach sections of airplanes. Airline etiquette missteps usually center around luggage, personal space and talking. Follow these simple steps and your flight will be easier for everyone, including yourself.

Boarding

Don't carry-on excessive luggage or oversize bags. Most airlines are cracking down and space is limited.



行李超重,要按一定的比例收 费。应将金属的物品装在托运 行李中。

3. 乘坐飞机前要领取登记卡 大多数航班都是在登记行李 时由工作人员为你选择座位 卡。登记卡要在候机室和登 机时出示。如果你没有提前 购买机票或未定到座位,需 在大厅的机票柜台买票登

现在的电子客票基本是用有效的证件,到机场可以自助办理登机牌。但是,在有些城市的较小的机票还需要人工办理。在旅客换完登机牌后,一定要注意看登机牌的具体登机时间。

4. 通过安全检查 礼仪警示:

记。

乘飞机要切记安全第一,不要 拒绝安全检查,更不能图方便 而从安全检查门以外的其他 途径登机。

乘客应配合安检人员的工作, 将有效证件(身份证、护照 等)、机票、登记卡交安检人 员查验。放行后通过安检门 时,需要将电话、钥匙、小刀 等金属物品放入指定位置,手 提行李放入传送带。

当遇到安检人员对自己所携 带的物品产生质疑时,应积极 配合。若有违禁物品,要妥善 处理,不应妄加争辩,扰乱秩 序。

5. 候机厅内礼仪

在前往登机口的途中, 可乘坐

Board quickly. Don't linger at the entryway—it backs up traffic in the jetway.

Carry your bag in front of you as you walk down the aisle. Over-the-shoulder luggage can hit passengers that are already seated. It's not a good way to make friends. Store your bag under the seat in front of you or in the overhead bin adjacent to your seat. Don't put your bag in a bin near the front of the plane for a quick exit—it means someone else will have to wait until the entire plane has emptied to walk back to get their bag.

Don't store your bags in another's space. Wait until the door closes. If there is empty space, then you can use it.

If you need to move another's belongings while placing items in overhead bins, ask them.

Place your coat and jacket on top of your luggage in the overhead bins. Don't place them next to your luggage—it takes up too much space.

Sit in your assigned seat until everyone has boarded. You can switch seats when you determine the empty spots.

If you are traveling alone and someone asks to switch seats to join a family member or colleague—be a sport. You might need the same favor some day.

Settling In. Don't Hog the Armrests.

If you're listening to music with a Walkman, don't crank up the sound too much—it is irritating to listen to.

Don't recline your seat all the way. Airlines may be expanding the legroom in coach, but it is still cramped.

Don't invade your neighbor's "personal space". Be considerate, the Golden Rule applies in the air.

Feet often swell on long flights and many passengers remove their shoes for comfort. Feet often smell on long flights also. If you do take off your shoes, please wear slipper sox to contain the wafting aroma. Believe me, people notice.

In Flight

Don't be a bore. There is nothing worse than being held captive be a talkative seat mate. Don't force your



扶梯,但要单排靠右站立,将 左侧留给需要急行的人。

在候机大厅内,一个人只能坐 一个位子,不要用行李占位 子。而且,注意异性之间不要 过于亲密。

候机厅内设有专门的吸烟 区,在此之外都是严禁吸烟 的。

候机厅里面一般设有商店、书店等,如果等待的时间较长,可以在此浏览观看商品,但是要注意不能大声喧哗。

(二) 乘机时的礼仪

登机后,旅客需要根据飞机 上座位的标号按秩序对号入 座。

1. 飞机起飞前

乘务员通常给旅客示范表演如何使用氧气面具和救生器具,以防意外。当飞机起飞和降落时,要系好安全带。飞机上要遵守"禁止吸烟"的信号,同时禁止使用移动电话、AM/PM收音机、便携式电脑、游戏机等电子设备。在飞行的过程中,一定不要使用手机,以免干扰飞机的系统,发生严重后果。

在飞机起飞和降落以及飞行 期间出现颠簸情况,乘客都要 系好安全带。

2. 飞机起飞后

乘客可以看书看报。邻座旅客 之间可以进行交谈,但声音不 要过大。不要隔着座位说话, 也不要前后座说话。不宜谈论 conversation on the person next to you.

If someone is driving you crazy with their (dull) life story—it is permissible to tell them you're too busy, tired, sick or whatever to talk. But don't be rude. Some people are nervous fliers and talk compulsively.

Don't grab the seat in front of you when you are getting up—it is very disruptive to the person sitting there. Use your arm rests to get up.

Don't kick the seat in front of you.

Don't shout into the airphone.

Don't stand in front of the in-flight movie. You may not like the feature, but don't spoil it for everyone.

Don't hold business meetings in the aisle. It is very annoying to fellow passengers. Also, you never know when a competitor is listening.

Don't clog up the aisles while the flight attendants are using the food and beverage carts. Let them do their jobs.

Be careful with food trays and hot liquids. Take care when you open the plastic salad dressing, condiment and beverage containers. They spatter easily.

If you do spill something on someone; apologize and offer to pay for drycleaning.

The bathroom is not a make-up table or dressing room. Be quick and clean up after yourself.

Alcohol's impact is magnified at high altitudes. Don't get drunk.

This is not your office—don't spread out your work papers everywhere. Be neat.

Don't try to read your seat mates work documents or laptop screen. It is really obnoxious.

Don't sleep on your seat mate's shoulder, unless they want you to. This is not your bedroom—be considerate of your fellow passengers. Your sex life may be interesting to you, but unless your Gwenyth Paltrow or Brad Pitt, your seat mates don't want to listen to it or watch it.

Heading Out

Don't jump up and try to be the first one off-unless you're



有关劫机、撞机、坠机一类的 不幸事件。也不要对飞机的性 能与飞行信口开河,以免增加 他人的心理压力,制造恐慌。 飞机上的座椅可以小幅度调 整靠背的角度,但应考虑前后 座的人,不要突然放下座椅靠 背,或突然推回原位。更不能 跷起二郎腿摇摆颤动,这会引 起他人的反感。

用餐时要将座椅复原,吃东西要轻一点。

飞机上的饮料是不限量免费供应的。但需要注意的是,在要饮料的时候,只能先要一种,喝完了再要,以免饮料洒落。而且,由于飞机上的卫生间有限,旅客应尽量避免狂饮饮料。在乘务员发饮料的时候,坐在外边的旅客应该主动询问里面的旅客需要什么,并帮助乘务员递进去。

在飞机上是可以喝酒的,但只是为了促进饮食,不能像在饭店里一样推杯换盏,尤其要注意的是,千万不要酗酒。由于飞机所能承受的垃圾数量有限,所以旅客最好不自带零食,尤其是一些带壳的零食。此外,旅客不要把飞机上提供的非一次性用品带走,比如餐盘、耳机、毛毯等。

在飞机上,因为人们旅途比较 劳累,为了更舒服地旅行,可 以脱下鞋充分地休息。所以, 脱鞋行为本身并不失礼,但是 不能因为脱鞋而"污染"空气 味道,给其他旅客带来不快。 in Row 1. Wait your turn. It is only a matter of minutes and it makes it easier for everyone. The flight attendants are right—items can shift during flight in the overhead compartments. Be very careful opening the bins.

If someone is having trouble getting their bag out of the overhead compartment, offer to help. It's a nice thing to do and can also prevent those nasty accidents.

If you do need to make a tight connection, let the flight attendant know. They can sometimes move you up to the front before you reach the gate. Remember to carry your luggage in front of you as you depart.

Don't linger in the jetway waiting for your colleagues. Wait up at the gate—away from the entrance so everyone can exit quickly.

Although most of these etiquette tips are common sense, it's amazing how "uncommon" sense can be.



解决这个问题很容易,您乘飞机前,换上干净的鞋子和袜子。如果还不能"抑制"味道,您可以去盥洗室换上一双拖鞋,甚至把双脚用消毒纸巾擦净,再把有味道的鞋子和袜子装在塑料袋里,然后再回到座位或客舱里,然后再回到座位或客舱里,并把放鞋的袋子放在不碍。。避免小孩在飞机上嬉戏喧闹。遇到飞机误点或改降、迫降时不要紧张,最好不要向空姐乱发火,实际上这样的行为对于整个事件无济于事。

3. 在飞机上使用盥洗室和卫 生间

要注意按次序等候,注意保持 清洁。不能在供应饮食时到洗 手间去,因为餐车放在通道 中,其他人无法穿过。如果晕 机,可想办法分散注意力;如 若呕吐,要吐在清洁袋内;如 有问题,可打开头顶上方的呼 唤信号,求得乘务员的帮助。

(三) 停机后的事项

停机后,要等飞机完全停稳后,乘客再打开行李箱,带好随身物品,按次序下飞机。飞机未停妥前,不可起立走动或拿取行李,以免摔落伤人。 国际航班上下飞机要办理入境手续,通过海关便可凭行李卡认领托运行李。许多国际机场都有传送带设备,也有手推车以方便搬运行李。还有机场行李搬运员可协助乘客。在机



场除了机场行李搬运员要给 小费外, 其他人不给小费。 下飞机后,如一时找不到自己 的行李,可通过机场行李管理 人员查寻,并填写申报单交航 空公司。如果行李确实丢失, 航空公司会照章赔偿的。

New Words

tantrum n. a sudden period of uncontrolled anger like a young child's 发脾气

obnoxious a. very unpleasant or rude 令人讨厌的

perpetrate v. to commit a crime, or a violent or harmful act 犯(罪); 做(恶)

adj. not having enough space or time 狭窄的

a container for waste 垃圾箱

be a sport be a pleasant, cheerful, and generous-minded person 随和、开朗、大度的人

crank n. a hand tool consisting of a rotating shaft with parallel handle

v. crank something (up): cause something to turn by means of a crank 用曲轴转动某物 recline v. lean or lie back in a horizontal or near-horizontal position 向后倚靠或躺



Activity 2: Group discussion.

- 1. What shouldn't we do in the airplane?
- 2. How much do you know about the Golden Rule?

Business Communication Etiquette Task Two



仟务二 商务诵讯礼仪

商务通讯礼仪概况

一、要选择对方方便的时间

1. 不论与他人有多熟,也最 好不要在别人体息时打电 话,比如用餐时间、午休时 间,尤其是晚上的睡觉时间。 有的人习惯早睡, 所以不要 太晚打电话、早上七点之前 也不宜打扰。

There are many ways to communicate in the business world, from making an introduction to answering the phone, writing an email or chairing a meeting. Each of these types of business communication has its own etiquette rules. You should be familiar with proper etiquette for as many business communication situations as possible so that you can look professional whenever you have to communicate with people inside and outside



- 2. 如果是公事也尽量不要占 用他人的时间,尤其是节假日 时间。
- 3. 如果是公事,也力求避免 在对方的通话高峰和业务繁 忙的时间内打电话。
- 4. 为避免影响他人的休息, 在打电话前应力求搞清各地 区时差以及各国工作时间的 差异,尽力不要在休息日打电 话谈生意。即使客户已将家中 的电话号码告诉你,也尽量不 要往客户家里打电话。

二、要长话短说

打电话时要力求遵守"三分钟原则"。所谓"三分钟原则"。所谓"三分钟原则"是指:打电话时,拨打者应自觉地、有意地将每次通话时间控制在三分钟内,尽量不要超过这个限定。此外,在通话时,其基本要求应为:以短为宜,宁短勿长,不是十分重要、紧急、繁琐的事务一般不宜通话时间过长。

三、规范内容

- 1. 充分做好通话前的准备。 在通话之前,最好把对方的姓 名、电话号码、通话要点等内 容列出一张清单。这样做可以 避免通话者在谈话时出现现 说现想、缺少条理的问题。
- 2. 说话时要简明扼要。如果 电话接通后,除了首先问候 对方外,要记得自报单位、 职务和姓名。如果请人转接 电话时,一定要向对方致谢。

of the company.

Purpose

In the business world, it's important to try to give the best impression possible. This is true whether you're dealing with coworkers, supervisors, executives or customers. Good manners will impress customers and earn their loyalty. Etiquette will also impress your peers and superiors and may help you get good assignments, raises and even promotions.

Telephone Etiquette

Identify yourself and your business when you answer the phone, and ask the caller how you can help him. When he tells you, repeat the information to make sure you understood it correctly. If the caller is upset, remain calm and polite and try to reassure him that you will assist. If you need to put him on hold to check something, ask his permission. If you must call him back, get his number and repeat it to make sure it is right, then give him a time frame for your return call. If you need to transfer him to another person, let him know the name and phone number or extension of the party so he can call back directly in case he gets disconnected.

Email Etiquette

People tend to think of email as an informal means of communication, but it must have a professional tone when you use it for business. Keep emails short and to the point. This shows respect for the recipient's time. Make the subject line as descriptive as possible. If you need a response within a certain time frame, state that clearly in the email. Provide your telephone number in case the recipient prefers to call you instead of replying by email. Sign the email with your full name, title and company. Do not send attachments without getting permission first. People are often reluctant to download an unexpected attachment because of the danger of viruses.

电话中讲话中一定要务实, 不能吞吞吐吐、含糊不清。 寒暄后,就应直奔主题。

3. 说话要适可而止。打电话时,如果要说的话已经说完,就应该果断地终止通话。话讲完后,仍然反复铺陈、絮叨会让对方觉得你做事拖拉,缺少素养。

四、避免做电话机器

我们打电话的目的是为了彼此的交流和沟通,以拉近彼此的距离。而电话本身是没有任何感情色彩的。所以,在打电话时,一定要给电话赋予感情色彩,达到使对方"闻其声如见其人"的效果。

五、语言文明

- (1) 在对方拿起电话的时候,首先要向接电话的人热情地问候:"您好!"然后再谈其他,不能一上来就"喂",或是开口就说事情,让对方感到莫名其妙。
- (2) 在问候对方后,要自报家门,以便让接电话的人明白是谁打来的电话。
- (3)终止通话,放下话筒前,要向对方说"再见"。如果少了这句礼貌用语会感觉通话终止得有些突然,让人难以接受。

Meeting Etiquette

Send out an invitation that includes an agenda so recipients can decide whether or not they need to be present. Send out a reminder the day before the meeting. Start it at the stated time out of respect for the people who show up on schedule. Make sure everyone has a chance to speak. Don't interrupt others, and don't allow other meeting participants to make interruptions. End the meeting at the stated time, giving a summary of what was covered and confirming any action items. If you didn't make it through the entire agenda, schedule another meeting rather than running overtime. This shows respect for attendees who may have something scheduled afterwards.

Introduction Etiquette

When you are being introduced to someone, you should always stand up, and if you are behind a desk, you should come around to the front for the greeting. Once someone has been introduced to you, don't automatically use his first name unless he gives permission. If you are the one making the introduction, base the order on business authority, and use the person's full name and title. Those who are highest in the hierarchy should always be introduced first.

New Words

chair v. to be the chairperson of a meeting or committee 主持

peer *n*. your peers are the people who are the same age as you, or who have the same type of job, social class, etc. 同辈; 同等的人

recipient n. a person who receives something 接受者



reminder *n*. a written or spoken message which reminds someone to do something (告知该做某事的)通知单;提示信



Activity 1: Group discussion.

- 1. What is the telephone etiquette?
- 2. Who should always be introduced first during the process of introduction?



▼Task Three Seating Etiquette 任务三 座次礼仪

1. 宴会座次

排序原则:以远为上,面门为上,以右为上,以中为上;观景为上,靠墙为上。

座次分布:面门居中位置为主位;主左宾右分两侧而坐;或主宾双方交错而坐;越近首席,位次越高;同等距离,右高左低。

Dinner should be delayed no more than 15 to 20 minutes to accommodate a late guest's arrival. If a guest arrives late to a formal meal, a butler or maid receives them at the door with the hostess still seated. At an informal meal, the host answers the door and greets the latecomer, who makes a brief explanation to the hostess. When the latecomer is a gentleman, table manners dictate that the other men at the table remain seated. But, if the latecomer is a lady, as a courtesy, all the gentlemen rise and the man on her left helps her into her seat.

Cocktail Glasses

Do not bring a cocktail glass to the dinner table. The glass crowds the place setting. In addition, the taste of spirits may counteract the flavor of wine served with the meal. Leave the cocktail glass in the room where cocktails are served.

Entering the Dining Room

At a formal dinner generally the host escorts the lady of honor into the dining room first. The remaining guests enter the dining room in whatever order they choose. The male guest of honor and hostess enter the room last.

- Guests of honor who are male dignitaries of high-rank enter the dining room first accompanied by the hostess. The dignitary's wife then enters the room escorted by the host.
- Guests of honor who are female dignitaries of

high-rank enter the dining room first accompanied by the host. The dignitary's husband enters the room accompanied by the hostess.

• If there are fewer men than women at a formal dinner, the hostess enters the room alone.

If the meal is informal, dinners may enter the room in the easiest manner. If there are no place cards, usually the hostess enters the dining room first to tell everyone where to sit.

Where to Sit

- Place cards identify the places people are to sit; they
 are used to eliminate confusion when more than six
 people dine together. Place cards usually designate
 individual places at formal affairs. If there are no place
 cards, the hostess tells the dinners which seat to take or
 requests that they determine their own places.
- The hostess is the last to enter the room at a formal dinner with the other women sitting down without waiting for her. The women sit before or after the hostess is seated at an informal meal.
- The place of honor at the table is to the right side of the host because most people are right-handed. Men help the woman sit on his right then sit. A host helps the lady seated to his right. The hostess is assisted by the man to her left. To make the process easier, women should approach their chairs from the right.
- Unless protocol is being observed, other guests should not be seated according to their importance.
- Beyond these few guidelines, guests should be arranged in the way that the host feels it will be most congenial for conversation.
- When all the women are seated, the men sit down.
- In a private residence the hostess should suggest where to leave a purse; purses should not be brought to the table. In a restaurant or public place it is held on the lap or placed close at hand.

New Words

butler n. the most important male servant in a house, usually responsible for organizing the other servants 男管家; 仆役长

dictate v. to give orders, or state something exactly, with total authority courtesy n. polite behaviour, or a polite action or remark 礼貌

counteract v. to reduce or remove the effect of something unwanted by producing an opposite effect 抵消

dignitary *n*. a person who has an important position in a society 显要人物 congenial a. friendly and pleasant 意气相投的



Activity 1: True(T) or False(F).

- 1. If a guest arrives late to a formal meal, a butler or maid receives them at the door with the hostess standing.
- 2. At a formal dinner generally the host escorts the lady of honor into the dining room first.
- 3. Guests of honor who are female dignitaries of high-rank enter the dining room first accompanied by the hostess. The dignitary's husband enters the room accompanied by the host.
- 4. At a formal dinner the hostess is the last to enter the room with the other women sitting down without waiting for her.
- 5. In a private residence the hostess should suggest where to leave a purse; purses should not be brought to the table.

2. 商务用餐排位

国际上通用的宴请形式有宴 会、招待会、茶会、工作餐等。 采取何种宴请形式,一般根据 活动的目的、邀请对象以及经 费开支等因素来决定。每种类 型的宴请均有与之匹配的特 定规格及要求。

常见的几种宴请形式:

宴会

宴会为正餐,坐下进食,由招 待员顺次上菜。宴会有正式宴 会、便宴之分。按举行的时间,

One of the more complicated aspects of business etiquette, whether you are entertaining at home or in public, is arranging the seating for those present at a lunch, dinner, or other public meeting. If heads of state, members of the military, or diplomats are present, special rules of protocol may need to be followed.

Seating arrangements are made by the host. It is never correct for guests to shift name cards or take a seat at a table other than one to which they have been assigned. It is a company's prerogative to decide how to seat its guests and it usually has its reasons for the decisions it makes.

又有早宴(早餐)、午宴、晚 宴之分。其隆重程度,出席规 格以及菜肴的品种与质量等 均有区别。一般来说,晚上举 行的宴会较之白天举行的更 为降重。

正式宴会

除不挂国旗、不奏国歌以及出 席规格不同外,其余安排大体 与国宴相同。有时亦安排乐队 奏席间乐。宾主均按身份排位 就座。许多国家正式宴会十分 讲究排场,在请柬上注明对客 人服饰的要求。外国人对宴会 服饰比较讲究,往往从服饰规 定体现宴会的隆重程度。对餐 具、酒水、菜肴道数、陈设, 以及服务员的装束、仪态都要 求很严格。通常菜肴包括汤和 几道热菜(中餐一般用四道, 西餐用二、三道),另有冷盘、 甜食、水果。外国宴会餐前上 开胃酒。常用的开胃酒有:雪 梨酒、白葡萄酒、马丁尼酒、 金酒加汽水 (冰块)、苏格兰 威士忌加冰水 (苏打水), 另 上啤酒、水果汁、番茄汁、矿 泉水等。席间佐餐用酒,一般 多用红、白葡萄酒,很少用烈 性酒,尤其是白酒。餐后在休 息室上一小杯烈性酒,通常为 白兰地。我国在这方面做法较 简单,餐前如有条件,在休息 室稍事叙谈,通常上茶和汽 水、啤酒等饮料。如无休息室 也可直接入席。席间一般用两 种酒,一种甜酒,一种烈性酒。 餐后不再回休息室座谈,亦不

Who Sits Where at a Business Lunch and Dinner

When entertaining business associates at home, the head seats, at either end of the table, are taken by the host and hostess. At a round or square table, the head seat is wherever the host wants to sit. At a rectangular table, the head seats are at the ends of the table. Male guests, ranked according to their importance, are seated respectively to the right and left of the hostess. Female guests, according to their rank, are seated to the right and left of the host. The most important guests occupy the right-hand seats, with the second most important guests, if any, occupying the left-hand seats.

Unless protocol is being observed, other guests should not be seated according to their importance, especially since doing so would leave those farthest from the host and hostess feeling unimportant. (If protocol is being observed, then everyone present understands the seating arrangements.)

At a business lunch or dinner where spouses are not present, guests are more likely to be seated in accordance with their importance. The guest of honor is seated to the right of the host, with a second guest of honor seated to the left. Less important guests are arranged, often according to rank, around the table.

Ranking Your Guests

And, how, you may wonder, do you go about ranking your guests? It's not so difficult as it sounds. Here are guests who would be honored:

- Visiting foreign dignitary or customer
- Guest with military or government rank
- Elderly guest
- Guest with distinguished career or other important achievement
- Guest who is celebrating an occasion such as a promotion, transfer or birthday

Door Lists

Companies may, for many reasons, screen admitted guests to



再上饭后酒。

便宴(即非正式宴会)

常见的有午宴(Luncheon)、晚宴(Supper),有时亦有早上举行的早餐(Breakfast)。这类宴会形式简便,可以不排席位,不作正式讲话,菜肴道数亦可酌减。西方人的午宴有时不上汤,不上烈性酒。便宴较随便、亲切,宜用于日常友好交往。

招待会

招待会是指各种不备正餐较为灵活的宴请形式,备有食品、酒水饮料,通常都不排席位,可以自由活动。常见的有:

冷餐会(自助餐)

这种宴请形式的特点,是不排 席位,菜肴以冷食为主,也可 用热菜,连同餐具陈设在菜桌 上, 供客人自取。客人可自由 活动,可以多次取食。酒水可 陈放在桌上,也可由招待员端 送。冷餐会在室内或在院子 里、花园里举行,可设小桌、 椅子,自由入座,也可以不设 坐椅,站立进餐。根据主、客 双方身份,招待会规格降重程 度可高可低,举办时间一般在 中午十二时至下午二时、下午 五时至七时左右。这种形式常 用于官方正式活动,以宴请人 数众多的宾客。

酒会 (鸡尾酒会)

这种招待会形式较活泼,便于

a party or event. A door list is usually used for this purpose. The company may require the guests to present an invitation to gain admittance, but those can be copied. For extra security, a door list has proven to be a good way to enhance security.

Several people may wait near the door with the list. Guests state their names and are allowed to enter.

广泛接触交谈。招待品以酒水 为主,略备小吃。不设座椅, 仅置小桌(或茶几),以便客 人随意走动。酒会举行的时间 亦较灵活,中午、下午、晚上 均可,请柬上往往注明整个活 动延续的时间,客人可在其间 任何时候到达和退席,来去自 由,不受约束。

鸡尾酒是用多种酒配成的混合饮料。酒会上不一定都用鸡尾酒。但通常用的酒类品种较多,并配以各种果汁,不用或少用烈性酒。食品多为三明治、面包托、小香肠、炸春卷等各种小吃,以牙签取食。饮料和食品由招待员用托盘端送,或部分放置小桌上。

茶会

茶会是一种简便的招待形式。 举行的时间一般在下午四时 左右(亦有上午十时举行)。 茶会通常设在客厅, 不用餐 厅。厅内设茶几、座椅。不排 席位,但如是为某贵宾举行的 活动,入座时,有意识地将主 宾同主人安排坐到一起,其他 人随意就座。茶会顾名思义是 请客人品茶。因此,茶叶、茶 具的选择要有所讲究,或具有 地方特色。一般用陶瓷器皿, 不用玻璃杯, 也不用热水瓶代 替茶壶。外国人一般用红茶, 略备点心和地方风味小吃。亦 有不用茶而用咖啡者,其组织 安排与茶会相同。



工作进餐

按用餐时间分为工作早餐、工 作午餐、工作晚餐(Working Breakfast, Working Lunch, Working Dinner)。是现代国际 交往中经常采用的一种非正 式宴请形式(有的时候由参加 者各自付费),利用进餐时间, 边吃边谈问题。在代表团访问 中,往往因日程安排不开而采 用这种形式。此类活动一般只 请与工作有关的人员,不请配 偶。双边工作进餐往往排席 位, 尤以用长桌更便于谈话。 如用长桌, 其座位排法与会谈 桌席位安排相仿。

New Words

prerogative n. something which some people are able or allowed to do or have, but which is not possible or allowed for everyone 特权; 君权

rectangular a. shaped like a rectangle 矩形的; 长方形的 dignitary n. a person who has an important position in a society screen 显贵; 要人



Activity 2: Group discussion.

- 1. How much do you know about seating for business dining? Is it possible for guests to shift name cards?
- 2 What is the door list used for?

Task Four **International Gift Giving Etiquette**



任务四 国际馈赠礼仪

1. 国际馈赠礼仪概况

要使交往对象愉快地接受馈 | Preparing for a business meeting requires a working 赠,并不是件容易的事情。因 | knowledge of the information to be discussed or presented,

为即便是你在馈赠原则指导之下选择了礼品,如果不讲究赠礼的艺术和礼仪,也很难使馈赠成为社会交往的手段,甚至会适得其反。那么,馈赠时应注意哪些艺术和礼仪呢?

- 1. 注意礼品的包装。精美的包装不仅使礼品的外观更具艺术性和高雅的情调,并显现出赠礼人的文化和艺术品位,而且还可以使礼品产生和保持一种神秘感,既有利于交往,又能引起受礼人的兴趣和探究心理及好奇心理,从而令双方愉快。好的礼品若没有讲究包装,不仅会使礼品逊色,使其内在价值大打折扣,使人产生"人参变萝卜"的缺憾感,而且还易使受礼人轻视礼品的内在价值,而无谓地折损了由礼品所寄托的情谊。
- 2. 注意赠礼的场合。赠礼场 合的选择,是十分重要的。尤 其那些出于酬谢、应酬或有特 殊目的的馈赠, 更应注意赠礼 场合的选择:通常情况下,当 众只给一群人中的某一个人 赠礼是不合适的。因为那会使 受礼人有受贿和受愚弄之感, 而且会使没有受礼的人有受 冷落和受轻视之感。给关系密 切的人送礼也不宜在公开场 合进行,只有礼轻情重的特殊 礼物才适宜在大庭广众面前 赠送。既然是关系密切,送礼 的场合就应避开公众而在私 下进行,以免给公众留下你们 关系密切完全是靠物质的东

careful attention to all details on the printed material to be distributed, and perhaps a gift. This gift is a social gesture that may be expected in some countries, and could be considered a bribe in others. Knowing the gift guidelines for the country you'll be visiting will help make your meeting a success.

Some multi-national companies and some governments have very strict policies regarding their employees accepting gifts. To avoid creating a problem, it's imperative you learn the policies for the companies you do business with.

Countries like Malaysia and Paraguay, concerned with corruption, frown upon any gift that could be construed as a bribe. In Malaysia you wouldn't give a gift until you had established a relationship with the person. In Singapore, government employees are not allowed to accept gifts, and the United States limits the acceptable dollar value to \$25.

However, in some countries like Japan, Indonesia and the Philippines, exchanging gifts is strongly rooted in tradition. Part of the tradition is the gracious style used to present and receive them. It's important to plan time and focus on the process.

It's very important in Asia and the Middle East to only use your right hand, or both hands, to offer or accept a gift. In Japan and China's Hong Kong, use both hands.

In Singapore a recipient may "graciously refuse three times" before accepting your gift. But in Chile, gifts are accepted and opened immediately. And in Indonesia, small gifts are given on a frequent basis.

Always be cognizant of religious laws when selecting gifts. For instance, pork is prohibited in the Jewish and Muslim religions, so you wouldn't select a gift made from pigskin. As in India, don't offer a gift made from cowhide. Another prohibition for the Muslim faith is alcohol.

A standard to keep in mind for any gift you select is quality. Choose quality items that are not ostentatious. If you have gifts with your company logo, it's better if the logo is discreet. And don't give company logo gifts in Greece, Spain and Portugal.

西支撑的感觉。只有那些能表 达特殊情感的特殊礼品,方才 在公众面前赠予。因为这时公 众已变成你们真挚友情的见 证人。如一本特别的书,一份 特别的纪念品等。最好当着受 礼人的面赠礼。赠礼是为巩固 和维持双方的关系, 赠礼也必 须是有针对对象的。因此赠礼 时应当着受礼人的面, 以便于 观察受礼人对礼品的感受,并 适时解答和说明礼品的功能、 特性等,还可有意识地向受礼 人传递你选择礼品时独具匠心 的考虑,从而激发受礼人对你 一片真情的感激和喜悦之情。

- 3. 注意赠礼时的态度、动作和言语表达。只有那种平和友善的态度,落落大方的动作并伴有礼节性的语言表达,才是令赠受礼双方所能共同接受的。那种做贼式的悄悄将礼品置于桌下或房中某个角落的做法,不仅达不到馈赠的目的,甚至会适得其反。
- **4.** 注意赠礼的具体时间。一般 说来,应在相见或道别时赠礼。

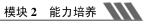
Hosting a meal at a nice restaurant is always a good business practice. A fine dinner is a wonderful way to give a "gift to your hosts", to show your guests you appreciate the business relationship you have with them, and an opportunity to build rapport. People in Brazil, England, Panama, and Peru enjoy being invited guests for a meal, and the Greeks look forward to an evening filled with dining. In China, plan a banquet, especially if you are being honored with one.

New Words

imperative *adj*. extremely important or urgent; needing to be done or given attention immediately 必要的; 不可避免的

construe v. to understand the meaning, especially of other people's actions and statements, in a particular way 分析;解释

gracious *adj*. behaving in a pleasant, polite, calm way 雅致的;有礼貌的 cognizance *n*. knowledge or understanding of something 认识;审理;认定 cognizant *adj*. 知道的;已认定的



cowhide *n*. (leather made from) the skin of a cow 牛皮

ostentatious adj. too obviously showing your money, possessions or power, in an attempt to make other people notice and admire you 外观美丽的; 浮华的

discreet adj. careful not to cause embarrassment or attract too much attention, especially by keeping something secret 谨慎的; 慎重的

rapport n. a good understanding of someone and an ability to communicate well with them 友好关系



Activity 1: Group discussion.

- 1. How do you understand the sentence "In Indonesia, small gifts are given on a frequent basis"?
- 2. What do you learn from this text?

2. 国际馈赠礼仪详情

在国际商务交往中, 礼尚往 来是建立人际关系、拓展业 务范围不可缺少的一部分。 因此,懂得各国的赠送礼品 习惯, 掌握好赠送礼品的规 则和火候十分重要!

美国人喜爱奇特的礼品

美国人对礼品主要讲究实用 性和奇特性。如果能送一些 具有独特风格或民族特色的 小礼品,美国人会很欢迎。 例如,我国产的仿兵马俑, 在美国人心中就是一种难得 的礼品。此外,包装礼品时 不要用黑色的纸, 因为黑色 在美国人眼里是不吉利的颜 色。同时,要注意赠送礼物 应在生意交谈结束的时候。

英国人不收贵重礼品

给英国人赠送礼品时,如果 礼品价格很高,就会被误认 是一种贿赂。送一些高级巧 If a country isn't listed in a category, it means gifts may or may not be exchanged. Should you receive a gift, and don't have one to offer in return, you will not create a crisis. However, this is a good reason for planning to host a meal. It becomes your reciprocal gesture.

Countries in Which a Gift is Expected:

• Czech Republic, Poland, Russia, Ukraine, Bolivia, Colombia, Costa Rica, China, Indonesia, Japan, Republic of Korea, Malaysia, the Philippines, Thailand

Countries in Which a Gift Is Not Expected on the First Visit, but Would Be Expected on a Subsequent Visit:

• Portugal, Spain, Brazil, Chile, Guatemala, Nicaragua, Panama, Peru, Venezuela, Malaysia, Singapore, Finland, Norway

Countries in Which a Gift Is Not Expected, or Gifts Are **Less Frequently Exchanged:**

• United Kingdom, France, Hungary, Italy, Uruguay, Denmark, Pakistan, Saudi Arabia, United States

The information below will give you more details regarding cultural and religious traditions surrounding gifts, some of the reasoning behind the symbolism, and most important,



克力、一两瓶名酒或鲜花,都能得到受礼者的喜欢。但要注意,最好不要送印有公司标记的礼品。

法国人与艺术分不开

法国人崇尚艺术,因此,所 送礼品最好带有一些艺术 性,如有特色的仿古礼品, 他们就会很喜欢。如果应邀 到法国人家中用餐,应带上 几支不加捆扎的鲜花,但菊 花必须除外。

德国人不爱尖锐礼品

德国人很注意礼品的包装, 礼品切勿用白色、黑色或棕 色的包装纸或丝带包扎。另 外,不要送尖锐的东西,因 为德国人视其为不祥之兆。

日本人忌讳4和9

给日本人赠送礼品,不要一次送4样或9样东西,因为"4"字在日文中与"死"谐音,而"9"则与"苦"字谐音。日本人喜欢名牌货,但对装饰着狐狸和獾的东西很反感。他们认为,狐狸是贪婪的象征,獾则代表狡诈。

俄罗斯人只爱西方名牌礼品

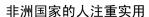
只要送名牌,特别是西方名牌货,不论礼品价值的高低,都容易获得俄罗斯人的好感。从一盒"万宝路"香烟到一条 LEVIS 牌牛仔裤都会使他们十分满意。

helping you make the right decisions when it comes to business gift giving.

Cultures with detailed rituals for the ceremony of gift giving are the Japanese and the Chinese. And nomadic cultures in the Middle East have a tradition of hospitality to travelers, while Latin cultures consider all relationships as personal. So any country with a population from these cultural backgrounds will exchange gifts as a normal part of building relationships and doing business.

Gifts are a symbolic way to show appreciation and further relationships and in European cultures they are given, but not as frequently. And there isn't the detailed protocol for presenting a gift, except avoiding colors or flowers traditionally used for funerals, or romance.

In today's world, with global companies, as well as countries populated and influenced by different religions and cultures, it's important to develop good business relationships by taking the time to learn more about the person you're doing business with. This knowledge will give you insight into choosing more meaningful gifts, that the recipient will know was specifically selected for him or her, and be more appreciated.



非洲国家的人对礼品的价值 不大讲究, 但重视礼品的实 用性,不宜送高档礼品。

阿拉伯国家的人钟情精美华 丽的礼品

有"名"的东西, 比无名的 古董更受到喜欢:智力玩具 和工艺品, 比单纯实用的东 西更受到偏爱。但各种酒类, 包括那些描绘有动物图案的 礼品不受欢迎。

New Words

reciprocal adj. a reciprocal action or arrangement involves two people or groups of people who behave in the same way or agree to help each other and give each other advantages 相 互的; 互惠的

nomad n. a member of a group of people who move from one place to another rather than 游牧民: 流浪者 living in one place all of the time

nomadic adj. 游牧的; 流浪的

protocol n. the system of rules and acceptable behaviour used at official ceremonies and occasions 利仪



Activity 2: Group discussion.

- 1. What are those countries in which a gift is not expected on the first visit, but would be expected on a subsequent visit?
- 2. Where do the people treat gift-giving as a normal part of building relationships and doing business?

(1) 国际馈赠礼仪——美国

在美国,朋友之间也盛行互赠 礼品。美国人举行家庭招待 会,在两三个小时内同时接待 几十名来访的亲友,客人送礼

Business Gift Giving/Personal Gift Giving

Presenting a gift is a thoughtful gesture, but it is not expected. Business gifts are often presented after the deal is closed. In

与否关系不大。如果出席专为 自己举行的家宴时,就应带些 小礼品。美国人之间一般送酒 或鲜花,而中国人去作客则应 以赠中国的小工艺品为好。在 美国,如果客人赴宴不送礼 品,往往意味着准备回请一 次。

美国人在接受礼品时,往往当 场打开礼品,这时送礼者介绍 几句,受礼者赞扬一番,气氛 颇为亲切融洽。我们中国人的 习惯是,对客人的礼品先是客 气一番, 辞谢不受, 后又接过 礼品放在一旁,而这样做对美 国人来说是极不礼貌的,这等 于对这些礼品不屑一顾。美国 人虽然不太注重礼品的价值, 却十分讲究礼品的包装。美国 有专门的礼品包装纸和装饰 花样,如果送礼时忽略了这 点, 甚至还认为昂贵的包装纸 只有一两分钟的作用(即进门 送礼到主人拆封那段时间), 认为是浪费,那就错了。 送给美国人的礼品除唐三彩、 泥塑、蛋壳画、仿玉小品、折 扇、剪纸、字画等外,应选择 具有浓厚乡土气息的或别致 精巧的工艺品,不要老一套而 应有新意。

most situations, gifts are usually unwrapped immediately and shown to all assembled.

In many cases, the best gifts are those that come from your country.

You may not receive a gift in return right away.

During the Holiday Season (late November through the first week of January), gifts are exchanged. For your business associates, you can give gifts such as useful items for the office, liquor or wine. Choose gifts with no religious connotations (i.e. don't buy Christmas ornaments), unless you are certain of the religious background of your associates. While Christmas is the dominant celebration, and is widely commercialized during this period, people may be celebrating many other holidays during this period (i.e. Hanukkah, Kwanzaa).

Many stores and malls offer gift-wrapping services during the winter holidays.

When you visit a home, it is not necessary to take a gift, although it is always appreciated. Flowers, a potted plant, or a bottle of wine are good gift choices.

If you wish to give flowers, you can have them sent in advance to relieve your host or hostess from taking care of them when you arrive.

If you stay in a U.S. home for a few days, a gift is appropriate. You may also write a thank-you note.

Taking someone out for a meal or other entertainment is another popular gift.

Gifts for women such as perfume or clothing are usually inappropriate. They are considered too personal.

Gifts for children are often a thoughtful and appreciated gesture, but take into account the values of the parents. Many parents would object to your giving a toy gun or a violent video game to their child.

New Words

gesture *n*. a movement of the hands, arms or head, etc. to express an idea or feeling 举止; 动作 assemble *v*. to come together in a single place or bring parts together in a single group 集合



someone who you work or do business with

Hanukkah a Jewish religious holiday lasting for eight days in December 光明节(犹太人纪 念节日之一)

Kwanzaa an African-American cultural celebration lasting from December 26 to January 1 宽扎节(非裔美国人的节日)



Activity 3: Group discussion.

- 1. During the Holiday Season, what gifts can be sent in the United States?
- 2. What gifts are inappropriate for women in the United States?

(2) 国际馈赠礼仪——英国

英国是一个讲究绅士风度的 国度。在英国, 受礼和送礼 的双方都应尽量避免感情的 外露。一般送价钱不贵但有 纪念意义的礼品,由于该礼 品花费不多就不会被误认为 是一种贿赂。合宜的送礼时 机应定在晚上,请人在上等 饭馆用完晚餐或剧院看完演 出之后。

英国人给人的第一印象往往是 矜持。一般不主动与人攀谈, 感情不外露, 也很少有激动的 时候。说话声音很轻, 能克制 自己。了解一个英国人比较难, 他们从不讲个人的事情。但是, 英国人并不缺乏人情味。英国 人很谦虚, 也很幽默。

礼仪习俗

见面: 英国人彼此第一次相识 时,一般都要握手。除了热恋 中的男女, 步行时一般人都不 手拉手。英国人不喜欢别人干 扰他们的个人生活。

当你去访问一个英国人时,得 先在门口敲门,一直等到他说

Gift Giving in United Kingdom

Giving gifts is not a normal part of British business culture. Indeed, British business colleagues are quite likely to feel embarrassed to receive any gift at all. The only exception would be at the conclusion of a deal when it might be appropriate to give a unique commemorative item to mark the occasion. Such items might be gold, silver, or porcelain with a suitable inscription. Again, to avoid embarrassment on the part of the recipient, the object must be restrained, tasteful, and not ostentatiously expensive. It might be helpful to ask yourself whether the recipient would gladly display the gift in his living room or consign it to the attic at the earliest opportunity.

Small gifts such as a pen or a book, again suitably inscribed, would be suitable tokens of genuine gratitude and flowers or wine/champagne suffice to thank (junior) colleagues for their services. Do not, however, appear patronising or unduly forward (especially if the recipient is a woman).

Alternatively, it will often be appreciated if you invite your hosts, or others you wish to thank, out for a meal or to the theatre/opera.

It is always good form to buy a round of drinks for your colleagues after work. (This is also the most common way of celebrating someone's birthday.)

Business gifts are never exchanged at Christmas but it may



"请进",才能进去。先生们进 屋脱帽,而女士们则不必在室 内脱帽。

英国人在日常生活中经常谈 论的话题是天气,往往也是第 一个话题。

女士优先与绅士风度: 在英国,尊重妇女是体现绅士风度的一个重要方面。女士优先是一个人人皆知的行为准则。

盥洗室与去"100号": 盥洗室一词的本意为洗手或洗脸的地方,但其实际含义则是厕所,英国人上厕所时不会直截了当地说"去上厕所"。如果你想要上厕所,可以说"去男人的房间",或"去女人的房间",也可以说"请原谅几分钟"或"我想洗手"等等。小孩子们想要大小便时说"我要去那个地方"。在朋友之间和家庭内部,"去100号"则是最常用的说法。

送礼和给小费:在英国,仅限于给侍者和出租车司机小费,在饭钱和车费之外多付 1/10或 1/8 的钱。旅店的侍从或铁路搬运工为你服务之后,您也要付少量小费。

禁忌

不能加塞: 英国人有排队的习惯。你可以看到他们一个挨一个地排队上公共汽车、火车或买报纸。加塞是一种令人不齿的行为。

不能问女士的年龄: 英国人非常不喜欢谈论男人的工资和

be appropriate to send a card, particularly as an expression of thanks to your business associates but also as a means of maintaining valuable contacts. Bear in mind that the UK postal service was founded at about the same time as the antiquated railways so ensure that your cards are mailed in good time.

In the unlikely event that you yourself receive a gift, you should be sure to reciprocate. Assuming that you have been caught unawares, you will not have an offering of your own to hand so the best option is to extend an invitation to dinner or, if time is really short, then run to the nearest wine merchant for a bottle of the best champagne you can afford.

If you are invited to a British home, it is standard practice to bring wine, flowers, and/or chocolates for your hosts. Do not feel offended if the host does not open your gift of wine that evening but adds it to his cellar; it does not mean that the gift is unappreciated (or that the host would rather drink your fine vintage claret on his or her own at a later date) but quite simply that he or she has probably already chilled the white wine and opened the red that are appropriate for that meal

Champagne, though, is never unwelcome and can always be put quickly in the fridge for an after-dinner toast.

Spirits, on the other hand, are a matter of personal taste and best not given as a present. A bottle of your favourite bourbon may languish unopened in the drinks cabinet for years.

The usual European caveats apply when giving flowers: no red roses, white lilies, or chrysanthemums.

If you know that you are going to stay with a family, it is a good idea to bring something from your own country. Your hosts are letting you into the intimacy of their home, so a coffee-table book about your area or some artefact that typifies it would constitute a way of letting your hosts into some of the secrets of your own home. If you are unprepared, then your time in your hosts' house should allow you to think of something they would really appreciate even if you have to mail it from home on your



女人的年龄。

不能砍价: 在英国购物,最忌讳的是砍价。

英国的送礼习俗

克制、礼貌、尊重传统、热爱 英语等值得尊敬的品质从英 国人送礼的习俗中得到了体 现。英国的传统认为,只要你付 得起,不管是何物你都应设法得 到最好的,然后终生珍惜之。 return.

Whenever you have been a guest in a home, you should definitely send a hand-written thank-you note. Indeed, it is a thoughtful gesture to thank your hosts in writing for any hospitality, even a short drinks party.

New Words

commemorative *a.* intended to help people remember and respect an important person or event in the past 纪念的,纪念性的

inscription n. words that are written or cut in something 题词

ostentatious *a.* too obviously showing your money, possessions or power, in an attempt to make other people notice and admire you 好夸耀的,炫耀的

attic *n*. space or room just below the roof of a house, often used for storing things 阁楼 patronize *v*. to speak to or behave towards someone as if they are stupid or not important 惠顾; 资助

antiquated a. old-fashioned or unsuitable for modern society 过时的; 陈旧的

reciprocate v. to share the same feelings as someone else, or to behave in the same way as someone else 互换, 互给

unaware a. not understanding or realising something 不知道的

cellar *n*. a room under the ground floor of a building, usually used for storage 地下室; 地窖; 酒窖

vintage a. 酿酒的

claret *n*. red wine made in the region near Bordeaux in France 红葡萄酒(特指法国波尔多产)white wine 白葡萄酒

toast v. to wish happiness, success, etc. to somebody/something by drinking wine, etc. 祝酒 n. act of toasting 祝酒

bourbon n. a type of American whiskey 波旁威士忌

languish v. to exist in an unpleasant or unwanted situation, often for a long time 失去活力 caveat n. a warning to consider something before acting further, or a statement which limits a more general statement 警告; 附加说明



Activity 4: Group discussion.

- 1. What can you bring if you are invited to a British home?
- 2. What does the writer think of thank-you note?



》Project 2 Communication Etiquette 项目二 沟通礼仪



► Task One Meet and Greet 任务一 迎接和打招呼

1. 打招呼的礼仪

打招呼是联络感情的手段,沟通心灵的方式和增进友谊的组带,所以,绝对不能轻视和小看打招呼。而要有效地打招呼,首先应该是积极主动地跟别人打招呼。

主动打招呼所传递的信息是: "我眼里有你。"谁不喜欢自己 被别人尊重和注意呢?如果 你主动和单位的人打招呼持 续一个月,你在单位的人气可 能会迅速上升。

见了领导主动打招呼,说明你 心中敬重领导;见了同事主动 打招呼,说明你眼里有同事; 见了下属主动打招呼,说明你 体恤下属。永远记住,你眼里 有别人,别人才会心中有你。 In the business world, if you do not make a good first impression, you may not get another chance. According to an article in *Psychology Today*, people will make judgments about you in as little as 20 seconds, based upon their first impression. So knowing how to greet a person in a confident and friendly manner is extremely important. By using these simple strategies, you will be able to get off to a good start.

Face-to-Face Greeting

Standing up and coming out from behind a desk to greet someone is a good strategy because it gives the impression that you have enough respect for the person to greet them eye-to-eye. Remaining behind a desk puts you in an authoritative position (not equal to the newcomer), which could be perceived as unfriendly or disrespectful.

Friendly, Confident Facial Features

Making an effort to display a genuine smile and look the newcomer in the eye shows that you are friendly and confident. According to *Psychology Today*, others are very good at reading your facial expressions (and making judgments based upon them).

Introduction and Handshake

When you introduce yourself, you should say your first and last name, as in, "Hello, I'm Joan Smith." This is more formal than just giving your first name and is appropriate for a



first-time greeting. The handshake also gives an important impression of you and must be done properly. Either party may extend their hand first, and you should grip firmly, but without undo strength. (Remember, it is not a contest.) The handshake only needs to last about 3 to 4 seconds.

Elevator Speech

It is very useful to develop what is often called an "elevator speech", or a 20 to 30 seconds description of your role in the business. It is called so because it is supposed to be brief enough to tell to a fellow elevator passenger on the way down (or up). A practiced elevator speech will help you to become more polished in the introduction of yourself. These are especially useful if you will be attending meetings or receptions where you will have to introduce yourself to many new people.



Activity 1: Group discussion.

- 1. Why should you display a genuine smile and look the newcomer in the eye?
- 2. How do you introduce yourself and shake hands with a newcomer in a business context?

2. 前台接待礼仪

一、仪容规范

前台文员每天要面带笑容,保 持开朗心态; 注重个人卫生。 女同事要不化浓妆、穿着不浮 夸,同时要保持口气清新,最 好使用清新、淡雅的香水以适 合近距离交谈。

二、电话接待礼仪

在电话铃响的第二、第三声的 时候接起电话。接起电话首先 要说"您好,×××公司",接 起电话的声音要不急不慢,并 始终保持轻松、愉悦的声调, 不得在电话中和来电者耍脾 If you're sitting behind a reception desk, you're the first person to interact with a visitor, and you can set the tone for the visit. You can give a visitor a great first impression or annoy him so much that he mentions you to the person he came to see. All visitors should be welcomed warmly. The visitor isn't interrupting your business; the visitor is your business.

Greeting

Look up when someone approaches your desk and smile. If you're on a personal call, hang up immediately. If you're on a business call, make eye contact with the visitor to indicate that you see her and will be with her shortly. As soon as you've finished your phone call, focus on the visitor with a smile. Apologize for the delay. Ask how you can help. Put



气、使性子甚至说粗口。接电话中,要勤说"请问"、"对不起"、"请稍等"之类的谦词。如果要求转接领导电话、对方又知道领导姓名,不知道分机号的话,就要礼貌地询问,对方是谁、哪个单位的。如果是如广告、变相广告之类的电话,应该用礼貌的借口挡驾,或者转到相关部门处理。

三、来访者接待礼仪

当有来客到访,首先立即站起,面向来访者点头、微笑致意"您好,请问您找哪一位?","有预约吗?"。

这需分两种情况分开处理:

1. 知道找谁,并确认是预约之 后,请来访者稍等,立即帮其 联系。如果要找的人正在忙, 可以请其稍等,用规范的仪态 引领来访者入座倒水。如果等 了很长时间, 访客要找的人还 在忙,要关照一下来访者并说 向其说明,不要扔在那里不管。 2. 如果来访者知道找谁,但没 有预约,前台要打电话问问, 告诉相关同事或领导助理/秘 书,×××单位的×××来访, 不知道是不是方便接待。出于 对来访者的礼貌和方便, 拒绝 时要得体处理。即使是要找的 同事或者领导亲自接的电话, 都可以当作是其他人接的,再 询问。这样在来访者听来,即 使电话那头没有答应接待,也 不是他要找的人直接拒绝的, 为下一步的处理留下了余地。

warmth into the question so it doesn't seem offhand.

Welcoming Etiquette

Ask the visitor if he would like to have a seat while you contact the person with whom he's meeting. Depending on your company's policy, offer coffee or tea or direct the visitor to the coffee room. Offer to hang up his coat or show him where it can be hung.

Call the person who will be meeting the visitor. Use Ms. or Mr. when announcing the visitor.

Focus on Visitor

For the receptionist, a visitor should be the most important person in the reception area. Make a point of meeting other coworkers somewhere else.

Personal Manner

Besides smiling, modulate your voice. Be aware that you can convey what you think by the tone of your voice.

Desk Appearance

Don't eat at your desk. If you can't avoid it, choose foods that don't have a lingering aroma. In other words, no pizza or spaghetti. Keep a clean desk, even if you have other tasks to do besides dealing with visitors.



Activity 2: Group discussion.

- 1. How could you greet the visitor as a receptionist?
- 2. How could you welcome the visitor as a receptionist?



Task Two Interpersonal Communication 任务二 人际沟通

1. 有效的人际沟通

人总是生活在一定的社会关 系中, 总要同周围的人交往, 这就需要掌握沟通的技巧。沟 通得好,单位和个人就气顺劲 足,工作效率高:反之,相互 间就会互相掣肘,影响工作。 "感人心者,莫先乎情"。沟 通不仅是一种信息的交流, 更应是一种感情的传递。沟 通不能只谈工作,不谈思想, 而应敞开心扉, 开诚布公, 交真心、谈真话、以心换心, 这样才能增进相互感情,架 起相互信任的桥梁, 使沟通 成为增强团结的粘合剂。具 体来讲,就是要做到"三多", 即"多记他人的好处,多看 他人的长处, 多想他人的难 处";还要把住"三不",即 "不自私、不猜疑、不嫉妒"。 即便在沟通中遇到矛盾和问 题, 自己也要主动承担化解, 即使有时自己占理,但只要 不是原则问题,也不能"得 理不饶人",而应以宽容大度 的胸怀赢得对方的理解和支 持,使同事间感情在有效的 沟通中得以巩固和加强。

沟通还要注意平等交流。沟

Although it is true that much of interpersonal communication is goal-oriented, it is important for us to recognize that everyone is bringing a goal to communication and to open ourselves to the expressions, desires and needs of others. With a few simple techniques, you find that you are listening and being heard to a much more satisfactory extent.

Active Listening

Try to engage in active listening in all of your interactions. Active listening is a technique of truly listening to what a person has to say instead of anxiously waiting for your chance to talk again, according to Joe Landsberger's Study Guides and Strategies website. In active listening, you should focus on your speaker instead of other distractions like passing people or your cell phone, and be sure to make regular eye contact. This alerts your speaker that she is being heard, and she will feel that her own communication is more effective.

In active listening, one should not interrupt, and should respond only to what is the core argument of what the other person is saying. To help yourself, you may want to summarize what the other person has said or ask clarifying question, returning only later to points you wanted to make while the other person was talking with a proper segue.

"T" Statements

Use "I" statements to identify the points you are making as your own responses, views and feelings toward a situation. "You" statements signal that you are focusing on the other



通不是下命令、发指示,而 要谈想法,讲道理,以理服 人,不能以势压人。双方在 平等基础上沟通, 可使同事 之间、上下级之间增进了解 和理解,形成人与人之间融 洽和谐的关系,扫清相互间 的沟通障碍。同事间平等相 待,不仅要平等对待与自己 意见相同的人, 还要平等对 待与自己意见相左者,容得 批评, 听得进逆耳之言。尤 其对领导干部而言, 更应注 意不能独断专行, 自以为是, 要有礼贤下士的精神,有眼 睛向下的态度,有听真话、 求真言的渴望,有放下架子、 甘当小学生的意识。还要善 于运用灵活的方法启发对方 发表意见,从而达到集思广 益的目的, 为正确决策提供 可靠依据。同时,沟通也要 注意坚持原则、讲党性、顾 大局、守纪律, 杜绝自由主 义、私下交易等不健康的东 西。

做好同事间的沟通,选择沟通时机、寻找沟通的"切入点"很重要。人一般在心情愉快时比较乐于和他人交流,也相对容易接受外界信息。选择这个时机找其谈心,就容易使沟通顺利进行,取得良好的沟通效果。而在他人情绪低落、心烦意乱时,硬找人家谈,十有八九会吃"闭门羹"。有经验的思想工作者,大都善于寻找沟通的"切入点",比如以共同

person's role and can either genuinely be, or be perceived as, accusing, according to the Conflict Research Consortium. By focusing on the way you feel or perceive a situation instead of how someone has forced you to feel this way, you can more effectively come to a solution because the other person doesn't feel burdened with external guilt.

Consideration

It is perfectly all right to pause in a conversation once your speaker has finished talking and say something like: "I'm going to need a moment to think about that." People often say things that either subtract from or do not contribute to a discussion when they rush to respond to a statement before measuring it for its content and implications. Respond when you feel you have the best response, not with your initial gut reaction.

Even Tone

Try to keep an even tone in all of your conversations. If things do become heated, first bring your own voice level back to a normal conversational tone and continue to speak that way. Because we tend to mimic the way other people are communicating, this may on its own change the other party's tone. If it does not, ask that you both keep your voices low and de-escalate the emotional charge in the conversation. Although it is important to air your views, it is more effective to do so in an informational than emotional fashion, as facts can be debated and discussed but emotions cannot.

If nothing can seem to keep the conversation progressing civilly, ask to continue it at another time, when you have both had a chance to cool off and reconsider what the other person was saying as well as your own views and reactions.



感兴趣的话题、地域或心理上 的接近性以及平和的态度与 语气等打开谈话的"突破口", 从而使沟通交流顺利进行下 去,最终达到增进团结、促进 工作的目的。



Activity 1: Group discussion.

- 1. What is active listening? How could you implement this technique?
- 2. How could you keep an even tone in all of your conversations?

2. 如何更好地进行商务沟通

商务沟通初期,根据掌握对方 的信息多探讨对方感兴趣的 话题, 学会多聆听, 多赞美认 同,可以快速拉近双方的距 离,让对方感觉到你和他有很 多共同点,和你一起合作更容 易取得双赢的效果,为后续的 合作方案沟通营造宽松的商 治氛围。

- 1. 在谈话中要学会多用"我 们"慎用"我"、多用"为了 我们更好地……"、"你看…… 怎么样?"以表示尊重对方; 赞美要真诚不能太直接免得 让对方误解为故意讨好而反 感。
- 2. 在进行商务沟通之前,必 定已准备了一套详尽的方案。 作为项目负责人,在方案审核 阶段必须要学会换位思考,看 看己方给出的优惠是否足够 诱人或者条件是否过分苛刻: 要准备几套不同的方案,针对 商务沟通情况做出相应的调

To become an industry leader or even to simply advance in your career, you must master the art of communication, or the process in which individuals interact, exchange and interpret meanings. Mindlessly conveying information through idle chitchat is easy. Effectively communicating requires skill and finesse. In order to successfully communicate, you need to be able to present ideas effectively, persuasively, clearly and concisely.

Instructions

- 1 Understand the basic communication principles. Be clear about why you're communicating and then communicate your message without misunderstandings and confusion. Lessen the frequency of misunderstandings with clear, accurate and well-planned communication. Consider your objectives since you must articulate it to achieve it
 - What do you want your audience to remember?
 - What do you want to convey?
 - What do you want your message to achieve?
- 2 Know how to send the information in such a way that it can be correctly decoded by the receiver. Success in this depends upon both stating the information clearly, but also in anticipating and eliminating any potential sources for



- 整,以做到有备而来,沉着应对。
- 3. 进行商务沟通时,一定要注重自己的仪表和礼仪,举手 投足都要符合自己的身份。如 果是商务团队出席活动,最好 着装要统一,给人以整齐划一 的感觉。无形之中会让对方留 下公司管理有方,善于经营的 良好印象,在竞争单位报价差 不多的情况下,你就会脱颖 而出。
- 4. 在充分分析对方信息的基础上,采用红白两角,将己方的中部预期目标由红白两角, 地出,使对方以为这就是己方的底线,温柔一刀给己方争取最大的利益空间。当然是否能够取胜,这取决于自己的情报工作和红脸白脸的演绎水平。5. 经过反复商洽和沟通,价格逐步妥协,已接近底线,无法让步时,不妨在服务上给予优惠(比如提供更完善的培训、提供更长的质保期限等)或许能够有所突破、促成合作。

- misunderstanding. Know your audience. Your message is being delivered to individual members of the audience, all of whom enter the communication process with his own ideas and beliefs which will undoubtedly influence his understanding of the message.
- 3 Understand the strengths and weaknesses of the different communication channels which include, but are not limited to, in person, phone, email and text. Make sure to use the appropriate channel for your message. For example, giving lengthy directions over the phone probably isn't the most effective route. Likewise, neither is providing negative feedback via email. Examine the strengths and weaknesses of all communication channels in relation to your message to ensure you choose the channel which will communicate the message the best.
- 4 Be receptive to feedback from your audience, especially when communicating in person or over the phone. Pay close attention to both verbal and non-verbal reactions to your message to help gauge if the audience has understood meaning of the information presented. Another way to increase your communication skills in business is by removing any barriers that may cause misunderstandings. Potential barriers to your message can be anything from being too lengthy, using the wrong communication channel, being disorganized in your presentation of the information, using poor verbal and non-verbal language, offering too much information too quickly, not understanding the audience's culture and not presenting a simplified and concise message. In addition to these general guidelines, you can hone your communication skills by focusing on more generalized areas of communication such as creating effective and lasting first impressions, conveying correct non-verbal body language, efficiently communicating verbally, actively listening, focusing on developing your writing skills and learning the proper etiquette for communicating through technological channels.
- 5 Re-emphasize your message through non-verbal communication. Only about seven percent of emotional

meaning in a message is composed of the actual words and another thirty-eight percent is communicated through our tone of voice and voice inflection. This means fifty-five percent of our meaning in messages is conveyed through non-verbal communication which includes expression, gestures and posture. So even while you may be saying one thing, your body language may be expressing something completely different. Savvv professionals utilize non-verbal communication skills to build trust and rapport with customers and colleagues by keeping their body language consistent and congruent with their verbal message. To thrive in the business world, you must learn to not only convey your message verbally but also non-verbally. Use non-verbal communication consciously and intentionally to make it a source of power and strength in your business interactions. First, understand your non-verbal communication strengths and weaknesses then break down the components and practice impactful, consistent and natural execution beginning with eye contact. Try starting with the following:

- Examine your entrance into a room. Are you noticed when you enter a room?
- Do you offer your hand immediately when meeting someone regardless of race or gender?
- Do you consistently make eye contact with others when in meetings and throughout conversations?
- Do you tend to gesture in a distracting way that could hinder someone's ability to connect with you?
- Are the non-verbal signals you send clear and consistent with your message? Or are people generally confused as to where they stand with you?
- Are you aware of your facial reactions in different situations?

Our physical presence is the thing others notice when meeting us so make sure you exude energy, have correct posture, a firm handshake and make friendly eye contact. Learn to not only master your initial body language but also your reactions to others as well such as maintaining an impassive face when angered. Lastly, learn to match and mirror by adopting the manners and mannerisms of the person or people with whom you are interacting. Matching energy levels, facial expressions, tone of voice, vocabulary and pace is the quickest way to build rapport in the communication process. Non-verbal cues provide a context for interpreting the raw content of communication so you need to ensure that your verbal and non-verbal message remain in sync.

- Revive verbal communication. Face-to-face communication will always be the best communication channel. Never underestimate the value of voice tone and the emotion carried through body language, especially when critiquing someone or providing negative feedback. If you are disagreeing with someone while your words may be expressing your disagreement, your tone, posture and eye contact may, at the same time, be expressing your value and respect for the other person's opinion. While a phone conversation is also a better channel of communication, it still falls a distant second to face-to-face interactions. We rely on the rich stew of non-verbal cues to interpret the meaning behind another's words and face-to-face meetings help offset potential barriers that could misconstrue the intended message. So, if you are ever in doubt about which method to use, communicating with someone face-to-face is always the safest and most effective method of ensuring your message communicated effectively. If you have difficulty expressing yourself verbally, try some of the following to help sharpen your verbal communication skills:
 - Watch verbal interactions in your office to listen to how individuals present ideas to clients, to hear the tone of voice and voice inflection used when presenting ideas and how points of difference are debated.
 - Practice expressing your ideas to friends and family and have them critique you. Make sure you know whether they grasped what you were trying to convey or not.



- Get a part-time sales job to help you gain confidence in expressing yourself and verbally communicating with others.
- Utilize stories, quotes and jokes to help convey your message.
- Organize your ideas beforehand and prepare your message.
- Choose your words with care. Speak specifically, concisely and avoid careless language.
- Be positive in attitude and in word selection.
- Use vivid language, examples and remain upbeat and use a variety of voice tones to keep audience engaged.
- Tape yourself to better understand your unique communication style.

Mastering verbal communication develops personal growth as well as improves upon business relationships and interactions. Words have the power to create emotions and move people to take the action you desire. Capitalize on the power of verbal communication to help you achieve your career goals.



Activity 2: Group discussion.

- 1. How could you get feedback from your audience?
- 2. How do you think being able to communicate effectively through writing is an important skill to refine?



Task Three Small Talk 闲聊

1. 关于闲聊

聊天大都是情感交流,或者是 内心的宣泄。但聊天也有水平 高低。水平低的人聊天,满口 的牢骚事,满腹的怨声载道, 与这种人聊天,只会让听者难 过,讲者也达不到情感交流的 目的。水平高的人,既能拉近

Small talk is conversation, typically about inane topics such as the weather or local sports, shared usually between two people. Small talk may occur to avoid awkwardness between two strangers (such as on a long elevator ride). People may also engage in small talk if they do not know each other well, because small talk allows safe and comfortable conversation topics as opposed to more



彼此的距离,还能让情感在聊 天的过程中更加加深。

- 一、聊天要有目的。带有一定 的目的,你就能及时而恰到好 处地发问,随时调整聊天的内 容。
- 二、要注意选择合适的聊友。
- 三、让友谊从善意的聊天开 始。

当你说话时,如果能使对方谈 他感兴趣的事情,就表示你已 经很巧妙地吸引了对方。此 时,我们再以问答的方式诱导 对方谈论有关他个人的生活 习惯、经验、愿望、兴趣等问 题。能善于利用人之常情的 人,才算得上一个聪明的人。 让对方开口谈论他所关心的 话题,而你的责任就是负责提 出这一类的问题。例如,目前 的政治情况,工业界的状况, 或他所驾驶的汽车,现在的交 通状况, 高速公路的路况, 目 前的所得税率,食品价格等。 一个人最愿意谈论的,而且也 是最关心的话题, 莫过于他个 人的一切事情。

controversial ones, such as politics and religion. The act of making small talk when a person encounters a business associate, classmate or acquaintance is considered polite.

Function

Small talk has several possible functions. People can engage in small talk to catch up and express an interest in each others' lives when they have a limited amount of time to speak because of work, family or social commitments. Some also choose to engage in small talk to mitigate potentially awkward situations. Small talk is also an acceptable means of establishing boundaries in conversation.

Types

Small talk includes banal or inane everyday topics; it does not include grandiose or philosophical topics, discussion of controversial topics or the divulging of details otherwise considered too personal. Common topics of small talk include sports, weather, local events, polite discussion of mutual acquaintances, and exchanging compliments on articles of clothing.

Time Frame

Small talk is ideal for social situations requiring only a short time frame for a conversation. Conversations containing small talk usually do not exceed a few minutes. Examples of situations requiring small talk include bus rides, greeting an associate before discussing business, talking to coworkers before work or speaking with an acquaintance while waiting for a mutual friend to return to the dinner table.

Benefits

People who can hold small talk conversations are generally considered polite and sociable. One can also slowly get to know another by having a series of small talk conversations. This allows people to discover each others' interests at a slow pace.



Significance

Small talk generally revolves around topics that are unremarkable, socially acceptable and experienced by all. The weather, for example, is not an unusual topic or occurrence, though snow is an appropriate small talk topic as others can discuss how it has affected their days.



Activity 1: Group discussion.

- 1. What is the function of small talk?
- 2. What are the common topics of small talk?

2. 如何从闲聊开始进行有效的沟通

选择合适的聊天话题

- 1. 有些人对聊天题材存在误 解,以为只有那些不平凡的事 件才值得谈。其实,人们除了 爱听一些奇闻轶事外, 更大量 的是爱听与日常生活有关的 普通话题。对话题的另外一个 误解是,以为必须谈那些深奥 的,显示学问的题材,才能获 得别人的尊重, 但这类问题, 一般聊天时难以找到知己。
- 2. 准则: 若想与顾客交易, 先要具有面对任何人都能开 口说话的胆量和本事。正如一 位学者所说"如果你能和任何 人连续谈上 10 分钟而又能使 对方发生兴趣,你便是最优秀 的交际人物。"
- 3. 只要有心与别人接触,话 题实在很多。一个人所看到、 听到、感受到的事物都是很好 的话题。
- 4. 可以谈理想,谈社会责任 感,谈生活哲理;可以谈工作

Communication is the special art of talking with others. Being able to openly begin a conversation with another person or group of people is very rewarding experience to endure. Developing small talk and simple chats are a clever way to express your personality and sense of humor.

Instructions

- Be humble in sharing your talents and weaknesses and this will show people that you are just a person like they are. Do not be afraid to show vulnerability in yourself but do not overshare. Just be confident about yourself when sharing vour weaknesses.
- Do not force the conversation, as it will make you appear as desperate or trying too hard. Just be yourself and relax
- 3 Make a good impression on others. It is important to dress appropriately and be well-groomed. Look presentable and wear decent clothes that reflect your personality to a certain extent.
- Be easygoing and casual in the first few minutes of chatting. Keep the conversation light and simple.
- 5 Avoid negativity and keep the jokes light and simple. Laughter is another important factor but keep it to a minimum. It's also important to be natural.



体会、谈同事关系,谈友谊,谈爱情;可以谈书籍、电影、电视、戏剧,把你的欣赏感受发挥一番;可以谈天气,谈游乐,谈衣食住行。

5. 但是,有些话是要小心避 开的:

对于你不知道的事情,不要冒 充内行。

不要向陌生人夸耀你的成绩, 如个人成就,你的富有,你儿 子特别聪明等。

不要在公共场合去议论朋友的失败、缺陷和隐私。

不要谈容易引起争执的话题。 不要到处诉苦和发牢骚,这不 是争取同情的正确方法。

- 6. 话题的选择最好是就地取 材,即按照当时所处的环境觅 取话题。
- 7. 也可以向对方了解一些他 熟悉的、有兴趣的问题。
- 8. 接近别人并与人友好相 处,有三个步骤:

找出别人感到特殊兴趣的食物。

对于那些对方感兴趣的东西 积攒若干知识。

对他表示出你对那件事物真的感兴趣。

- 9. 没机会聊天, 也要保持联系。
- 10. 要使聊天卓有成效,必须 把握以下因素:

理解和共鸣,首要的因素是你 是否能确立一个共同语言,能 否得到对方的理解,能否产生 共鸣。

- 6 Telling a relevant story is another way to open up communication, but keep it short. Skip out the background details and relate just tell enough of the event to get the point across. A long-winded story will quickly lose your audience's attention. A good way to start with a story is to lead into it by a question or comment, such as "I remember a time when..."
- 7 Allow others to speak as well and know when to stop talking. One of the goals of small talk is for the other person to talk, too.
- 8 Listen to others while they are speaking and ask them questions. This will show that you are interested in what they have to say. Ask open ended questions so that others are able to open up and share their own experiences. Ask them follow-up questions to keep the conversation going.
- 9 Listen to what they are really saying beneath the words. It is important to use your interpersonal skills to learn as much as you can about the person. Are they speaking really fast? They might be nervous.
- 10 Don't rush through the conversation or be quick to change subjects. Allow the conversation to progress and if it stalls, then change the subject.



建立共同点, 在交流顺利 时,还需要进行合作,寻找 共同点, 而不是强调思想的 分歧。



Activity 2: Role-play.

Role-play a small talk with your partner.



Task Four Public Speaking 任务四 公共演说

1. 如何成为一个优秀的演说家

秀场时代,公共演讲对于很多 职场人士来说是一项必备的 生存技能。对一个期望能够在 某些领域建立专业声望的人 来说,如果能够具备出色的演 讲能力,在很大程度上可以使 自己在影响力建设和拓展社 会资源上具有优势。

作为一种公共沟通的艺术,演 讲是一次在相对限定的时间 内融合个人见识、知识、经验、 情感、性格魅力和审美趣味的 集中释放。而所有这些元素产 生的综合效果,决定了你跟听 众产生的化学反应可以具备 多大的活性。

一、对开场怎么重视都不过 分。一个好的开场,应该做到 迅速抓住听众注意力、适当活 跃现场气氛、自然引出演讲主 题。而要实现这些功能的方式 有很多种: 向听众提出有质量 的问题、讲述跟个人经验有关 的小故事、以和听众关联度最 高的公共事件进行举例、介绍 If you speak to someone face-to-face, or in an interpersonal interaction, you are verbally communicating. Interpersonal communication involves some sort of relationship with the person to whom you are speaking. Public speaking is also a form of verbal communication. You may not aspire to be a public speaker, but the need for you to give a public speech can arise in many business, social, civic or educational situations.

Instructions

- 1 You should have a goal with all of your verbal communication. Set your communication goal. When you are asked to speak publicly, you need to determine your main points. The same is true with interpersonal communications, although you may not have as much time to think about it. The more you practice it, however, the more you will find yourself instinctively asking, "What am I trying to accomplish?"
- 2 Organize your thoughts. If you are preparing a speech, you will create an outline that will allow for a natural progression and seamless segues from one thought or point to another. You can do this mental organization in your interpersonal communications, as well. If you take a few moments to do this with all of your verbal communications, you will come across as more decisive. This helps eliminate



一个来自于特定知识领域又 易于理解的小知识(书籍)或 前一个演讲者传达的观点等 等。一个成熟的演讲者,不仅 需要能够掌控各种开场技巧, 更重要的是善于根据演讲的 环境和主题,选择最适合的开 场方式。我们通常对于演讲的 主要内容做到心中有数,而时 间再紧张,对于开场白一定会 仔细琢磨,至少自己操练一 遍。

二、研究你的听众。了解听众的背景是做好研究的前提。这能够帮助你很好地去预设一系列问题:他们关心什么样的信息?他们有可能会产生什么样的问题?他们中间或许会存在哪些潜在的敌意,需要你在演讲中进行一些特别的看,不需要的看,确定了演讲主题,你需要做的就是为这些问题找到答案。

三、习惯站着表达思想。站着 演讲一是可以更好地传达你 的气场,二是可以通过行走来 跟听众产生更好的互动。如果 你对自己的控场能力足够自 信,你可以在适当的情况下走 到听众中间,进行近距离的亲 密接触。长时间站着演讲当然 会"站着说话也腰疼",但是 当你释放了你的所有情感和 能量,听到台下掌声响起,那 又何尝不是最完美的足疗 呢? misunderstandings.

- 3 Learn how to make an introduction. Practice making introductions. This is a hallmark of good verbal communications, as you are displaying respect as well as seen as a facilitator of good communications. Remember the basics: The person being introduced is mentioned last. A good basic introduction might be, "Mr. Smith, I'd like you to meet Mr. Jones with Acme Industries."
- 4 Spend time reading to help with grammar and stay abreast of current events. Increase your vocabulary and knowledge through reading. You do not have to learn big words to impress people; in fact, often the opposite is true. If you purposely use words that are not in the common vernacular or that do not easily flow off your tongue, you will come across as pompous and "trying too hard". Reading can, however, help you become a good conversationalist, and you will absorb proper grammar and phrasing from reading news or books.
- 5 Paying attention to your listener's non-verbal cues can help you adjust your communications. Monitor your receivers, or listeners, for non-verbal feedback. You may feel you are not a skilled communicator, but undoubtedly you know when a person looks bored, puzzled or is distracted. As you practice your verbal communications, you will become more adept at making mid-stream corrections. If you see a frown on your listener's face, you can immediately add, "for example," and then illustrate a point you are trying to make. This is considerate and works to avoid misunderstandings.



Activity 1: Group discussion.

- 1. Why do you need to create an outline if you are preparing a speech?
- 2. How to increase your vocabulary and knowledge?

2. 如何写好一篇演讲稿

怎样写好一篇演讲稿的五条 建议

怎样写好一篇演讲稿,应当重 视以下几个方面。

一、演讲中应少用文言词语、 书面语、长句等, 多用"我们、 你"等称呼拉近距离。

写作演讲稿时,应把长句改成 短句, 多用反问句, 把单音词 换成双音词,把听不明白的文 言词语、成语改换或删去。演 讲稿写完后,要念一念,听一 听,看看是不是"上口""入 耳"。

二、选择一个适合对象、适合 场合的演讲主题。

演讲的目的是为了打动听众, "征服"听众,必须要有现实 的针对性。

三、演讲中可能用到的资料要 准备周全、准确。

在登台演讲前撰稿时就作了 充分的准备,手中有粮,心才 不慌。

四、用真情流露与真诚表达打 动听众。

五、结尾要简洁有力,余音绕 梁。

美国作家约翰•沃尔夫说:

"演讲最好在听众兴趣到高潮

Informing the public on any topic is done well in the form of a speech. Writing a speech tends to be daunting for many, but if you know how to write it, the process is a breeze. Keep your thoughts and words organized, and you will be fine. Read on to learn how to write an informative public speech.

Instructions

- Focus the topic. For any topic at hand, you must focus on the base points that need to be made in the speech. To write an informative public speech, you must ensure that you have your main points organized before you begin.
- 2 Decide who your audience is. The best way to write a public speech that is both effective and informative is to evaluate who the audience is and cater the speech to them specifically.
- 3 Grab their attention. Ask the audience a thought provoking question, lead in with an anecdote or begin with shocking statistics that will get them thinking about your topic. The beginning of the article must get their attention or you will lose them.
- 4 Give the information clearly. Don't use jargon or huge words that the audience may have a hard time hearing or understanding. Make sure you are able to deliver the information in the most clear cut way possible, and the best way to ensure that is to use plain English.
- 5 Close with the bang. Reiterate the main points of your speech, and give your audience something to think about. The end of the speech is just as important as the beginning, because you must give them something to remember.



时果断收束, 未尽时戛然而 止。"这是演讲稿结尾最为有 效的方法。在演讲处于高潮的 时候, 听众大脑皮层高度兴 奋,注意力和情绪都由此而达 到最佳状态,如果在这种状态 中突然收束演讲,那么保留在 听众大脑中的最后印象就特 别深刻。



Activity 2: Group discussion.

- 1. How could you grab your audience's attention?
- 2. What is the best way mentioned above to ensure that you give the information clearly?

3. 如何准备即兴演讲

即兴讲话最大的障碍不是听 众,而是自己。缺乏自信心是 即兴讲话的最大障碍。为此, 要从以下三个方面做好清障 工作。

- 1. 积累知识,提高文化素养。 "知识就是力量",只有用知识 武装自己, 讲起话来才能镇定 自如, 侃侃而谈。
- 2. 大胆交往,学习他人语言。 要大胆地与周围人、社会人、 各阶层人接触,并主动地进行 对话,从中汲取口才营养,学 习讲话技巧。
- 3. 自我调节,增强自信心理。 凡是有发言的机会,首先要调 节好心理,要敢于说话,不要 怕,不要躲躲闪闪,更不要说 一些"我不会说,说得不好" 等"丧气"话,越是这样,越 不敢说话。这样容易给人留下

The primary function of a speech is to have an impact on the audience. However, accomplishing that task when you may have no prepared topic selected and no speech prepared can be a challenge. Staying calm is the first thing you can do to get through the situation. The following are more tips to help you prepare to succeed in front of an audience.

Instructions

- Decide on a topic or direction for the speech. If you have the ability to choose, select a topic that is current, motivational or entertaining. Gauge your audience to determine a topic of interest to them. Decide on the mood of the speech, whether humorous or serious.
- Jot down an outline of the speech. Grab a piece of paper, a napkin or whatever is handy to write down the main points you want to hit in the speech. Write a few backup statements as well in case you forget your main points. Outlining is the key to staying focused and concise and to keep yourself from rambling or straying from the topic.
- Think of examples. A few concrete examples can help

哼哼唧唧, 唯唯诺诺的印象。

make your topic more accessible to the crowd. Keep the style of the examples or stories natural and real. Take from your life and things you have experience to make you seem relatable to the listeners.

- 4 Take a time out. Find a moment to yourself before you go onstage. Regroup, take a breath and you will have the confidence to deliver the speech no matter how much time you had to prepare. Engage in positive self-talk by affirming to yourself that you are a prepared and confident speaker on the topic. Walk on stage with enthusiasm and gusto to rally the audience.
- 5 Never apologize to the crowd. Avoid mentioning how little prepared you are or whose fault that may be. Making excuses will only hurt your credibility with the audience and it will make them more critical of your presentation. Keep the speech short to keep from losing the audience's attention. No one wants to sit through a long-winded boring speech!
- 6 Join Toastmasters. Find time to practice impromptu speaking by joining a Toastmasters group in your area or find more time to practice around your house. Practicing will help you to prepare more quickly in the future; give impromptu speeches regularly at work or school.

1

Activity 3: Group discussion.

- 1. How could you keep the style of the examples or stories natural and real according to the passages above?
- 2. Do you need to apologize to the crowd if you are little prepared?

4. 如何在演讲时保持镇定

演讲台是令人生畏的地方。即使是经常做公开演讲者一旦站在麦克风前也会感到紧张。以下几点可以协助你下次站在演讲台上能够增强镇定与自信:

将脚站稳、身体打直。这会

Stage fright can strike any speaker, whether you are a seasoned presenter or giving a speech for the first time. The sweaty palms, dry mouth, trembling and forgetfulness can take over, making the time on stage terrifying. No matter how bad your nerves, though, you can reduce your anxiety and make it through the speech successfully. By taking steps to cut your stress before and during the speech, you



使你的姿势看起来有力,心 情稳定。

不要死背。除非你的演说非常 简短, 否则若是你急切想要将 你的演说内容一条条死背起 来,只会让你的演说显得更加 吃力。

找一个地方放好你的双手。将 你的双手找一个地方放,例 如,演讲桌的两侧,然后忘掉 你的手。你的手会配合你的演 说,自然地抬起来、舞动,然 后又会自然地回到它们放置 的地方。

练习、练习、再练习。尽可能 在正式演说进行前,找一个与 正式演讲厅类似的地方, 反复 演练。

can eliminate stage fright and turn in a confident performance.

Instructions

- Know your material. Read about the topic, talk to people who are directly related to it and interview subject matter experts. Go out of your way to find out what other people are saying about it by finding newspaper, magazine and online articles. The more thoroughly you know the subject, the easier it will be to talk about it when you are under pressure.
- 2 Rehearse with a video camera or audio recorder during the early stages of speech writing. Record yourself giving the speech and listen for things that will be amplified during the actual event, like vocal tics or a tendency to speak too quickly. When you have practiced the speech a few times, give it in front of a small audience that represents the people who will be at your speech. Ask your boss, coworkers, family members or friends to listen and give you hints about how you can improve.
- 3 Bring water on stage with you to combat the anxiety caused by a dry throat. Carry out a bottle of water or ask the organizers to put out a pitcher and a glass. Choose a bottle or glass with a narrow mouth so the water will not spill if you are shaking. During the speech, take a drink when your mouth gets dry or if your nerves throw you off track; use the brief pause to collect your thoughts and take a deep breath before continuing on.
- 4 Relax by taking a deep breath just before you begin and then exhale through your nose. Refill slowly after taking a pause. This will expel carbon dioxide, let you start with afresh air in your system, and trigger relaxation.



Activity 4: Role-play.

Prepare for a short speech, and deliver it in front of your classmates.



)Project 3 Dining Etiquette 项目三 餐饮礼仪



► Task One Dining Etiquette in China 任务一 中餐餐饮礼仪

1. 中国基本的餐饮礼仪

中国人一般都很讲究吃,同时也很讲究吃相。随着职场礼仪越来越被重视,商务饭桌上的吃和吃相也更加讲究。以下以中餐为例,教你如何在餐桌上有礼有仪,得心应手。中餐宴席进餐伊始,服务员的第一道湿毛巾是擦手的,不要用它去擦脸。上龙虾、鸡、水果时,会送上一只小水盅,其中飘着柠檬片或玫瑰花瓣,它不是饮料,而是洗手用的。洗手时,可两手轮流沾湿指头,轻轻涮洗,然后用小毛巾擦干。

用餐时要注意文明礼貌。对外宾不要反复劝菜,可向对方介绍中国菜的特点,吃不吃由他。有人喜欢向他人劝菜,甚至为对方夹菜。外宾没这个习惯,你要是一再客气,没准人家会反感:"说过不吃了,你非逼我干什么?"依此类推,参加外宾举行的宴会,也不要指望主人会反复给你让菜。你要是等别人给自己布菜,那就只好饿肚子。

客人入席后,不要立即动手 取食。而应待主人打招呼, 由主人举杯示意开始时,客 人才能开始;客人不能抢在 Dinning etiquette in China can be quite intricate and daunting at first. The following etiquette and customs may ease your nervousness and make you enjoy China's cuisine more.

In Chinese restaurants, knives should not be seen on the table. Chopsticks, bowls and soup spoons are the traditional table ware. Food is always cut into bite sized pieces, whole meats such as pig, fish and poultry are cooked till they are so tender that the meat can be removed right off the bones with chopsticks. When using chopsticks don't point them directly at people and never stick them standing upright in your rice bowl—this is a reminder of the incense burned at funerals.

Use a clean spoon solely for taking food from communal plates for yourself or others, if you serve someone with your own chopsticks, use the blunt ends that don't go into your mouth. Though you may see that Chinese people take food directly with their own chopsticks sometimes, especially it will be like that when people have meals with their families, relatives and intimate friends. If you're invited to be a guest at a meal, don't be surprised that if your host orders more food than you can have, this is the way for Chinese people to "save face" and show their hospitality. And also, please don't be surprised if your host keeps serving you choice morsels of food even you don't ask for it, this is another way to show hospitality.

In Chinese customs, the inviter always pays for the meal, unless amongst friends or in an informal setting. It is polite to make an effort to pay, but expect strong resistance, that is why in many Chinese restaurants, it is a common sight to see two people arguing loudly after a meal—they're fighting



主人前面。

夹菜要文明,应等菜肴转到自己面前时,再动筷子,不要抢在邻座前面,一次夹菜也不宜过多。

要细嚼慢咽,这不仅有利于消化,也是餐桌上的礼仪要求。 决不能大块往嘴里塞,狼吞 虎咽,这样会给人留下贪婪 的印象。

不要挑食,不要只盯住自己喜欢的菜吃,或者急忙把喜欢的菜堆在自己的盘子里。

用餐的动作要文雅,夹菜时不要碰到邻座,不要把盘里的菜拨到桌上,不要把汤泼翻。不要发出不必要的声音,如喝汤时"咕噜咕噜",吃菜时嘴里"叭叭"作响,这都是粗俗的表现。不要一边吃东西,一边和人聊天。嘴里的骨头和鱼刺不要吐在桌子上,可用餐巾掩口,用筷子取出来放在碟子里。掉在桌子上的菜,不要再吃。

进餐过程中不要玩弄碗筷,或 用筷子指向别人。不要用手去 嘴里乱抠。用牙签剔牙时,应 用手或餐巾掩住嘴。不要让餐 具发出任何声响。

用餐结束后,可以用餐巾、 餐巾纸或服务员送来的小毛 巾擦擦嘴,但不宜擦头颈或 胸脯;餐后不要不加控制地 打饱嗝或嗳气;在主人还没 示意结束时,客人不能先离 席。 for the right to pay. When you are not so sure what to do, simply ask your guides or do as local people do.



2. 中餐与西餐

方式

中餐是合餐, 西餐是分餐制。中餐汤在后, 西餐汤在前。

物具

中餐是筷子, 西餐是刀叉。中 餐正式场合为圆桌, 西餐正式 场合为长方桌。

礼仪

中餐讲究热闹, 西餐讲究安静。中餐希望菜有富裕, 西餐没有这个习惯。中餐酒席上不能抹菜的汤水吃, 西餐可以用面包蘸汤汁, 不算失礼。

There are several aspects of differences between Chinese dinner and western dinner including dinner procedure, dinner instruments, way of serving, structure of dishes etc.

A Comparison of Dinner Procedure

Western dinner

- Starter: vegetable salad or soup
- Main course: the most typical main course would be fillet beef or chicken or fish.
- **Dessert:** After the main course, normally some sweat food are served, which can be icecream, cakes, fruits, pastries etc.
- **Coffee:** After the table is cleared, coffee is served. This is normally the very last course.

Chinese dinner

- Tea
- Appetiser / starter: Chinese starters are normally cold dishes. Main materials in Chinese starters can be either vegetables or meat that has been cooked and then cooled down. Soy sauce, vinegar, and hot peper oil etc are often used as flavoring in these cold dishes
- **Dishes:** In Chinese food culture, many dishes can be ordered if a group of people sit around one table. Types of Chinese dishes are just too many to enumerate. There are eight major regional cuisines in China, each of which has a series of typical dishes of its own. Beer, wine or alcohol can be taken together with dishes.
- Main course: The main course the Chinese people refer to are not dishes, but rice or wheat food like noodle or bun. This might be a major difference between Chinese food culture and western food culture. This difference has been formed due to the different food structure and different food concept. In traditional Chinese yin-yang theory's point of view,

商务礼仪实务英语

meats are not balanced in terms of yin-yang. So Chinese people do not take them as the main course. In a big banquet with a lot of dishes, people may not be able to eat much rice any more after having many kinds of dishes, but people normally would still have a small bowl of rice or noodle.

- Soup: Chinese soup are served after main dishes. This is another difference between Chinese food culture and western food culture.
- Fruits: The most typical dessert in Chinese dinner are fruits. High quality restaurants would often assemble a big plate with several types of fruits arranged in beautiful patterns. Most favorable fruits might be watermelon and pear, which can make one feel clean and clear in one's mouth and stomach after the meal.

Serving Dishes at the Center of Table vs. in Each One's Own Plate

One of the biggest differences between Chinese dinner and western dinner might be the position on table where dishes are served.

In western dinner, dishes are served in each person's own plate. So each person uses a big plate. Dishes are put to each person's own plate before serving. In western restaurants, everyone orders the three courses for oneself.

In Chinese dinner, dishes are served at the middle of table for all to share, and each person uses a small plate in front of him or her to hold the food one has picked from the shared dishes. Foods are taken from the plates at the center of the table into one's own plate during the course of the meal. One takes as much as one can finish. This custom also applies to starters/appetisers. However, as for Chinese dinner main course like rice or noodle, they are often served to each person separately in a small bowl.

When several people go out for dinner, the Chinese way of having dinner is helpful to make everyone enjoy a diversified meal, because everyone can order a different

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kind of dish make it shared by all.

This dinner culture difference has brought about a trouble and embarrassment to Chinese restaurant owners in western countries because western people would only order those dishes that they think would be suitable to be the main course. As for many other Chinese dishes, western people would never order them. So gradually Chinese restaurants in western countries are only providing some Chinese dishes that can fit in western people's three-course meal structure. Many other types of dishes that cannot fit in the three-course structure are cut off from the menu. There are also some Chinese restaurants providing different menus to Chinese customers from western customers. Some Chinese restaurants even have adapted their way of cooking to fit western people's taste. This is the reason why Chinese restaurants in western countries become westernized.

Chicken Breast vs. Chicken Necks / Feet

There are some other interesting difference between Chinese food culture and western food culture.

In western supermarkets, chicken breast is the most expensive part among all parts of chicken, while other parts are relatively cheaper. Chicken jaws and necks are just discarded and never sold in western supermarkets.

However, in China, people would regard that meat being close to bones are more tasty than big chunk of meat. Some Chinese people have special interest in having the little chicken meat that can be got from the necks and feet. In China chicken jaws and chicken necks won't be cheap because a reasonable amount of jaws and necks can only be obtained from a lot of hens and cocks.

In western dishes, fish dishes are served absolutely free from bones. If a guest finds bones in the dish, it would be regarded as being too horrible. In Chinese meals, fish are normally served as a whole and removing bones is regarded as a normal part of the meal process.



3. 商务中餐: 给主人和客人的几点建议

- (1)与西餐吃法相比,吃中餐 规矩不多。中餐一般使用圆桌 进餐,大家围坐圆桌旁,自己 用筷子夹菜吃。一般是十个人 配十道正菜,目的是讲求圆满 和十全十美。
- (2)中餐的餐桌上,每个席位 前放有汤碗、筷碟和小瓷汤 匙,桌中备有胡椒、酱油、醋 等调料,菜夹到碟子里之后再 吃。
- (3)中餐上菜的顺序,虽各地食俗不同,但大体上是按照冷盘→头菜(主题菜)→热炒→大菜→甜品(汤和点心同时上,甜汤配甜点)→水果→茶的顺序上席。当冷盘吃剩三分之一时,开始上第一道热菜,放在主宾面前。主菜上桌后,宴会才逐渐进入气氛。
- (4) 吃中餐没有特别严格的规定,为保证进餐时的欢快气氛,要注意如下礼仪:
- ① 上桌后不要先拿筷, 应等主人邀请、主宾动筷时再 拿筷。
- ② 筷子不要伸得太长, 更不要在菜盘里翻找自己喜 欢的菜肴,应先将转台上自己 想吃的菜转到自己眼前,再从 容取菜。
- ③ 已经咬过的菜不要放回盘子里,应将其吃完。
- ④ 冷盘菜、海味、虾、 蒸鱼等需要蘸调料的食物可 自由调味,但切记勿将咬过的

Meals are an important part of life in China and big meals are an especially important aspect. It only follows that business meals are also an essential ingredient in life for entrepreneurs and their colleagues. However, just knowing they're important is not enough. Whether you're hosting or attending, these essential tips will help you survive and thrive at a Chinese business dinner or banquet.

According to a Chinese saying, "Fan zhuo shang bu tan sheng yi" which means "Don't talk about business at the dinner table." That might seem to contradict reality, but the issues cleared up by another saying, "Fan chi hao le, sheng yi ye jiu hao le," which essentially means, "Business can be easily done if you treat them to a good meal." Hence the food and the company of the Chinese business meal is mostly a social lubricator—any talk of business won't start until long after the meal has begun, and is sometimes left for the end. Naturally, not too many negotiations are finalized and contracts signed during this time, but you can still use it to enlarge your social relationship, promote your business or deal with various problems. Even the social aspect itself is vital to doing business in China, as many businessmen and clients don't feel confident about working together until they've gotten to know the other.

There is no one-size-fits-all rule for business meals. They can be large or small, formal or informal, and the way a meal is structured will reflect how individuals prefer to do things. One thing is for certain, most people who host the meal will want to show off with abundant food and plenty of good rice wine. If you want to be a good host in China, or a good guest, have a look at some of the tips below. They were provided to us by a vice manager, a general manager and an administrator of sales and marketing at three different Chinese companies. They certainly know the ropes. In fact, they may have eaten through them.

食物再放进调料盘中调蘸。

- ⑤ 主人向客人介绍自家 做的拿手菜或名厨做的菜,请 大家趁热品尝时,不得争抢, 应首先礼让邻座客人后,再伸 筷取食。
- ⑥ 餐桌上不要有敲筷、 咬筷等不雅动作。
- ⑦ 当其他客人还没吃完时,不要独自先离席。在宴会餐桌上,进餐速度快慢不要依个人习惯,而应适应宴会的节奏,等大家都吃完,主人起身,主宾离席时再致谢退席。(5)接待外宾吃中餐注意事项有:
- ① 外宾上桌后,应首先 询问客人是否会用或者喜欢 用筷子,是否需要另配刀叉进 餐。总之,要尊重客人的饮食 习惯。
- ② 席上使用餐具,千万 不要再用餐巾纸或餐巾去擦 拭,这是许多中国人用餐前的 习惯,但这会使外宾认为餐具 不洁,没有经过消毒处理而影 响进餐情绪。
- ③ 每上一道菜,应主动向客人介绍食品制作原料及食用方法,因为中餐菜肴经过加工以后,已看不见食品本身原料,而外宾对许多中国人喜欢吃的菜肴(动物内脏、海鲜中的海参等)是拒绝食用的。
- ④ 给客人介绍菜点时, 应尽量介绍其特色,而不要笼 统地说这是中国的名菜、名 点,外国人对于"著名"的认

If You Are a Host

Guest list

You should consider the status of the guests and the relationships between them. Chinese people value status greatly. The best way to respect this is to avoid inviting people of widely varying status. If most of the guests are managers of companies, avoid inviting staff of much higher or lower levels. Also, don't invite people who have poor relationships. You don't want to create embarrassment or disrupt the essential harmony which your Chinese colleagues will expect.

Invitations

Send your invitation in advance, and give the guests a certain period of time to respond. Because many Chinese people, especially those in high positions, don't like to reply immediately you will have to be patient and should expect to wait for your responses.

Culinary details

The location of your meal, the food and the drinks all need to be considered carefully. Often, but not always, secretaries take care of this. If your guests are familiar to you and each other, then you can easily arrange the meal according to their likes and dislikes. If you aren't very familiar with your guests don't select a restaurant which serves very unique food, select one which serves the most popular dishes. At the very least, seafood and decent rice wine will be expected as part of the feast.

Price

You will drop anywhere between several hundred and ten thousand RMB.

Greetings

Before your meal, you will want to introduce the guests to each other. Be careful to observe the social order—introduce lower status guests to higher status ones, and younger attendees to older ones.

Seating

Arrange your seats in order according to their different status. The common arrangement for a round table, is the



识与中国人有一定偏差。

⑤ 招待外宾千万不要说"没有什么菜"、"招待不周"之类的客套话。这种中国式的谦虚会被他们误认为你对他们重视不够,而应当说"今天的菜肴是我夫人精心为你们准备的,希望你们吃得开心。"

host (that's you, remember) seated on the east, with the higher-status guests nearest to him and the rest in descending order. The common arrangement for a square or rectangular table is with the host seated facing the door with his high-status associates close by. However, if there is no door in sight, revert to the host-on-the-east arrangement.

Keep on toasting

To keep a happy atmosphere, there will be MANY toasts during the meal. As the host, you should expect to lead some of them.

Take your time

Don't talk about serious business early in the meal, it will create a tense atmosphere and lessen the pleasure. However, you can mention business from time to time during the meal, and keep note of the guests' responses. Remember, maintaining harmony is the most important thing.

Keep your seat

As the host, you don't want to leave your seat unless it's absolutely necessary. Therefore, it's better to arrange for one of your retinue to pay the bill at the end. To avoid embarrassment, don't pay the bill in front of your guests or let them know the cost. Some people like to fight to pay it even though they know they are guests.

If You Are a Guest

Preparation

Prepare your attire and have your business cards on hand. Even for an informal meal, don't dress too leisurely. On some occasions gifts are appropriate; rice wine and regular red wine are safe and appreciated. If you've brought a very expensive gift and no one else has brought one at all, avoid giving it to the host in front of the others as it might seem rude.

Communication

Before you go, think about what you will talk about during the meal. Since you will meet new people who may be helpful for your business, you should take every opportunity to leave a good impression on them. Mind your tone and way of talking. Boastfulness is frowned on in China. So is being overly-humble.

Food tastes

Chinese people don't usually tell their host what they don't like to eat since it would be considered impolite. However, if there is anything that could really make you sick, of course go ahead and notify your hosts in advance.

Presentation

You'll almost certainly be giving and receiving business cards during the meal. Don't forget to give your card in the Chinese way, with both hands holding it. When receiving a business card, look at both sides after taking it in your hands. Presentation is an art.

When to lead

You're going to have plenty of toasts during the meal. Don't try and lead a toast unless you are familiar with the other guests. Otherwise, people may think you are trying to show off. However, when the host toasts to you, you should toast back

Manners

Familiarize yourself with Chinese table manners. Drinking alcohol may be universal at business meals, but avoid going on a bender You will look foolish

Business

Never talk about business before the host mentions it.

Toasts

In case you have the chance to make a toast, either as a host or a guest, here are a few traditional ones:

"Wèi hézuò yúkuài gānbēi"—"Toast to our good cooperation"

"Wèi wànshì shùnlì gānbēi"—"Toast that everything goes smoothly"

"Wèi jiànkāng gānbēi"—"Toast to good health"

"Wèi shēngyì hónghuŏ gānbēi"—"Toast to our business getting better and better"

"Wèi chénggōng gānbēi"—"Toast to our success"



、Task Two Dining Etiquette in the West 任务二 西餐餐饮礼仪

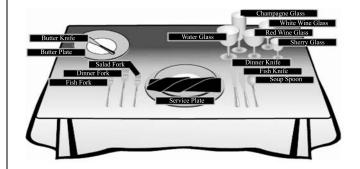
1. 正式宴会餐具的摆放

西餐礼仪

1. 就座时,身体要端正,手 肘不要放在桌面上,不可跷 足,与餐桌的距离以便于使用 餐具为佳。餐台上已摆好的餐 具不要随意摆弄。将餐巾对折 轻轻放在膝上。

2. 使用刀叉进餐时, 从外侧 往内侧取用刀叉, 要左手持 叉,右手持刀;切东西时左 手拿叉按住食物, 右手执刀 将其切成小块, 用叉子送入 口中。使用刀时,刀刃不可 向外。进餐中放下刀叉时应 摆成"八"字型,分别放在 餐盘边上。刀刃朝向自身, 表示还要继续吃。每吃完-道菜,将刀叉并拢放在盘中。 如果是谈话,可以拿着刀叉, 无需放下。不用刀时, 可用 右手持叉,但若需要作手势 时,就应放下刀叉,千万不 可手执刀叉在空中挥舞摇 晃,也不要一手拿刀或叉, 而另一只手拿餐巾擦嘴,也 不可一手拿酒杯,另一只手 拿叉取菜。要记住,任何时 候,都不可将刀叉的一端放 在盘上,另一端放在桌上。 3. 喝汤时不要啜,吃东西时

罗闭嘴咀嚼。不要舔嘴唇或 咂嘴发出声音。如汤菜过热, 可待稍凉后再吃,不要用嘴 To avoid cutter, the general rule for a any table setting is to include no more than three utensils on either side of the dinner plate at a time. The exception is the oyster (or seafood) fork, which may be placed to the right of the last spoon even when it is the fourth utensil to the right of the plate. The initial table setting for a typical formal dinner should look something like this:



- 1. **Service Plate**. Place the service plate in the center of the place setting.
- 2. **Butter Plate**. A small bread plate is placed above the forks, above and to the left of the service plate.

3. Glasses.

- 1) **Water Glass**. The water goblet is placed above each guest's dinner knife. The other glasses are then arranged around the water glass as follows:
- Champagne Glass. A champagne flute may be located between the water glass and the wine glasses.
- 3) Red Wine Glass. Red wine glasses have a wider globe and may be cupped in the palm of your hand if you choose.
- 4) White Wine Glass. The glass with the longer stem and cylindrical globe is the white wine glass. White wine glasses should only be held by the stem.

III

吹。喝汤时,用汤勺从里向 外舀,汤盘中的汤快喝完时, 用左手将汤盘的外侧稍稍翘 起,用汤勺舀净即可。吃完 汤菜时,将汤匙留在汤盘 (碗)中,匙把指向自己。

- 4. 吃鱼、肉等带刺或骨的菜 肴时,不要直接外吐,可用餐 巾捂嘴轻轻吐在叉上放入盘 内。如盘内剩余少量菜肴时, 不要用叉子刮盘底,更不要用 手指相助食用,应以小块面包 或叉子相助食用。吃面条时要 用叉子先将面条卷起,然后送 入口中。
- 5. 面包一般掰成小块送入口中,不要拿着整块面包去咬。 抹黄油和果酱时也要先将面 包掰成小块再抹。
- 6. 吃鸡时,欧美人多以鸡胸脯肉为贵。吃鸡腿时应先用力将骨去掉,不要用手拿着吃。吃鱼时不要将鱼翻身,要吃完上层后用刀叉将鱼骨剔掉后再吃下层。吃肉时,要切一块吃一块,块不能切得过大,或一次将肉都切成块。
- 7. 喝咖啡时如愿意添加牛奶或糖,添加后要用小勺搅拌均匀,将小勺放在咖啡的垫碟上。喝时应右手拿杯把,左手端垫碟,直接用嘴喝,不要用小勺一勺一勺地舀着喝。吃水果时,不要拿着水果整个去咬,应先用水果刀切成四瓣再用刀去掉皮、核、用叉子叉着吃。

5) **Sherry Glass**. A small sherry glass may also be present to the right of the wine glasses. This may signal that sherry will be served with the soup course.

4 Forks

- 1) **Salad Fork**. Directly to the plate's left. One inch from the plate.
- 2) **Dinner Fork**. Left of the salad fork.
- 3) **Fish Fork**. On the dinner fork's left.

5. Knives.

- Dinner Knife. (Or meat knife if meat will be served.) Directly to the right of the plate. One inch from the plate.
- 2) Fish Knife. On the dinner knife's right.
- 3) **Butter Knife**. On the butter plate, diagonally with the handle toward the guest.

6. Spoons.

Soup Spoon and/or Fruit Spoon. Right of the knives.

- 7. **Oyster Fork**. If present, on the right of the soup (or fruit) spoon.
 - 1) Also known as the seafood fork.
 - 2) The only fork placed on the right side of the place setting.
 - 3) The fork times are placed in the bowl of the soup spoon with the handle at a 45-degree angle.
 - 4) It may also be laid next to the soup spoon in a parallel position.

8. Dessert Spoons and Forks.

- 1) A dessert fork and/or spoon may be placed horizontally above the dinner plate.
- 2) These utensils may also be provided when dessert is served.

9. Salt and Pepper.

- Salt Shaker. The salt shaker is placed to the right of the pepper shaker.
- 2) Pepper Shaker. The pepper shaker is to the left of the salt shaker, and is angled slightly above the salt shaker.

- 8. 用刀叉吃有骨头的肉时,可以用手拿着吃。若想吃得更优雅,还是用刀较好。用叉子将整片肉固定(可将叉子朝上,用叉子背部压住肉),再用刀沿骨头插入,把肉切开。最好是边切边吃。必须用手吃时,会附上洗手水。当洗手水和带骨头的肉一起端上来时,意味着"请用手吃"。用手指拿东西吃后,将手指放在装洗手水的碗里洗净。吃一般的菜时,如果把手指弄脏,也可请侍者端洗手水来,注意洗手时要轻轻地洗。
- 9. 吃面包可蘸调味汁吃到连调味汁都不剩,是对厨师的礼貌。注意不要把面包盘子"舔"得很干净,而要用叉子叉住已撕成小片的面包,再蘸一点调味汁来吃——这是雅观的做法。

祝酒词在整体风格上要体现短、真、畅、幽、直、妙。短:祝酒词必须别致精练。宴会上大家执箸待餐,举杯待饮,客观上要求祝酒词不能等同演讲或者作报告,必须以简短的篇幅表达深意和真情。祝酒词只有别具一格才能精练,只有精练才能体现其本质特征,才能在激情四溢时恰到好处地收尾,并且耐人寻味。

真:情溢于言表。无论接待外 商还是内宾,是与客商的工作 聚会还是与友人的感情聚会, 酒宴上的祝酒词只有真情真 意,才能使酒成为联络感情的

- 3) **Salt and Pepper Shakers**. They are placed above the cover or between two place settings.
- 4) **Salt Cellars.** At formal affairs, salt is always applied from a salt cellar, a method that provides controlled use of salt. A small spoon is presented in the salt cellar and used to sprinkle salt over food.

10. Finger Bowls.

Finger bowls may be placed on the table at the end of the meal

Dining Etiquette for Toasts

The most common toast is cheers, or to your health. Sometimes there is a toast at the end of a very formal meal to the queen, the king, or the royal family.

Table Manners

Dining etiquette for utensils. The English do not switch knives and forks. The knife remains in the right hand, and the fork remains in the left. When the meal is finished, the knife and fork are laid parallel to each other across the right side of the plate. The fork is often held tines down, so that food is scooped up onto the backside of the fork; do this after much practice, or with foods that can stick to the back of the fork (like mashed potatoes and peas).

Dining etiquette for the place setting. The knife above the plate is used for butter; otherwise, always start from the

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粘合剂,以自己的真诚和着酒 的作用, 使宾主之间肝胆相 照,陌生的人成为朋友。

畅:语言流畅。祝酒词的语言 流畅能给人以愉悦的感觉,语 言的流畅能让人感受到致词 人的信念和自身对所要表达 的主题和情感的信心, 也更能 体现致词人的风采。

幽: 幽默诙谐。这是有智慧和 修养的人才能表现出来的魅 力,恰到好处的调侃、诙谐可 使酒的作用发挥到极致。幽默 能给宴会带来欢快的气氛,是 达到宴会目的的重要条件。

直:直截了当。忌讳遮遮掩掩, 说话躲躲藏藏。祝酒词要用较 短的时间,把主题表达出来, 所以要求直触中心,直接表明 向谁祝酒、为了什么、祝福什 么。说话不够直接的后果,可 能是说了半天, 宾客仍然不知 所云。

妙:妙趣横生、妙语连珠。即 用连珠妙语烘托气氛,达到妙 趣横生的效果,这有一定的难 度,但是也有一些技巧可以参 考。比如,引用一些著名诗句、 名言警句与宴会主题和现场 的气氛相配合,加上自己的组 合, 见机而作。即使达不到妙 趣横生的效果, 在场的人也会 敬佩你的创意。

其实不论什么样的宴会, 祝酒 词的风格都必须符合礼仪礼 节, 致词人的祝词如果能注重 礼仪礼节,那么通过祝酒饮 酒, 宾主之间就能既亲密无 outside and work your way in, course by course.

Dining etiquette for hands. Hands are kept in your lap at the dinner table.

Dining etiquette for passing food. At the table, pass all dishes to your left.

Dining etiquette for seating. The most honored position is at the head of the table, with individuals of greatest importance seated first to the left and then the right of the head of the table; if there is a hosting couple, one will be at one end of the table, the other at the opposite end.

Dining etiquette for restaurants. Restaurants usually stop serving around 11 P.M., and dinner is usually served at 8 P.M., so there aren't too many seatings in the course of an evening. Be sure to make reservations. Pub hours were traditionally set by law at 11:30 A.M. to 3 P.M., and 5 to 11 P.M., Monday through Saturday, and from noon to 3 P.M. and 7 to 10:30 P.M. on Sunday; however, these times are changing, and many pubs, as "private clubs", stay open much longer hours (you may be required to pay a small membership fee to join the club, which is sometimes not even stated, but merely included in your bill).

Dining etiquette for paying the bill. Usually the one who issues the invitation pays the bill. Sometimes other circumstances determine the payer (such as rank).

Dining etiquette for tipping. Restaurant bills usually include gratuities of 10 to 15 percent.

Business Toasts

Unless your toast has been designated as the principal one of the evening, keep your remarks short and to the point. The principal toast is a small speech of sorts, and it should be composed in writing and rehearsed by the speaker in advance.

Toasting Etiquette

The host toasts first. Gain the crowd's attention by standing and raising your glass; banging on a glass with a knife



间,又保证了在一定的礼仪范 畴内的距离美的效果。同时礼 仪也是尊重他人的具体体现。

should be considered a measure of last resort.

At formal occasions, the toaster stands, as do the people toasting; the person being toasted remains seated.

The guests respond by taking a sip of their drinks—but never emptying the glass. A person who doesn't drink alcohol should join in as well, toasting with a soft drink or even water.

The person being toasted does not drink to himself.

After the toast, the person who is being toasted rises, bows his acknowledgment, and says thank you. He may also raise his own glass to propose a toast to the host, the chef, or anyone else he sees fit to so honor.

At private or small informal dinners, it is acceptable for everyone—toaster and toastee included—to remain seated.



- Task Three Buffet Etiquette 任务三 自助餐餐饮礼仪

所谓享用自助餐的礼仪,在此主要是指在以就餐者的身份参加自助餐时,所需要具体遵循的礼仪规范。一般来讲,在自助餐礼仪之中,享用自助餐的礼仪对绝大多数人而言,往往显得更为重要。通常,它主要涉及下述五点。

第一,是要排队取菜。在享用自助餐时,尽管需要就餐者自己照顾自己,但这并不意味着他可以因此而不择手段。实际上,在就餐取菜时,由于用餐者往往成群结队而来的缘故,大家都必须自觉地维护公共秩序,讲究先来后到,排队选用食物。不允许乱挤、乱抢、乱加队,更不允许不排队。

在取菜之前,先要准备好一只 食盘。轮到自己取菜时,应以

Buffet Etiquette: Patience, Plates & Doggie Bags

When you think of buffet, "manners" may not be the first word that jumps into your head, but, buffet etiquette is important to help us multi-task (stuffing our faces and looking good)!

It is hard to picture that you really need manners when you are eating someplace where the entire point is to shove as much food as humanly possible in your face as quickly as possible. Whether you realize it or not, though, buffet etiquette does exist (and helps us retain a little dignity when we are piling our plates high at the trough). Make sure you are up to speed (even if the buffet line is a little slow) on your buffet etiquette with our tips below!

- Patience is everything when lining up at the buffet. Don't stress, huff or push the person in front of you if they are taking their sweet time. Just think about how much faster you will still be getting your food versus a normal restaurant where you ordered from the wait staff!
- The above rule does not give you a license to take

模块 2 能力培养

公用的餐具将食物装入自己的 食盘之内, 然后即应迅速离去。 切勿在众多的食物面前犹豫再 三。让身后之人久等, 更不应 该在取菜时挑挑拣拣,甚至直 接下手或以自己的餐具取菜。 第二,是要循序取菜。在自助 餐上,如果想要吃饱吃好,那 么在具体取用菜肴时,就一定 要首先了解合理的取菜顺序, 然后循序渐进。按照常识,参 加一般的自助餐时,取菜时的 标准的先后顺序, 依次应当 是:冷菜、汤、热菜、点心、 甜品和水果。因此在取菜时, 最好先在全场转上一圈,了解 一下情况,然后再去取菜。 如果不了解这一合理的取菜的 先后顺序, 而在取菜时完完全 全地自行其是, 乱装乱吃一通, 难免会使本末倒置,咸甜相克, 令自己吃得既不畅快又不舒 服。举例而言,在自助餐上, 甜品、水果本应作为"压轴戏", 最后现吃。可要是不守此规, 为图新鲜, 而先来大吃一通甜 品、水果,那么立即就会饱了, 等到后来才见到自己想吃的好 东西, 很可能就会心有余而力 不足,只好"望洋兴叹"了。 第三,是要量力而行。参加自 助餐时,遇上了自己喜欢吃的 东西,只要不会撑坏自己,完 全可以放开肚量,尽管去吃。 不限数量, 保证供应, 其实这 正是使自助餐大受欢迎的地 方。因此, 商务人员在参加自 助餐时,大可不必担心别人笑

forever in the buffet line, though. Keep in mind there are others behind you and keep the line moving!

- Always use a clean plate for every buffet trip. Think about it-your germs from your mouth are on your fork which has scraped your plate clean. If you bring that same plate back to the buffet and the bread tongs you are using to get a slice of bread hit that plate, your germs have then spread to the bread tongs. Now, multiply that factor by everyone else sitting around you in the restaurant. Gross!
- Even though your wait staff does not bring you your food, they definitely clean up after you and probably bring your drinks. You do not have to tip them a lot, but, do not forget about tipping them entirely.

The worst example of poor buffet rules is asking for a to-go container. Even if you can not remember all of the above, that is definitely a buffet etiquette don't!

Rules to Observe at the Buffet Table

Buffets make for a relaxed and enjoyable meal. However, as is the case with any social gathering, there are certain rules of etiquette that allow everyone to have a more pleasant experience. Read on to ensure you don't unintentionally offend someone at the buffet table.

Line up

Buffets require lining up and then working your way along the table when your turn comes. This is arguably the most important rule when it comes to buffet etiquette—join the line. It may be tempting to pop in and grab a scoop of a dish that isn't in use or to butt in with your friend who is already in line, but these actions are to be avoided. Cutting the line can leave guests who have been waiting their turn offended and frustrated. So be patient—your turn for food will come!

Be selective at first

Buffets have a whole lot of options to choose from, so it is wise to take a look at the table and scout out the dishes you know you will want before you grab a plate. It doesn't look good if you constantly leave large portions on your plate



话自己,爱吃什么,只管去吃 就是了。

第四,是要多次取菜。在自助餐上遵守"少取"原则的同时,还必须遵守"多次"的原则。"多次"的原则,是"多次取菜"的原则的简称。它的具体含义是:用餐者在自助餐上选取某一种类的菜肴,允许其再三再四地反复去取。每次应当只取一小点,待品尝之后,觉得它适合自己的话,那么还可以再次去取,直至自己感到吃好了为止。

第五,是要积极交际。一般来说,参加自助餐时,商务人员必须明确,吃东西往往属于次要之事,而与其他人进行适当的交际活动才是自己最重要的任务。在参加由商界单位所主办的自助餐时,情况就更是如此。所以,不应当以不善更如此。所以,不应当以不善更之处一心一意地埋头大吃,或者来了就吃,吃了就走,而不同其他在场者进行任何形式的正面接触。

在参加自助餐时,一定要主动 寻找机会,积极地进行交际活 动。首先,应当找机会与主人 攀谈一番,其次,应当与老朋 友好好叙一叙。最后,还应当 争取多结识几位新朋友。

在自助餐上,交际的主要形式 是几个人聚在一起进行交谈。 为了扩大自己的交际面,在此 期间不妨多换几个类似的交 际圈。只是在每个交际圈,多 because something isn't quite to your taste. So to start off, take very small samples of items that catch your eye. If you really like a certain dish, you can go back for more, and you won't have wasted too much of those you discover you don't really like.

Don't use your hands

Buffets are well stocked with all the necessary serving tools, so make sure you use them appropriately. Even if you are struggling with getting a dish onto your plate, be patient rather than use your fingers. Remember: Buffet foods are for everyone, so don't come into contact with dishes in a way you wouldn't want others to.

Don't force others to eat alone

Although some people don't mind eating alone, many would prefer not to sit at a long table and consume a large plate of buffet food on their own. If people are getting up for seconds and someone has just returned from the buffet table, consider putting off your next round of food for a moment and wait with that person. You'll get your chance to get your food, so exercise patience until the table is full again.

Say your thank-yous

Often buffets have workers serving certain dishes, or you'll catch kitchen staff switching out an empty plate for a fresh one. Even though you may be doing most of the serving yourself, it's important to remember the work that goes into preparing and maintaining a buffet, so be sure to thank staff when you see them.

Tip

You may be serving yourself, but never forget who's getting rid of your used plates and topping up your water. The serving staff at buffet restaurants work hard, so a tip is often expected. If you are at a corporate event or a wedding, tips are not necessarily expected, but if a server has gone out of his or her way for you, a tip is a welcome gesture of thanks.

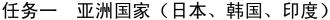
少总要待上一会儿时间,不能 只待上一两分钟马上就走,好 似蜻蜓点水一般。

介入陌生的交际圈,大体上有 三种方法。其一,是请求主人 或圈内之人引见。其二,是寻 找机会, 借机加入。其三, 是 毛遂自荐, 自己介绍自己加 入。不管怎么说,加入一个陌 生的交际圈,总得先求圈内之 人的同意。楞头楞脑地硬闯进 去, 未必会受到欢迎。



(I) Project 4 Country Business Etiquette and Custom 国别商务礼俗 项目四

Task One Asian Countries (Japan, Republic of Korea, India)



1. 日本商务礼仪

日本人相互见面多以鞠躬为 礼。比较熟悉的人见面互相鞠 躬以二三秒钟为宜:如果遇见 好友,腰弯的时间要稍长些; 在遇见社会地位比较高的人 和长辈的时候,要等对方抬头 以后把头抬起来,有时候甚至 要鞠躬几次。他们在社交场合 上也施握手礼。日本的乡村礼 节礼仪方式也较多,女子在送 亲友告别时,一般多施跪礼 (即屈膝下跪); 男子的告别礼 是摇屐礼(即手持木屐在空中 摇动)。日本虾夷族(阿伊努) 人相会的礼节是先双手合十,

Understanding of Foreign Ways

- Japanese understand that it is very difficult for foreigners to work in Japan.
- They will not expect you to speak or read Japanese, or be conversant with their strict cultural nuances and protocol.
- Mistakes are allowed as long as genuine respect is shown at all times
- They will usually try to help you but often feel embarrassment at their own lack of understanding or English language ability.

Relationships & Communication

• The Japanese prefer to do business on the basis of personal relationships.



然后缓缓举向额前,掌心向外,男拍胡须,女拍上唇,再相互握手。

一般礼仪

进入日本人的家门前应脱鞋, 但若是西方式的住房就可以 不必脱鞋。

称谓与问候

通常的见面礼节是深深地弯腰鞠躬而不握手。要准备交换 商业名片。

切不要以名字称呼日本人。只 有家里人和非常亲密的朋友 之间才以名字相称。

在称呼对方"某某先生"时,就在他的姓氏后面加上"San"字。

约会与准时

无论是商务或社交方面的约会,都应准时到达。

款待与馈赠

日本商人经常邀请他们的商业伙伴赴宴,宴席几乎总是设在日本饭店或夜总会里,十分丰盛,往往要延续好几个小时。

在私人家里招待客人是难得的事。如果你真去日本人家里作客的话,那么一踏进门就先脱下帽子手套,然后脱下鞋子。按习惯,要给女主人带上一盒糕点或糖果,而不是鲜花。

如果日本人送你礼物,要对他 表示感谢,但要等他再三坚持 相赠后再接受。收受礼物时要 用双手接取。

- In general, being introduced or recommended by someone who already has a good relationship with the company is extremely helpful as it allows the Japanese to know how to place you in a hierarchy relative to themselves.
- One way to build and maintain relationships is with greetings / seasonal cards.
- It is important to be a good correspondent as the Japanese hold this in high esteem.

Business Meeting Etiquette

- Appointments are required and, whenever possible, should be made several weeks in advance.
- It is best to telephone for an appointment rather than send a letter, fax or email.
- Punctuality is important. Arrive on time for meetings and expect your Japanese colleagues will do the same.
- Since this is a group society, even if you think you will be meeting one person, be prepared for a group meeting.
- The most senior Japanese person will be seated furthest from the door, with the rest of the people in descending rank until the most junior person is seated closest to the door.
- It may take several meetings for your Japanese counterparts to become comfortable with you and be able to conduct business with you.
- This initial getting to know your time is crucial to laying the foundation for a successful relationship.
- You may be awarded a small amount of business as a trial to see if you meet your commitments.
- If you respond quickly and with excellent service, you prove your ability and trustworthiness.
- Never refuse a request, no matter how difficult or non-profitable it may appear. The Japanese are looking for a long-term relationship.
- Always provide a package of literature about your company including articles and client testimonials.

日本人喜欢别人送给他们礼物。礼物要用色彩柔和的纸包装好,不用环状装饰结。他们特别喜欢白兰地酒和冻牛排。成双作对的礼物被认为是好运的兆头,所以衬衫袖口的链扣子和配套成对的钢笔和铅笔这类礼物特别受欢迎。任何东西不要送四件的,因为日文中的"四"字发音与"死"字相同。

交谈

忌讳的话题是第二次世界大 战。

信仰忌讳

日本人大多数信奉神道(日本 固有的宗教,即崇拜皇祖神天 照大神)和大乘佛教;有"过 午不食"的教视。他们不喜欢 紫色,认为紫色是悲伤的色 调;最忌讳绿色,认为绿色是 不祥之色。

日本人对送花有很多忌讳:忌 讳赠送或摆设荷花;在探望病 人时忌用山茶花、仙客来及淡 黄色和白颜色的花。因为山茶 花凋谢时整个花头落地,不吉 利;仙客来花在日文中读音为 "希苦拉面",而"希"同日文 中的"死"发音类同;淡黄色 与白颜色花,这是日本人传统 观念就不喜欢的花。他们对菊 花或装饰花图案的东西有戒 心,因为它是皇室家庭的标 志,一般不敢也不能接受这种 礼物或礼遇。

日本人对装饰有狐狸和獾图

 Always give a small gift, as a token of your esteem, and present it to the most senior person at the end of the meeting. Your Japanese contact can advise you on where to find something appropriate.

Business Negotiation

- The Japanese are non-confrontational.
- They have a difficult time saying "no", so you must be vigilant at observing their non-verbal communication.
- It is best to phrase questions so that they can answer yes. For example, do you disagree with this? Group decision-making and consensus are important.
- Written contracts are required.
- The Japanese often remain silent for long periods of time. Be patient and try to work out if your Japanese colleagues have understood what was said.
- Japanese prefer broad agreements and mutual understanding so that when problems arise they can be handled flexibly.
- Using a Japanese lawyer is seen as a gesture of goodwill.
 Note that Japanese lawyers are quite different from Western lawyers as they are much more functionary.
- Never lose your temper or raise your voice during negotiations.
- Some Japanese close their eyes when they want to listen intently.
- The Japanese seldom grant concession. They expect both parties to come to the table with their best offer.
- The Japanese do not see contracts as final agreements so they can be renegotiated.

Dress Etiquette

- Business attire is conservative.
- Men should wear dark-coloured, conservative business suits.
- Women should dress conservatively.

Business Cards

• Business cards are exchanged constantly and with

案的东西很反感, 认为狐狸 "贪婪"和"狡猾",獾"狡诈"。 他们还很讨厌金、银眼的猫。 认为见到这样的猫,会感到丧 气。他们忌讳触及别人的身 体,认为这是失礼的举动。他 们忌讳把盛过东西的容器再 给他们重复使用: 忌讳把洗脸 水中再兑热水; 忌讳晚上剪指 甲; 忌讳洗过的东西晚上晾 晒; 忌讳睡觉或躺卧时头朝北 (据说停尸才头朝北)。日本人 对朋友买的东西,一般不愿问 价钱多少, 因为这是不礼貌 的,同样你若评价对方买的东 西便宜,也是失礼的。因为日 本人不愿让对方认为自己经 济力量低下,只会买便宜货 等。

great ceremony.

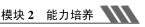
- Invest in quality cards.
- Always keep your business cards in pristine condition.
- Treat the business card you receive as you would the
- You may be given a business card that is only in Japanese.
- It is wise to have one side of your business card translated into Japanese.
- Give your business card with the Japanese side facing the recipient.
- Make sure your business card includes your title, so your Japanese colleagues know your status within your organization.
- Business cards are given and received with two hands and a slight bow.
- Examine any business card you receive very carefully.
- During a meeting, place the business cards on the table in front of you in the order people are seated.
- When the meeting is over, put the business cards in a business card case or a portfolio.

Activity 1: True(T) or False(F).

- 1. The Japanese prefer to do business on the basis of personal relationships.
- 2. It may take several meetings for your Japanese counterparts to become comfortable with you and be able to conduct business with you.
- 3. The Japanese see contracts as final agreements so they can not be renegotiated.

New Words

- testimonial a formal written statement about the qualities of a product or service 明书
- token n something you give to someone or do for someone to express your feelings or intentions 象征
- conversant adj familiar with, having experience of, or knowing 熟悉的



细微差别 a quality of something that is not easy to notice but may be important 外交礼仪 protocol the formal system of rules for correct behavior on official occasions

2. 韩国商务礼仪

韩国人在社交场合与客人见 面时,习惯以鞠躬并握手为 礼。握手时,或双手,或用 右手,可女人一般不与男人 握手,只是鞠躬致意。他们 崇尚尊老敬老的礼仪传统习 惯:一般起床后,子女须向 父母问安, 远行归来须向父 母施跪拜礼;父母外出、回 归,子女须迎、送并施礼; 若遇年长客人临门时,一般 父母要率先向来客施跪拜 礼,然后令其子女向客人施 跪拜礼,以表示对长者的尊 敬。

按照韩国的商务礼俗, 宜穿 着保守式样的西装。商务活 动、拜访必须预先约定。韩 国人和外国人打交道时,是 准时的。宜持英文、朝鲜文 对照的名片, 可在当地速印。 商界人士多通晓英语, 老人 多通晓汉语。决策均由最高 层作出。进主人的屋子或饭 馆要脱鞋。他们很重视业务 交往中的接待,宴请一般在 饭馆或酒吧间举行, 他们的 夫人很少在场。宴请招待其 为频繁。吃饭时所有的菜一 次上齐。到朝鲜人家里作客, 最好带些鲜花或一些小礼 物,要双手递给主人。主人 不当着客人的面打开礼物。

Relationships & Communication

- People of Republic of Korea prefer to do business with people with whom they have a personal connection.
- It is therefore crucial to be introduced by a third-party.
- Relationships are developed through informal social gatherings that often involve a considerable amount of drinking and eating.
- Individuals who have established mutual trust and respect will work hard to make each other successful.
- People of Republic of Korea treat legal documents as memorandums of understanding.
- They view contracts as loosely structured consensus statements that broadly define agreement and leave room for flexibility and adjustment as needed.
- Under no circumstances insult or criticize in front of others.
- Sensitive matters may often be raised indirectly through the intermediary that first made the introductions.
- People of Republic of Korea are extremely direct communicators. They are not averse to asking questions if they do not understand what has been said or need additional clarification
- This is a culture where "less is more" when communicating. Respond to questions directly and concisely.
- Since there is a tendency to say "yes" to questions so that you do not lose face, the way you phrase a question is crucial. It is better to ask, "When can we expect shipment?" than "Can we expect shipment in 3 weeks?", since this question requires a direct response.

韩国人不喜油腻,但特别喜欢吃辣味菜肴。他们通常吃烤、蒸、煎、炸、炒、汤类菜,喜食菜肴有干烧桂鱼、豆瓣鱼、肉丝炒蛋、细粉肉丝、香干绿豆芽、四生火锅、炸虾球、辣子鸡丁、干炸牛肉丝、红鱼水饺等。辣包菜和汤,这两种食品是不可缺少的。汉城当地土产有壁饰和沈菜(韩国泡菜类浸渍物)。

韩国人对长者有必须严守的 规矩。他们在社会交往、日 常生活(在家庭)中,无不 对长辈表示敬重,不敢怠慢。 如: 跟长辈同座的时候, 他 们总是保持一定的姿势,绝 不敢掉以轻心; 若要抽烟, 一定要先得到长辈的允许: 用餐时, 切不可比年长者先 动筷子; 小孩绝不会吃得比 父母快,或比父母早离开座 位。韩国人绝不说长辈的坏 话, 更不会背地里批评长辈。 韩国人重视对交易对象的印 象,从事商业谈判的时候, 若能遵守他们的生活方式, 他们对你的好感倍增。用餐 时,不可边吃边谈。他们认 为,吃饭的时候不能随便出 声。如不遵守这一进餐的礼 节,极可能引起人们的反感, 因此务必小心。

韩国人以其文化悠久为荣, 进入他们的住处或饭店须脱 鞋。相处时,宜少谈当地政 治,多谈韩国文化艺术。如

Business Meeting Etiquette

- Appointments are required and should be made 3 to 4 weeks in advance.
- You should arrive on time for meetings as this demonstrates respect for the person you are meeting.
- The most senior people of Republic of Korea generally enters the room first.
- It is a good idea to send both an agenda and back-up material including information about your company and client testimonials prior to the meeting.
- The main purpose of the first meeting is to get to know each other.
- Meetings are used to understand a client's needs and challenges. They lay the foundation for building the relationship.
- Do not remove your jacket unless the most senior people of Republic of Korea does so.
- Have all written materials available in both English and Korean.

Dress Etiquette

- Business attire is conservative.
- Men should wear dark-coloured, conservative business suits with white shirts.
- Women should dress conservatively and wear subdued colours.
- Men should avoid wearing jewellery other than a watch or a wedding ring.

Business Cards

- Business cards are exchanged after the initial introductions in a highly ritualized manner.
- The way you treat someone's business card is indicative of the way you will treat the person.
- Have one side of your business card translated into Korean.
- Using both hands, present your business card with the Korean side facing up so that it is readable by

11 世纪的灰绿色陶瓷器, 13 世纪的活动铁模, 大邱保存 的珍贵全套大藏经桃木原版 等。

访问韩国,最好选择在2~6 月,11~12月,10月假日太 多,圣诞节前后两周都不宜 去访。一般勿喝生水(饭店 里的水除外)。喝"波利荼" (以小麦制成的茶) 比喝其他 饮料更好。送礼选择外国烟 酒最受欢迎。

the recipient.

- Examine any business card you receive carefully.
- Put the business cards in a business card case or a portfolio.
- Never write on someone's business card in their presence.



Activity 2: True(T) or False(F).

- 1. People of Republic of Korea are extremely indirect communicators. They are averse to asking questions if they do not understand what has been said or need additional clarification.
- 2. Have all written materials available in both English and Korean.
- 3. The way you treat someone's business card is indicative of the way you will treat the person.

New Words

(of color or light) not very bright, or (of sound) not very loud 柔和的 subdued *adj*.

3. 印度商务礼仪

印度人着装朴素、清洁, 但各 民族各异。印度斯坦族男子一 般着装:上身"吉尔达",即 宽松圆领长衫,下身"陀地", 即以一块白布缠绕在下身、垂 至脚面的围裤。在正式活动 中,则在"吉尔达"之外再加 外套。妇女着纱丽。由一大块 丝制长巾披在内衣之外。印度 教徒戴白色船形帽, 伊斯兰教 徒戴伊斯兰小帽,锡克教徒包

Relationships & Communication

- Indians prefer to do business with those they know.
- Relationships are built upon mutual trust and respect.
- In general, Indians prefer to have long-standing personal relationships prior to doing business.
- It may be a good idea to go through a third party introduction. This gives you immediate credibility.

Business Meeting Etiquette

• If you will be travelling to India from abroad, it is advisable to make appointments by letter, at least one



裹头巾。

虔诚的印度教徒有早睡早起的习惯。每天清晨冲完凉后做祷告,然后才开始工作。教徒们常在河水(特别是"圣河"恒河)中沐浴。他们相信,入河沐浴,可以洗刷过错。

牛被印度教教徒视为"圣兽", 印度教徒认为, 牛既是繁殖后 代的象征,又是人类维持生存 的基本保证。就是在科学技术 十分发达的今天, 印度人对牛 仍然是敬之如神。印度教不准 吃牛肉,印度虽有养牛业,但 只能提供牛奶、黄油及用牛粪 作燃料。特别是水牛奶, 印度 人格外喜欢。牛虽然不能宰杀 吃肉,少数地方有用作役牛 (民间运输、耕地)。因此,在 印度的一些城市、乡村里,老 牛、病牛、残牛比比皆是,牛 可以到处自由游荡,神圣不可 侵犯。这么多的牛,成为国家 的一个负担。印度拥有的牛 达到3亿多头,人均拥有量居 世界第1位,但经济上的作用 并不大。印度僧侣每年还要举 行一次仪式,叫"波高",表 示对牛的尊敬。他们还和商人 举办了许多"圣牛养老院", 将那些年迈体弱,不能自己觅 食的老牛收养起来,一直到老 死。

信奉伊斯兰教的印度人不吃 猪肉,虔诚的教徒不喝酒。 如果进行某种商业谈判,他们 会自自然然地说:"你们的资 month and preferably two months in advance.

- It is a good idea to confirm your appointment since Indians may get your appointment cancelled at short notice.
- The best time for a meeting is late morning or early afternoon. Reconfirm your meeting the week before and call again that morning, since it is common for meetings to be cancelled at the last minute.
- Keep your schedule flexible so that it can be adjusted for last minute rescheduling of meetings.
- You should arrive at meetings on time since Indians are impressed with punctuality.
- Meetings will start with a great deal of getting-toknow-you talk. In fact, it is quite possible that no business will be discussed at the first meeting.
- Always send a detailed agenda in advance. Send back-up materials and charts and other data as well.
 This allows everyone to review and become comfortable with the material prior to the meeting.
- Follow up a meeting with an overview of what was discussed and the next steps.

Business Negotiation

- Indians are non-confrontational. It is rare for them to overtly disagree, although this is beginning to change in the managerial ranks.
- Decisions are reached by the person with the most authority.
- Decision making is a slow process.
- If you lose your temper you lose face and prove you are unworthy of respect and trust.
- Delays are to be expected, especially when dealing with the government.
- Most Indians expect concessions in both price and terms. It is acceptable to expect concessions in return for those you grant.
- Never appear overly legalistic during negotiations. In general, Indians do not trust the legal system and

本比我们的多,所以,这一笔 费用该由你们支付。"外国商 人和印度人谈生意的时候,就 常常因遇到这种场面而闹得 啼笑皆非,钱较多的人,或是 较受欢迎的人应该付钱—— 他们认为这是"顺理成章"的 事。

在印度,迎送贵宾时,主人献 上花环,套在客人的颈上,妻 子送丈夫出远门,最高的礼节 是摸脚跟和吻脚。现在,城市 中男女见面已多实行握手,表 示亲热时还要拥抱。在大多数 地方,男人相见或分别时,握 手较普遍。

印度人喜欢谈论文化方面的 成就、印度的传统以及外国的 事和外国人的生活。

在印度的孟买(Bombay), 60%的人是素食主义者。因此,宴请印度商人时,事先必须确认对方的习俗,是否是素食主义者。

印度人爱喝茶,大多是红茶。 各种集会,中间休息时也备有 茶水,招待客人自不必说。在 印度人家里吃饭时,客人可以 给主人带些水果、糖作为礼 品,也可以给主人的孩子带些 礼物。很多妇女不同客人聊 天,也不同客人一起吃饭。 印度人喜爱 3、7、9 数字。他 们认为红色表示生命、活力、 朝气和热烈,蓝色表示真诚。 阳光似的黄色表示光辉壮丽。 绿色表示和平、希望。紫色表 示心境宁静。印度人在生活和 someone's word is sufficient to reach an agreement.

- Do not disagree publicly with members of your negotiating team.
- Successful negotiations are often celebrated by a meal.

Dress Etiquette

- Business attire is conservative.
- Men should wear dark coloured conservative business suits.
- Women should dress conservatively in suits or dresses.
- The weather often determines clothing. In the hotter parts of the country, dress is less formal, although dressing as suggested above for the first meeting will indicate respect.

Titles

- Indians revere titles such as Professor, Doctor and Engineer.
- Status is determined by age, university degree, caste and profession.
- If someone does not have a professional title, use the honorific title "Sir" or "Madam".
- Titles are used with the person's name or the surname, depending upon the person's name.
- Wait to be invited before using someone's first name without the title.

Business Cards

- Business cards are exchanged after the initial handshake and greeting.
- If you have a university degree or any honour, put it on your business card.
- Use the right hand to give and receive business cards.
- Business cards need not be translated into Hindi.
- Always present your business card so the recipient may read the card as it is handed to them.

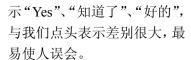


服装色彩方面喜欢红、黄、蓝、绿、橙色及其他鲜艳的颜色。 黑、白色和灰色,被视为消极 的不受欢迎的颜色。印度人不 喜欢玫瑰花。在办公室和商业 机关,写字台喜欢放在东北角 或西南角。

在印度初次访问公司商号或 政府机关,宜穿西服,并事先 订约。约会,尽量按时赴约。 印度商人善于钻营,图方便, 喜欢凭样交易,治谈中应多出 示样品,广为介绍经济实惠的 品种。商务谈判他们往往细细 研究,费时较久。在谈判时, 切忌在印度人面前谈论印度 的赤贫、庞大的军费及外援。 在孟买入海关者,宜在海关申 请饮酒许可,因为孟买市面无 酒可购。印度人往往带你到私 人俱乐部内饮酒。

印度人吃饭大多使用盘子,千 万注意,吃饭时,只准用右手 递接食物,别用左手。与印度 人接触时,切忌用左手递东西 给他。因为他们认为左手肮脏, 右手干净。吃饭用右手抓取, 不但吃米饭用手抓,就连稀粥 也能用手抓入口中。在印度, 除上洗手间外均不使用左手。 伸左手就是对别人的侮辱,弄 不好他们会把你用左手递的东 西砸烂,盛怒之下,还可能臭 骂你一通。

最容易引人误会的是,印度人 平常表示同意或肯定的动作 是摇摇头,或先把头稍微歪到 左边,然后立刻恢复原状,表



参加商务活动访新德里最好 选择每年10月至6月,访问 孟买最好选择9月至10月, 以免酷热或梅雨。



Activity 3: True(T) or False(F).

- 1. In general, Indians trust the legal system and someone's word is not sufficient to reach an agreement.
- 2. The weather often determines clothing. In the hotter parts of the country, dress is less formal, although dressing as suggested above for the first meeting will indicate respect.
- 3. Use the right hand to give and receive business cards.

Task Two North & South American Countries (United States, Canada, Brazil)



南北美洲国家(美国、加拿大、巴西) 任务二

1. 美国商务礼仪

美国人不像英国人那样总要 衣冠楚楚, 而是不大讲究穿 戴。他们穿衣以宽大舒适为原 则,自己爱穿什么就穿什么。 别人是不会议论或讥笑的。春 秋季,美国人一般下身着长 裤,上身在衬衣外面再穿一件 毛衣或夹克, 宽松舒适, 无拘 无束。夏天里穿短裤和着短裙 者大有人在。在旅游或海滨城 市, 男的穿游泳裤, 女的着三 点式游泳衣,再披上一块浴 巾,就可以逛大街或下饭馆 了。但正式场合,美国人就比 较讲究礼节了。

接见时,要讲究服饰,注意整 洁,穿着西装较好,特别是鞋

Business Dress

- What is considered appropriate business attire varies by geographic region, day of the week and industry.
- In general, people in the East dress more formally, while people in the West are known for being a bit more casual.
- Executives usually dress formally regardless of which part of the country they are in.
- Casual Friday is common in many companies. High technology companies often wear casual clothes every day.
- For an initial meeting, dressing conservatively is always in good taste. Women can wear business suits, dresses or pantsuits. Men should wear a business suit unless you know the firm to be quite casual.



要擦亮,手指甲要清洁。美国 商人较少握手,即使是初次见 面,也不一定非先握手不可, 时常是点头微笑致意,礼貌地 打招呼就行了。男士握女士的 手要斯文,不可用力。如果女 士无握手之意, 男士不要主动 伸手,除非女士主动。握手时 不能用双手。上下级之间,上 级先伸手握手。长幼之间, 长者先伸手握手。主宾之间, 主人先伸手。男性之间,最 忌互相攀肩搭臂。美国人谈 话时不喜欢双方离得太近, 习惯于两人的身体保持一定 的距离。一般应保持 120~ 150厘米之间,最少也不得小 于 50 厘米。

在美国,12 岁以上的男子可享有"先生"的称号,但多数美国人不爱用先生、夫人、小姐、女士之类的称呼,认为那样做太郑重其事了。他们喜欢别人直接叫自己的名字,并视为这是亲切友好的表示。美国人很少用正式的头衔来称呼别人。

正式头衔一般只用于法官、军官、医生、教授、宗教界领袖等人物。尤其是行政职务,美国人从来不以此来称呼,如***局长、***经理。

美国海关的人员总把"请"和"谢谢"挂在嘴边,"请你打开箱子"、"请你把护照拿出来"。检查完毕时,还会说"祝你旅途愉快"或"今天天气真好"等客套话。

Greetings

- The hand shake is the common greeting.
- Handshakes are firm, brief and confident.
- Maintain eye contact during the greeting.
- In most situations, you can begin calling people by their first names.
- Most people will insist that you call them by their nickname, if they have one.
- In formal circumstances, you may want to use titles and surnames as a courtesy until you are invited to move to a first name basis, which will happen quickly.
- Business cards are exchanged without formal ritual.
- It is quite common for the recipient to put your card in their wallet, which may then go in the back pocket of their trousers. This is not an insult.

Communication Styles

Americans are direct. They value logic and linear thinking and expect people to speak clearly and in a straightforward manner. To them if you don't "tell it how it is" you simply waste time, and time is money. If you are from a culture that is more subtle in communication style, try not to be insulted by the directness. Try to get to your point more quickly and don't be afraid to be more direct and honest than you are used to. Americans will use the telephone to conduct business that would require a face-to-face meeting in most other countries. They do not insist upon seeing or getting to know the people with whom they do business.

Business Meetings

Arrive on time for meetings since time and punctuality are so important to Americans. In the Northeast and Midwest, people are extremely punctual and view it as a sign of disrespect for someone to be late for a meeting or appointment. In the Southern and Western states, people may be a little more relaxed, but to be safe, always arrive on time, although you may have to wait a little before your

美国的女店员和餐馆女侍们 讲出的话, 使人大有宾至如归 之感,即使你一文不花,她们 仍是满面堆笑, 临走时还笑盈 盈地说"谢谢你的光临,希望 下次再来。"

公私单位访问前, 必须先预 约,最好在即将抵达时,先通 个电话告知。美国人热情好 客,哪怕仅仅相识一分钟,你 就有可能被邀请去看戏、吃饭 或出外旅游。但一星期之后, 这位朋友很可能把你忘得一 干二净。到美国人家去登门拜 访,冒然登门是失礼的,必须 事先做好约定。就是给亲朋好 友送礼,如果他们事先不知道 的话, 也不要直接敲门, 最好 把礼物放在他家门口,然后再 通知他自己去取。

应邀去美国人家中作客或参 加宴会,最好给主人带上一些 小礼品,如化妆品、儿童玩具、 本国特产或烟酒之类。对家中 的摆设,主人喜欢听赞赏的语 言,而不愿听到询问价格的 话。

准时守信,相当重要。美国商 人喜欢表现自己的"不正式"、 "随和"与"幽默感"。能经常 说几句笑话的人,往往易为对 方接受。美国商界流行早餐与 午餐约会谈判。当你答应参加 对方举办的宴会时,一定要准 时赴宴,如果因特殊情况不能 准时赴约,一定要打电话通知 主人,并说明理由,或者告诉 主人什么时间可以去。赴宴 meeting begins.

Meetings may appear relaxed, but they are taken quite seriously. If there is an agenda, it will be followed. At the conclusion of the meeting, there will be a summary of what was decided, a list of who will implement which facets and a list of the next steps to be taken and by whom. If you make a presentation, it should be direct and to the point. Visual aids should further enhance your case. Use statistics to back up your claims, since Americans are impressed by hard data and evidence.

With the emphasis on controlling time, business is conducted rapidly. Expect very little small talk before getting down to business. It is common to attempt to reach an oral agreement at the first meeting. The emphasis is on getting a contract signed rather than building a relationship. The relationship may develop once the first contract has been signed.



时, 当女士步入客厅时, 男士 应该站起来, 直到女士找到了 位子你才可坐下。美国人在招 待客人时,大多用焙牛肉、焙 鸡肉,因为这些菜式受一般美 国人欢迎,既方便又实惠。只 要另配上一二种蔬菜、芋类及 谷类,如果准备点饭后甜点, 就算是大餐了。汉堡包是美国 人日常食用的食品, 按规定, 汉堡包牛肉末脂肪含量不得 超过30%。



Activity 1: True(T) or False(F).

- 1. In formal circumstances, you may want to use titles and surnames as a courtesy until you are invited to move to a first name basis, which will happen quickly.
- 2. It is quite common for the recipient to put your card in their wallet, which may then go in the back pocket of their trousers. This is not an insult.
- 3. Americans will use the telephone to conduct business that would require a face-to-face meeting in most other countries. They do not insist upon seeing or getting to know the people with whom they do business.

2. 加拿大商务礼仪

加拿大风俗禁忌

加拿大人朴实、友善、随和、 很易于接近, 讲礼貌但不流于 烦琐礼节。在北美,人们在得 到他人服务时,一般都会微笑 地道声"谢谢",特别是在接 受礼物、感谢主人的热情款 待、司机与导游的周到服务、 餐馆侍应生端上盘菜之时。 加拿大人在公共场所注意文 明礼让, 在公共汽车和地铁 里,都主动给老人和小孩让 座,礼让女士优先,并忌讳推 撞女性,以避免不必要的法律

Meeting and Greeting

- Canadian business people often begin relationships in a reserved manner; once people get to know one another, they become friendly and informal.
- Canadians appreciate politeness and expect others to adhere to the proper protocol for any given situation.
- Shake hands with everyone at the meeting upon arrival and departure.
- Maintain eye contact while shaking hands.
- Men may offer their hand to a woman without waiting for her to extend hers first.
- Honorific titles and surnames are usually not used.
- However, academic titles are important in Quebec



诉讼。开车至人行横道线时,车速减慢。乘坐公共交通工具,总是依次排队,很少有拥挤现象。在公共场所,一般不大声喧哗。当有事或出错时,可说"打搅了"(Excuse me)或"对不起"(Sorry)等用语,来表达礼貌性歉意。

在加拿大除了受宗教教规影响的少数村庄外,一般并无显著的色彩爱好。为了了解市场形势,要根据国际色彩用语B、C、C和蒙赛尔色系记号阅读色彩样本,改进设计,否则就会失去竞争力。例如,某厂家接受加拿大毛线手套的订货,由于在色彩上考虑不当,他们出口大红色的毛线手套遭到失败。后来追查原因,才知道加拿大人最喜爱深红色。

在加拿大做生意时,应该因人 种而变换手法, 否则, 难免是 要吃亏的。例如,和英国后裔 商谈时,从进入商谈到决定价 格这段时间,是很艰苦的。一 会儿,卡死在这个问题上,一 会儿, 又卡死在那个问题上。 就这样,慢慢地走向目的地, 所以, 商谈很费时间。但是, 一旦签订了契约, 就稳如泰山 了。这一点是可以放心的。法 国后裔则恰恰相反,他们非常 和蔼可亲,容易接近,对客人 很亲切, 犹如款待远道而来的 客人,无微不至。但是,一旦 坐下来,正式进行商谈时,就 判若两人, 讲话慢吞吞的, 难 and are used with the honorific Monsieur or Madame.

Business cards are exchanged after the initial introduction.

In Quebec, have one side of your business card translated into French. Hand the card so the French side faces the recipient.

Examine any card you receive before putting it in your card case.

Canadian Communication Styles

It is difficult to specify any national trait in terms of communication in Canada due to its regionalism and cultural diversity. However, there are some basic communication styles that are fairly standard across the country. For example, businesspeople are generally polite, easy-going and somewhat informal.

In general, communication is "moderately indirect" perhaps reflecting an amalgamation of both North American and British tendencies. Although most Canadians can disagree openly when necessary, they prefer to do so with tact and diplomacy. Their communication style is essentially pragmatic and relies on common sense. If you come from a culture where communication is very direct, you may wish to soften your demeanour and tone so as not to appear threatening.

Communication styles vary most between Anglophone and Francophone parts of the country. Francophones are generally more indirect than Anglophones, although less so than the French. They also tend to be more exuberant than Anglophones. Anglophones do not generally interrupt someone who is speaking. They consider it rude not to let a person complete their thought before entering the discussion. Francophones are more likely to interrupt another speaker.

Canadians communicate more by the spoken word rather than non-verbal expressions. Non-verbal expressions are only really used to add emphasis to a message or are part of an individual's personal communication style.

Canadians like their space and prefer to be at an arm's length when speaking to someone.



以捉摸。所以,要谈出一个结果来,是很费劲的。因此,签订了契约之后,也仍旧会有不安。

加拿大的商人中,90%为英国 和法国后裔。大体而言,属于 保守型,不喜欢产品的价格上 上下下,经常波动。

按照加拿大商务礼俗,宜穿保守式样西装。一般而言,加拿大商人颇保守,你的销售宜在上班时间,以正式方式提出,态度谨慎。

去魁北克省,与法裔加拿大人谈生意,如能说几句法语,有意想不到的好处。人称加拿大为人种的大熔炉,整个加拿大所发行的报纸,有大约40种语言之多,由此可见一斑。

加拿大人不像美国人那样随便,大部分招待会在饭店和俱乐部举行。如果应邀去加拿大人家里做客,可以事先送去或随身携带上一束鲜花给女主人。但不要送白色的百合花,在加拿大,白色的百合花只有在葬礼上才用。

加拿大人不喜欢外来人过分地 把他们的国家和美国进行比 较。加拿大人喜欢外来人谈有 关他们的国家和人民的长处。 加拿大人很多事情要事先预 约。公事要预约,私事也要预 约,找工作面谈,请客,甚至 去朋友家串门都要预约。不速 之客是不受欢迎的。 Canadians are reticent to discuss their personal lives with business associates. They expect people to speak in a straightforward manner and to be able to back up their claims with examples. They do not make exaggerated claims and are suspicious of something that sounds too good to be true.

Business Meetings

Canadians begin meetings with a minimal amount of small talk although one should expect to spend a few minutes exchanging pleasantries and the like. In Quebec there may be more time spent on relationship-building.

Meetings are generally well-organized and adhere to time schedules. They tend to be informal and relaxed in manner even if the subjects being discussed are serious. When meeting with Anglophones, meetings may seem more democratic as all participants will engage and contribute. Meetings with Francophones, due to a greater respect for hierarchy and position, may revolve more around the most senior attendees.

Meetings in Canadian companies are used to review proposals, make plans, brain-storm and communicate decisions. Attendees will generally represent a variety of levels and experiences; all are expected to express opinions.

When presenting information, it is important to have facts and figures to substantiate claims and promises. Canadians are essentially rational and logical and thus they will not be convinced by emotions, passion or feelings.



Activity 2: True(T) or False(F).

- 1. Canadians appreciate politeness and expect others to adhere to the proper protocol for any given situation.
- 2. Canadians communicate more by non-verbal expressions rather than the spoken word.
- 3. When presenting information, it is important to have facts and figures to substantiate claims and promises. Canadians are essentially rational and logical and thus they will not be convinced by emotions, passion or feelings.

3. 巴西商务礼仪

商务访问只住一流宾馆

巴西人是很有名的难对付的 杀价高手,他们不害怕非常直 接地拒绝你的开价。然而,这 样直率并不是有意地想无礼 或者发生冲突。他们只是想让 你知道他们的观点。要为漫长 的谈判程序留出足够的时间, 同时在最初出价时要留足余 地,为让步留出空间。在整个 谈判过程中,要尽量少沉默, 因为巴西人似乎一直都在说。 明智的谈判者在持续很久的 谈判期间,会为社交花费大量 的时间。如果你想请一个高级 经理吃饭,那让他的秘书推荐 一个饭店。招待你的巴西伙伴 时,只能在一流的、有名气的 地方,这点很重要。同样,商 务访问者在巴西应该只住一 流的宾馆。

谈生意先建立良好关系

在谈生意之前,要花费一定的 时间来建立良好的、令人愉悦 的放松的关系。建立信任的氛 围是成功的商业关系的前提

Relationships & Communication

- Brazilians need to know who they are doing business with before they can work effectively.
- Brazilians prefer face-to-face meetings to written communication as it allows them to know the person with whom they are doing business.
- The individual they deal with is more important than the company.
- Since this is a group culture, it is important that you do not do anything to embarrass a Brazilian.
- Criticizing an individual causes that person to lose face with the others in the meeting.
- The person making the criticism also loses face, as they have disobeyed the unwritten rule.
- Communication is often informal and does not rely on strict rules of protocol. Anyone who feels they have something to say will generally add their opinion.
- It is considered acceptable to interrupt someone who is speaking.
- Face-to-face, oral communication is preferred over written communication. At the same time, when it comes to business agreements, Brazilians insist on drawing up detailed legal contracts.

Business Negotiation

• Expect questions about your company since Brazilians



条件。闲聊的好话题有足球、 巴西历史、文学和旅游地,还 有,你的家乡和地区的事情。 在要做大生意之前,你或许需 要到巴西访问两到三次。和其 他拉丁人一样,巴西人重视深 厚的、长期的关系。巴西的气 方语言是葡萄牙语。只有一小 部分巴西商务人士可以流有 地说英语。你的第一封联络信 件应该用葡萄牙语来写,并且 说明:如果可能的话,以后你 将用英语联络。要提前两周预 定约会,要在办公室而不是在 饭店或者酒吧见面。

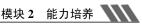
别穿黄色和绿色服装

通常,男性经理们穿流行的三件套,办公室职员穿两件套。 男性访问者应该知道,合适的商业服饰经常会包括长袖衬衫,即使是在夏天。巴西男士会和穿短袖的男访问者开玩笑,称其为女式衬衫。商业女性应该穿端庄的套装或者礼服,还有衬衫和裙子。女士的衬衫可以是短袖的。男性和女性都应该避免穿黄色和绿色的服装,因为那是巴西国旗的颜色。

- are more comfortable doing business with people and companies they know.
- Wait for your Brazilian colleagues to raise the business subject. Never rush the relationship-building time.
- Brazilians take time when negotiating.
- Do not rush them or appear impatient.
- Expect a great deal of time to be spent reviewing details.
- Often the people you negotiate with will not have decision-making authority.
- It is advisable to hire a translator if your Portuguese is not fluent.
- Use local lawyers and accountants for negotiations.
- Brazilians resent an outside legal presence.
- Brazilian business is hierarchical.
- Decisions are made by the highest-ranking person.
- Brazilians negotiate with people not companies.
- Do not change your negotiating team or you may have to start over from the beginning.

Business Meeting Etiquette

- Business appointments are required and can often be scheduled on short notice; however, it is best to make them 2 to 3 weeks in advance.
- Confirm the meeting in writing. It is not uncommon for appointments to be cancelled or changed at the last minute.
- In Sao Paulo and Brasilia it is important to arrive on time for meetings. In Rio de Janeiro and other cities it is acceptable to arrive a few minutes late for a meeting.
- Do not appear impatient if you are kept waiting. Brazilians see time as something outside their control and the demands of relationships take precedence over adhering to a strict schedule.
- Meetings are generally rather informal.
- Expect to be interrupted while you are speaking or making a presentation.



• Avoid confrontations. Do not appear frustrated with your Brazilian colleagues.

Dress Etiquette

- Brazilians pride themselves on dressing well.
- Men should wear conservative, dark coloured business suits. Three-piece suits typically indicate that someone is an executive.
- Women should wear suits or dresses that are elegant and feminine with good quality accessories. Manicures are expected.

Business Cards

- Business cards are exchanged during introductions with everyone at a meeting.
- It is advisable, although not required, to have the other side of your business card translated into Portuguese.
- Present your business card with the Portuguese side facing the recipient.



Activity 3: True(T) or False(F).

- 1. Brazilians prefer face-to-face meetings to written communication as it allows them to know the person with whom they are doing business.
- 2. Use local lawyers and accountants for negotiations.
- 3. You can't expect to be interrupted while you are speaking or making a presentation.

Task Three European Countries (United Kingdom, France, Germany, Russia)



欧洲国家(英国、法国、德国、俄罗斯)

1. 英国商务礼仪

在英国,不流行邀对方吃早餐 谈生意。一般说来,他们的午 餐比较简单,对晚餐比较重 视,视为正餐。

因此,重大的宴请活动,大都

Greetings

A firm handshake is the norm; there are no issues over gender in the United Kingdom.

People shake upon meeting and leaving.

Maintain eye contact during the greeting but avoid anything



放在晚餐时进行。去英国人家 里作客,最好带点价值较低的 礼品,因为花费不多就不会有 行贿之嫌。礼品一般有:高级 巧克力、名酒、鲜花,特别是 我国具有民族特色的民间工 艺美术品,他们格外欣赏。而 对有客人公司标记的纪念品 不感兴趣。盆栽植物一般是宴 会后派人送去。

若请你到人家里作客,需要注意,如果是一种社交场合,不是公事,早到是不礼貌的,女主人要为你做准备,你去早了,她还没有准备好,会使她难堪。最好是晚到10分钟。在接受礼品方面,英国人和我国的习惯有很大的不同。他们常常当着客人的面打开礼品,无论礼品价值如何,或是否有用,主人都会给以热情的赞扬表示谢意。苏格兰威士忌则不然。

英国商人一般不喜欢邀请至家中饮宴,聚会大都在酒店、饭店进行。英国人的饮宴,在某种意义上说,是俭朴为主。他们讨厌浪费的人。比如说,要泡茶请客,如果来客中有三位,一定只烧三份的水。英国对饮茶十分讲究,各阶层的人都喜欢饮茶,尤其是妇女嗜茶成癖。英国人还有饮下午茶的习惯,即在下午3~4点钟的时候,放下手中的工作,喝一杯红茶,有时也吃块点心,休息一刻钟,称为茶休。主人常

prolonged.

Most people use the courtesy titles or Mr., Mrs. or Miss and their surname.

Wait until invited before moving to a first-name basis. People under the age of 35 may make this move more rapidly than older British.

Business cards are exchanged at the initial introduction without formal ritual.

The business card may be put away with only a cursory glance so don't be offended if not much attention is paid to it

The British Communication Style

The British have an interesting mix of communication styles encompassing both understatement and direct communication. Many older businesspeople or those from the "upper class" rely heavily upon formal use of established protocol. Most British are masters of understatement and do not use effusive language. If anything, they have a marked tendency to use "qualifiers" such as "perhaps", "possibly" or "it could be".

When communicating with people they see as equal to themselves in rank or class, the British are direct, but modest. If communicating with someone they know well, their style may be more informal, although they will still be reserved

Written communication follows strict rules of protocol. How a letter is closed varies depending upon how well the writer knows the recipient. Written communication is always addressed using the person's title and their surname. First names are not generally used in written communication, unless you know the person well.

E-mail is now much more widespread, however the communication style remains more formal, at least initially, than in many other countries. Most British will not use slang or abbreviations and will think negatively if your communication appears overly familiar.

邀请你共同喝下午茶,遇到这种情况,大可不必推却。 在正式的宴会上,一般不准吸烟。进餐吸烟,被视为失礼。

Building Relationships

The British can be quite formal and sometimes prefer to work with people and companies they know or who are known to their associates. The younger generation however is very different; they do not need long-standing personal relationships before they do business with people and do not require an intermediary to make business introductions. Nonetheless, networking and relationship building are often key to long-term business success.

Most British look for long-term relationships with people they do business with and will be cautious if you appear to be going after a quick deal.

Business Meetings

If you plan to use an agenda, be sure to forward it to your British colleagues in sufficient time for them to review it and recommend any changes.

Punctuality is important in business situations. In most cases, the people you are meeting will be on time. Scots are extremely punctual. Call if you will be even 5 minutes later than agreed. Having said that, punctuality is often a matter of personal style and emergencies do arise. If you are kept waiting a few minutes, do not make an issue of it. Likewise, if you know that you will be late it is a good idea to telephone and offer your apologies.

How meetings are conducted is often determined by the composition of people attending:

If everyone is at the same level, there is generally a free flow of ideas and opinions.

If there is a senior ranking person in the room, that person will do most of the speaking.

In general, meetings will be rather formal:

Meetings always have a clearly defined purpose, which may include an agenda.

There will be a brief amount of small talk before getting



down to the business at hand.

If you make a presentation, avoid making exaggerated claims.

Make certain your presentation and any materials provided appear professional and well thought out.

Be prepared to back up your claims with facts and figures. The British rely on facts, rather than emotions, to make decisions.

Maintain eye contact and a few feet of personal space.

After a meeting, send a letter summarizing what was decided and the next steps to be taken.



Activity 1: True(T) or False(F).

- 1. The business card may be put away with only a cursory glance so don't be offended if not much attention is paid to it.
- 2. Most British will not use slang or abbreviations and will think negatively if your communication appears overly familiar.
- 3. Make certain your presentation and any materials provided appear professional and well thought out.

2. 法国商务礼仪

法国人最爱美,这是举世公认 的,尤其妇女,称得上世界上 最爱打扮的人。就连他们国 家的老年妇女也是如此,每天 全都离不开化妆和美容,为的 是把自己打扮得更年轻些。

"女士第一"在法国极为盛行。 他们时间概念很强。他们无论 出席什么集会,都习惯准时到 达,从不拖拉迟到,不愿听到 那些蹩脚的发音。

法国女宾由于有化妆的习惯, 所以一般都不欢迎服务员为 她们递送香巾。法国人在同客 人谈话时, 总喜欢相互站得近 一些。他们认为这样显得更为

Relationships & Communication

- French business behaviour emphasizes courtesy and a degree of formality.
- Mutual trust and respect is required to get things done
- Trust is earned through proper behaviour.
- Creating a wide network of close personal business alliances is very important.
- If you do not speak French, an apology for not knowing their language may aid in developing a relationship.
- It is always a good idea to learn a few key phrases, since it demonstrates an interest in a long-term relationship.
- The way a French person communicates is often predicated by their social status, education level, and

亲近。他们偏爱公鸡。认为它 既有观赏价值和经济价值,还 有司晨报晓的特殊本领,把它 看作为"光明"的象征,并视 其为国鸟。他们非常昵爱鸢尾 花。认为它是自己民族的骄 傲,是权力的象征,国家的标 志,并敬其为国花。法国是个 盛产鲜花的国家,人们爱花成 癖。他们视秋海棠为"热忱的 友谊";把兰花表示"虔诚", 把丁香表示"纯洁",把大丽 花表示"感谢",把玫瑰表示 "爱情"之意等等。他们对蓝 色偏爱,并把蓝色看成是"宁 静"和"忠诚"的色彩;对粉 红色也较为喜欢,认为粉红色 是一种积极向上的色彩,给人 以喜悦之感。他们谈话习惯用 手势来表达自己的意思。但他 们的手势和我们的习惯有所 不同。如:我们用拇指和食指 分开表示"八",他们则表示 "二"; 我们用手指指自己的鼻 子,表示"是我",但他们的 手指指自己的胸膛才表示"是 我": 他们还把拇指朝下表示, "坏"和"差"的意思。

法国人在社交场合与客人见面时,一般惯以握手为礼,少女向妇女也常施屈膝礼。他们男女之间,女子之间在见面时,还常以亲面颊来代替相互间的握手。法国人还有男性互吻的习俗,两位大男人见面,一般要当众在对方的脸颊上分别亲一下。在法国一定的社会阶层中"吻手礼"也颇为流

which part of the country they were raised.

- In business, the French often appear extremely direct because they are not afraid of asking probing questions.
- Written communication is formal. Secretaries often schedule meetings and may be used to relay information from your French business colleagues.

Business Meetings Etiquette

- Appointments are necessary and should be made at least 2 weeks in advance.
- Appointments may be made in writing or by telephone and, depending upon the level of the person you are meeting, are often handled by the secretary.
- Do not try to schedule meetings during July or August, as this is a common vacation period.
- If you expect to be delayed, telephone immediately and offer an explanation.
- Meetings are to discuss issues, not to make decisions.
- Avoid exaggerated claims, as the French do not appreciate hyperbole.

Business Negotiation

- French business emphasizes courtesy and a fair degree of formality.
- Wait to be told where to sit.
- Maintain direct eye contact while speaking.
- Business is conducted slowly. You will have to be patient and not appear ruffled by the strict adherence to protocol.
- Avoid confrontational behaviour or high-pressure tactics. It can be counterproductive.
- The French will carefully analyze every detail of a proposal, regardless of how minute.
- Business is hierarchical. Decisions are generally made at the top of the company.
- The French are often impressed with good debating skills that demonstrate an intellectual grasp of the situation and all the ramifications.



行。不过施吻手礼时,嘴不应 接触到女士的手; 也不能吻戴 手套的手: 不能在公共场合吻 手: 更不得吻少女的手。

- Never attempt to be overly friendly. The French generally compartmentalize their business and personal lives.
- Discussions may be heated and intense.
- High-pressure sales tactics should be avoided. The French are more receptive to a low-key, logical presentation that explains the advantages of a proposal in full.
- When an agreement is reached, the French may insist it be formalized in an extremely comprehensive, precisely worded contract.

Dress Etiquette

- Business dress is understated and stylish.
- Men should wear dark-coloured, conservative business suits for the initial meeting.
- Women should wear either business suits or elegant dresses in soft colours.
- The French like the finer things in life, so wear good quality accessories.

Business Cards

- Business cards are exchanged after the initial introductions without formal ritual.
- Have the other side of your business card translated into French. Although not a business necessity, it demonstrates an attention to detail that will be appreciated.
- Include any advanced academic degrees on your business card.
- French business cards are often a bit larger than in many other countries.

Activity 2: True(T) or False(F).

- 1. Trust is earned through proper behaviour.
- 2. Do not try to schedule meetings during July or August, as this is a common vacation period.
- 3. The French are not impressed with good debating skills.



3. 德国商务礼仪

守纪律 讲整洁

德国人非常注重规则和纪律, 干什么都十分认真。凡是有明 文规定的,德国人都会自觉遵 守;凡是明确禁止的,德国人 绝不会去碰它。在一些人的眼 中,许多情况下,德国人近乎 呆板,缺乏灵活性,甚至有点 儿不通人情。但细细想来,这 种"不灵活"甚为有益。没有 纪律,何来秩序?没有规矩, 何有认真?

德国人很讲究清洁和整齐,不 仅注意保持自己生活的小环 境的清洁和整齐,而且也十分 重视大环境的清洁和整齐。在 德国, 无论是公园、街道, 还 是影剧院或者其他公共场合, 到处都收拾得干干净净, 整整 齐齐。德国人也很重视服装穿 戴。工作时就穿工作服,下班 回到家里虽可以穿得随便些, 但只要有客来访或外出活动, 就一定会穿戴得整洁。看戏、 听歌剧时,女士要穿长裙,男 士要穿礼服,至少要穿深色的 服装。参加社会活动或正式宴 会更是如此。

守时间 喜清静

德国人非常守时,约定好的时间,无特殊情况,绝不轻易变动。德国人应邀到别人家做客或者是外出拜访朋友,都会按点到达,不会让主人浪费时间干等或者不得不提前招待客

Relationships & Communications

- Germans do not need a personal relationship in order to do business.
- They will be interested in your academic credentials and the amount of time your company has been in business.
- Germans display great deference to people in authority, so it is imperative that they understand your level relative to their own.
- Germans do not have an open-door policy. People often work with their office door closed. Knock and wait to be invited in before entering.
- German communication is formal.
- Following the established protocol is critical to building and maintaining business relationships.
- As a group, Germans are suspicious of hyperbole, promises that sound too good to be true, or displays of emotion.
- Germans will be direct to the point of bluntness.
- Expect a great deal of written communication, both to back up decisions and to maintain a record of decisions and discussions.

Business Meeting Etiquette

- Appointments are mandatory and should be made 1 to 2 weeks in advance.
- Letters should be addressed to the top person in the functional area, including the person's name as well as their proper business title.
- If you write to schedule an appointment, the letter should be written in German.
- Punctuality is taken extremely seriously. If you expect to be delayed, telephone immediately and offer an explanation. It is extremely rude to cancel a meeting at the last minute and it could jeopardize your business relationship.



人。否则的话,就是不礼貌。 如有特殊原因无法准时赴约 时,都会向朋友表示歉意,并 请求原谅。

德国人多喜欢清静的生活,除 特殊场合外,不大喜欢喧闹。 比方说,许多人虽在城里上 班,但却把家安在乡村或者城 市附近的小镇,图的就是一个 清静。就是那些住在城里的 人,也十分注意住宅周围的无 噪音。例如,晚上8时至第二 天早晨8时不可以演奏乐器、 大声喧哗。如果晚上要搞聚会 活动,事先要向邻居讲明情况, 请求他们谅解,并尽可能安排 在周末,尽可能不大声喧闹。 否则,受干扰的邻居会十分恼 怒,可能会当面提出抗议,个 别人甚至会请警察出面干预。

待人诚恳 注重礼仪

通常来讲,同德国人打交道没有太多的麻烦。多数情况下,他们都比较干脆。凡是他们能办的,他们都会马上告诉你"可以办"。凡是他们办不到的,他们也会明确告诉你"不行",很少摆架子,或者给人以模棱两可的答复。当然,人际关系和努力的程度对办事也绝非没有影响。

和西方许多国家相似,德国人 比较注意礼仪。两人相遇时, 不管认识不认识,也不管在路 上,或者办公室、宾馆、电梯 等地方,都相互打招呼,问声 "您好"。餐馆吃饭时,也要向

- Meetings are generally formal.
- Initial meetings are used to get to know each other.
 They allow your German colleagues to determine if you are trustworthy.
- Meetings adhere to strict agendas, including starting and ending times.
- Maintain direct eye contact while speaking.
- Although English may be spoken, it is a good idea to hire an interpreter so as to avoid any misunderstandings.
- At the end of a meeting, some Germans signal their approval by rapping their knuckles on the tabletop.

There is a strict protocol to follow when entering a room:

- The eldest or highest ranking person enters the room first.
- Men enter before women, if their age and status are roughly equivalent.

Business Negotiation

- Do not sit until invited and told where to sit. There is a rigid protocol to be followed.
- Meetings adhere to strict agendas, including starting and ending times.
- Treat the process with the formality that it deserves.
- Germany is heavily regulated and extremely bureaucratic.
- Germans prefer to get down to business and only engage in the briefest of small talk. They will be interested in your credentials.
- Make sure your printed material is available in both English and German.
- Contracts are strictly followed.
- You must be patient and not appear ruffled by the strict adherence to protocol. Germans are detailoriented and want to understand every innuendo before coming to an agreement.
- Business is hierarchical. Decision-making is held at the top of the company.
- Final decisions are translated into rigorous,

已就座的顾客点头问候, 真的 是"斯文对斯文,礼多人不 怪"。朋友见面以握手为礼, 告别时亦如此。十分要好的、 长时间未见的朋友相见或长 期分开时可以相互拥抱。正式 场合, 仍有男子对女子行吻手 礼,但多做个吻手的样子,不 必非要吻到手背上。在交往过 程中,大多数人往往用"您" 以及姓氏之前冠以"先生"或 "女士"(也作"夫人"讲)作 为尊称。只有亲朋好友和年轻 人之间互相用"你"以及名字 称呼。对女性,不管其婚否或 长幼,都可以称"某女士",但 对已婚妇女应以其夫姓称之。 送礼在德国也很受重视。应邀 去别人家做客时,一般都带礼 物。大部分人带束鲜花,也有 一些男性客人带瓶葡萄酒,个 别人带一本有意义的书(或者 是自己写的书)或者画册之类 等。在欢迎客人(如车站、机 场等场所)、探望病人时,也 多送鲜花。在祝贺他人生日、 节日或者婚嫁等时,可寄送贺 卡。如送贺礼,则以实用和有 意义为原则,而不是以价格高 低论轻重。所送之礼物都要事 先用礼品纸包好。许多人常在 收到礼后马上打开观看,并向 送礼人表示感谢。

comprehensive action steps that you can expect will be carried out to the letter.

- Avoid confrontational behaviour or high-pressure tactics. It can be counterproductive.
- Once a decision is made, it will not be changed.

Dress Etiquette

- Business dress is understated, formal and conservative.
- Men should wear dark coloured, conservative business suits.
- Women should wear either business suits or conservative dresses
- Do not wear ostentatious jewellery or accessories.

Activity 3: True(T) or False(F).

- 1. Germans do not need a personal relationship in order to do business.
- 2. Meetings adhere to strict agendas, including starting and ending times.
- 3. Once a decision is made, it will not be changed.



4. 俄罗斯商务礼仪

俄罗斯商人有着俄罗斯人特有的冷漠与热情的两重性。商人们初次交往时,往往非常认真、客气,见面或道别时,一般要握手或拥抱以示友好。俄罗斯商人非常看重自己的名片,一般不轻易散发自己的名片,除非确信对方的身份值得信赖或是自己的业务伙伴时才会递上名片。

在进行商业谈判时,俄罗斯商人对合作方的举止细节很在意。站立时,身体不能靠在别的东西上,而且最好是挺胸收腹;坐下时,两腿不能抖动不停。在谈判前,最好不要吃散发异味的食物。在谈判休息时可以稍为放松,但不能做一些有失庄重的小动作,比如说伸懒腰、掏耳朵、挖鼻孔或修指甲等,更不能乱丢果皮、烟蒂和吐痰。

许多俄罗斯商人的思维方式 比较古板,固执而不易变通, 所以,在谈判时要保持平和宁 静,不要轻易下最后通牒,不 要就想着速战速决。

对商品的看法,俄罗斯商人认为,商品质量的好坏及用途是最重要的,买卖那些能够吸引和满足广大消费者一般购买力的商品是很好的生财之道。大多数俄罗斯商人做生意的节奏缓慢,讲究优柔尔雅,因此,在商业交往时宜穿庄重、保守的西服,而且最好不要是

Relationships & Communication

- Russians are transactional and do not need to establish long-standing personal relationships before they do business with people.
- It is still a good idea to develop a network of people who you know and trust. The Russian word "svyasi" means connections and refers to having friends in high places, which is often required to cut through red tape.
- Patience is essential.
- It is best to err on the side of formality when you first make contact.
- Sincerity is crucial as it is required to build trust, and trust is needed to build a relationship.
- Most Russians do not trust people who are "all business"
- An indication that you have successfully developed a personal relationship is being asked for a favour by that person.

Business Meeting Etiquette

- Appointments are necessary and should be made as far in advance as possible.
- It often takes roughly 6 weeks to arrange a meeting with a government official.
- Confirm the meeting when you arrive in the country and again a day or two in advance.
- The first week of May has several public holidays so it is best avoided.
- You should arrive punctually for meetings.
- Typical Russian schedules are constantly changing and everything takes longer than expected, so be prepared to be kept waiting.
- Meetings can be cancelled on short notice.
- The first meeting is often a vehicle to determine if you and the company you represent are credible

III

黑色的,俄罗斯人较偏爱灰色、青色。衣着服饰考究与否,在俄罗斯商人眼里不仅是身份的体现,而且还是此次生意是否重要的主要判断标志之一。

俄罗斯商人认为礼物不在重 而在于别致,太贵重的礼物反 而使受礼方过意不去, 常会误 认为送礼者另有企图。俄罗斯 商人对喝酒吃饭也不拒绝,但 他们并不在意排场是否大、菜 肴是否珍贵,而主要看是否能 尽兴。俄罗斯商人十分注重建 立长期关系,尤其是私人关 系,在酒桌上,这种关系最容 易建立。千万要记住,女士在 俄罗斯礼仪上是优先照顾的。 俄罗斯人特别忌讳"13"这个 数字,认为它是凶险和死亡的 象征。相反,认为"7"意味 着幸福和成功。俄罗斯人不喜 欢黑猫,认为它不会带来好运 气。俄罗斯人认为镜子是神圣 的物品,打碎镜子意味着灵魂 的毁灭。但是如果打碎杯、碟、 盘则意味着富贵和幸福,因此 在喜筵、寿筵和其他隆重的场 合,他们还特意打碎一些碟盘 表示庆贺。俄罗斯人通常认为 马能驱邪, 会给人带来好运 气,尤其相信马掌是表示祥瑞 的物体,认为马掌即代表威 力,又具有降妖的魔力。遇见 熟人不能伸出左手去握手问 好,学生在考场不要用左手抽 考签等。

- and worthy of consideration for future business dealings.
- Use the time effectively to demonstrate what differentiates your company from the competition.
- Expect a long period of socializing and getting-toknow-you conversation before business is discussed.
- Have all printed material available in both English and Russian.
- Russians expect long and detailed presentations that include a history of the subject and a review of existing precedents.
- Meetings are frequently interrupted. It is common for several side conversations that have nothing to do with the topic of the meeting to be carried on during the meeting.
- At the end of the meeting, expect to sign a "protocol", which is a summary of what was discussed.

Business Negotiation

- Meetings and negotiations are slow. Russians do not like being rushed.
- It is a good idea to include technical experts on your negotiating team.
- Hierarchy is important to Russians. They respect age, rank and position. The most senior person reaches decisions.
- Russian executives prefer to meet with people of similar rank and position.
- Russians see negotiations as win-lose. They do not believe in win-win scenarios.
- Have written materials available in both English and Russian.
- Russians view compromise as weakness. They will continue negotiating until you offer concessions.
- Russians may lose their temper, walk out of the meeting, or threaten to terminate the relationship in an attempt to coerce you to change your position.

- Russians often use time as a tactic, especially if they know that you have a deadline. Be cautious about letting your business colleagues know that you are under time pressure or they will delay even
- Nothing is final until the contract is signed. Even then, Russians will modify a contract to suit their purposes.
- Do not use high-pressure sales tactics as they will work against you.

Dress Etiquette

- Business dress is formal and conservative.
- Men should wear business suits.
- Women should wear subdued coloured business suits with skirts that cover the knees
- Shoes should be highly polished.

Business Cards

- Business cards are exchanged after the initial introductions without formal ritual.
- Have one side of your business card translated into Russian using Cyrillic text.
- Include advanced university degrees business card.
- Hand your business card so the Russian side is readable to the recipient.
- If someone does not have a business card, note their pertinent information.

Activity 4: True(T) or False(F).

- 1. The Russian word "svyasi" means connections and refers to having friends in high places, which is often required to cut through red tape.
- 2. Typical Russian schedules are constantly changing and everything takes longer than expected, so be prepared to be kept waiting.
- 3. Russians see negotiations as win-lose. They do not believe in win-win scenarios.





Task Four African Countries (Egypt, South Africa)

任务四 非洲国家(埃及、南非)

1. 埃及商务礼仪

礼节礼仪

埃及人与宾朋相见或送别时, 一般都惯以握手为礼,或施拥 抱礼。还时兴亲吻礼,并有多 种亲吻礼节:"亲吻礼"有男 女间亲昵性的亲吻, 抚爱性亲 吻,敬重性亲吻,崇敬性亲吻。 "亲手礼"往往是对恩人的亲 吻礼的另一种形式。"飞吻" 是情人间的一种亲吻礼。"亲 脸"多是妇女们相见时的一种 礼节。即先亲一下右颊,后亲 左颊; 若亲戚或关系密切者, 再亲一下右颊; 男人间也亲 吻,不过他们是先亲左颊,再 亲右颊, 若亲戚或关系密切 者,再亲一下左颊。

一般礼仪

埃及人认为,在生意成交之前 建立友谊和信任的感情是很 重要的。

进入清真寺之前要记住脱掉 鞋子。

称谓与问候

见面礼节十分讲究,并充分表 现其殷勤好客。主人往往对来 访者再三表示欢迎。

约会与准时

每周的工作日是从星期六到 星期四。星期五是穆斯林的休 息日。

Relationships & Communication

- Egyptians prefer to do business with those they know and respect, therefore expect to spend time cultivating a personal relationship before business is conducted.
- Who you know is more important than what you know, so it is important to network and cultivate a number of contacts.
- Expect to be offered coffee or tea whenever you meet someone, as this demonstrates hospitality. Even if you do not take a sip, always accept the beverage.
 Declining the offer is viewed as rejecting the person.
- Since Egyptians judge people on appearances, wear good quality conservative clothes and present yourself well at all times.
- Egyptians believe direct eye contact is a sign of honesty and sincerity, so be prepared for disconcertingly intense stares.
- Egyptians are emotive and use hand gestures when they are excited. In general, they speak softly, although they may also shout or pound the table. This is not indicative of anger; it is merely an attempt to demonstrate a point.
- You should demonstrate deference to the most senior person in the group, who will also be their spokesperson. This is a country where hierarchy and rank are very important.

Business Meeting Etiquette

- Appointments are necessary and should be made in advance.
- Confirm the meeting one week in advance, either in writing or by telephone.
- Reconfirm again a day or two before the meeting.



款待与馈赠

社交活动的时间通常比美国 开始得晚些,晚餐可能要在 10:30 或更晚一些时候。

应邀去吃饭时,习惯要带鲜花 或巧克力作礼物。递送或接受 礼物时要用双手或右手,切忌 用左手。

招待埃及客人时,一定要备 有非酒类饮料,尽管酒类饮 料的消费正日益广泛地被人 接受。

不要把你盘子里的食品吃光, 这被认为是不礼貌的。

交谈

必须回避的一个话题:中东的 政治问题。

恰当的话题:埃及的进步与成就、埃及领导人的杰出声誉、埃及的优质棉花和古老的文明。

信仰忌讳

埃及大多信奉伊斯兰教。他们绝对禁食死物、血液和猪肉,以及非奉真主之名而宰的动物,也禁止使用猪制品。埃及还有少数信奉基督教和犹太教的教徒。他们有忌讳"13"的习俗。因其认为"13"是不吉祥的数字。

埃及人在吃饭时,一般都不与人随意交谈。他们认为边谈话边吃饭会浪费粮食,是对"安拉"(即:"神"的意思)的不敬。他们忌讳黑色与蓝色。他们把这两种颜色看成是"不

- Meetings are generally not private unless there is a need to discuss matters confidentially. In general, Egyptians have an open-door policy, even when they are in a meeting. This means you may experience frequent interruptions. Others may even wander into the room and start a different discussion. You may join in, but do not try to bring the topic back to the original discussion until the new person leaves.
- High-level government officials often adhere to more western business practices and hold private meetings without interruptions.
- Business meetings generally start after prolonged inquiries about health, family, etc.
- If you send an agenda and presentation materials in advance of the meeting, send both an English and Egyptian Arabic translation.

Business Negotiation

- The social side of business is very important.
 Egyptians must know and like you to conduct business. Personal relationships are necessary for long-term business.
- Business is hierarchical. The highest ranking person makes decisions, after obtaining group consensus.
- Decisions are reached after great deliberation.
- If the government is involved, discussions will take even longer since approval must often be given by the ministers of several departments.
- Business moves at a slow pace. The society is extremely bureaucratic. It may take several visits to accomplish a simple task.
- It is advisable to include older people with impressive titles in your team since Egyptians respect age and experience.
- Expect a fair amount of haggling. Egyptians seldom see an offer as final.
- Egyptians do not like confrontation and abhor saying "no". If they do not respond, it usually is a negative

祥"的色彩。因此,他们常把 蓝天说成是绿色的。埃及人还 忌讳黄色。认为黄色为叛逆、 嫉妒、怀疑、不信任、色情、 忧郁、缺乏理智的代表色。埃 及人不喜欢世人昵爱的珍稀 动物大熊猫。因为他们认为大 熊猫的样子与猪的形象很近 似。他们忌讳左手传递东西或 食物。认为左手是肮脏、下贱 之手,是承包厕所任务的手。 因此,使用左手为他人服务是 蔑视人的作法,并有污辱人的 意思。他们特别忌讳谈"针" 这个字和借针使用。尤其是每 日下午三点到五点这段时间 内,无论说"针"字或借针使 用,都会遭到冷遇的。他们忌 讳称赞女人窈窕。 否则会招来 对方的斥责和臭骂,因为他们 认为体态丰腴才算美。他们忌 讳当众叶唾沫。因为在他们看 来, 吐唾沫是对仇人的诅咒举 动。

一些埃及人迷信很深。认为眼皮跳预示着将会有某种事情发生,"右眼跳灾,左眼跳福"是他们的信仰。一些埃及人还认为手的悸动也预示着要发生什么事情,如是右手悸动,他可能会打人,如是左手悸动,他可能会向别人贺喜,或自己发财。

埃及人在闲聊时,不愿谈论 中东政治问题的话题。他们 不吃海参、蟹等怪状海味品; 对动物内脏,除肝可以吃外, 其余均不吃。埃及人还不吃 sign.

- Always include research and documentation to support your claims.
- Do not use high-pressure tactics.
- Egyptians are tough negotiators.

Dress Etiquette

- Business attire is formal and conservative. Dress well if you want to make a good impression.
- Men should wear dark-coloured, lightweight, conservative business suits, at least to the first meeting.
- Men should avoid wearing visible jewellery, especially around the face and neck.
- Women must be careful to cover themselves appropriately. Skirts and dresses should cover the knee and sleeves should cover most of the arm.

Business Cards

- Business cards are given without formal ritual.
- Have one side of your card translated into Egyptian Arabic.
- Always hand the card so the recipient may read it.
- Make a point of studying any business card you receive before putting into your business card case.



红烩带汁和没熟透的菜:他 们也不喜欢吃整鱼和带骨刺 的鱼。



Activity 1: True(T) or False(F).

- 1. Who you know is more important than what you know, so it is important to network and cultivate a number of contacts.
- 2. In general, Egyptians have an open-door policy, even when they are in a meeting. This means you may experience frequent interruptions. High-level government officials often adhere to more western business practices and hold private meetings without interruptions.
- 3. Egyptians are tender negotiators.

2. 南非商务礼仪

南非商务礼仪可以概括为"黑 白分明","英式为主"。所谓 "黑白分明"是指:受到种族、 宗教、习俗的制约,南非的黑 人和白人所遵从的商务礼仪 不同: 英式为主是指: 在很长 的一段历史时期内, 白人掌握 南非政权, 白人的商务礼仪特 别是英国式社交礼仪广泛地 流行于南非社会。以目前而 论,在社交场合,南非人所采 用的普遍见面礼节是握手礼, 他们对交往对象的称呼则主 要是"先生"、"小姐"或"夫 人"。在黑人部族中,尤其是 广大农村,南非黑人往往会表 现出与社会主流不同的风格。 比如,他们习惯以鸵鸟毛或孔 雀毛赠予贵宾,客人此刻得体 的做法是将这些珍贵的羽毛 插在自己的帽子上或头发上。

南非商人十分保守, 交易方式

Relationships & Communication

- South Africans are transactional and do not need to establish long-standing personal relationships before conducting business.
- If your company is not known in South Africa, a more formal introduction may help you gain access to decision-makers and not be shunted off to gatekeepers.
- Networking and relationship building are crucial for long-term business success.
- Relationships are built in the office.
- Most businessmen are looking for long-term business relationships.
- Although the country leans towards egalitarianism, businesspeople respect senior executives and those who have attained their position through hard work and perseverance.
- There are major differences in communication styles depending upon the individual's cultural heritage.
- For the most part, South Africans want to maintain harmonious working relationships, so they avoid confrontations

力求正式。许多生意在私人俱 乐部或对方家中做成。在此地 做生意施用过于细腻的手段 或说话兜圈子常不被人了解, 想以这种方式达到目的多半 行不通, 想说的话就大胆直率 地说出来好了。南非黑人对自 己的传统情有独钟。有些黑人 行拥抱礼,有些行亲吻礼,有 些则行独特的握手礼,即先用 自己的左手握住自己的右手 腕,再用右手去与人握手。如 果是特别亲热者,则先握一下 他的手掌,然后再握对方的拇 指,最后紧紧握一下他的手。 女子相见, 双膝微屈, 行屈膝 礼。农村妇女们相遇,一边围 着对方转,一边发出有节奏的 尖叫声。男子对女子,一律要 尊称"妈妈"。送客时往往列 队相送,载歌载舞,欢呼狂啸。 黑人的姓名大多已经西方化, 但仍喜欢在姓氏之后加上相 应的辈分,如称其为"乔治爷 爷"、"海伦大婶",往往令其 喜笑颜开。绝对不要直呼黑人 为"Black People",而应称为 "Africa People".

- They often use metaphors and sports analogies to demonstrate a point.
- Most South Africans, regardless of ethnicity, prefer face-to-face meetings to more impersonal communication mediums such as email, letter or telephone.

Business Meeting Etiquette

- Appointments are necessary and should be made as far in advance as possible.
- It may be difficult to arrange meetings with senior level managers on short notice, although you may be able to do so with lower-level managers.
- It is often difficult to schedule meetings from mid December to mid January or the two weeks surrounding Easter, as these are prime vacation times.
- Personal relationships are important. The initial meeting is often used to establish a personal rapport and to determine if you are trustworthy.
- After a meeting, send a letter summarizing what was decided and the next steps.

Business Negotiation

- It is imperative to develop mutual trust before negotiating.
- Women have yet to attain senior level positions.
- Do not interrupt a South African while they are speaking.
- South Africans strive for consensus and win-win situations.
- Include delivery dates in contracts. Deadlines are often viewed as fluid rather than firm commitments.
- Start negotiating with a realistic figure. South Africans do not like haggling over price.
- Decision-making may be concentrated at the top of the company and decisions are often made after consultation with subordinates, so the process can be slow and protracted.



Dress Etiquette

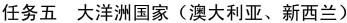
- Business attire is becoming more informal in many companies. However, for the first meeting, it is best to dress more conservatively.
- should wear dark-coloured conservative business suits.
- Women should wear elegant business suits or dresses.



Activity 2: True(T) or False(F).

- 1. Relationships are built out of the office.
- 2. Personal relationships are important. The initial meeting is often used to establish a personal rapport and to determine if you are trustworthy.
- 3. Do not interrupt a South African while they are speaking.





1. 澳大利亚商务礼仪

澳大利亚由六个州组成,各州 都有各自的宪法。法律也不相 同,各州之间的地区观念比较 浓。铁路及地区开发、教育等 是州政府各自办理的。澳大利 亚主要输出农业、矿产资源和 输入工业品。

澳大利亚的人口中,90%是欧 洲系人,以沉着型居多,不喜 欢生活环境被扰乱。

澳大利亚由于地广人稀,因 而很重视办事效率。谈判中, 澳方派出的谈判人员一定都 是具有决定权的人。因此我 方也应该派出具有决定权的 人,否则他们便会很不乐意。 他们极不愿意把时间浪费在

Relationships & Communication

- Australians are very matter of fact when it comes to business so do not need long-standing personal relationships before they do business with people.
- Australians are very direct in the way they communicate.
- There is often an element of humour, often selfdeprecating, in their speech.
- Aussies often use colourful language that would be unthinkable in other countries.

Business Meeting Etiquette

- Appointments are necessary and relatively easy to schedule.
- They should be made with as much lead time as possible.
- Punctuality is important in business situations. It is better to arrive a few minutes early than to keep

不能做决定的空谈中,而且 在谈判中谈及价格时,不喜 欢对方报高价,然后再慢慢 地减价。他们极不愿意在讨 价还价上浪费时间。所以, 他们采购货物,大多采用招 标的方式,根本不给予讨价 还价的机会,所以必须以最 低价格议价。

澳大利亚人的成见比较重,所 以谈判人员必须给以好的第 一印象,才能使谈判顺利进 行。

澳大利亚的一般员工都很遵 守工作时间,下班时间一到, 就会立即离开办公室。但经理 阶层的责任感很强,对工作很 热心, 待人不拘束, 也乐于接 受招待。需要注意的是,不要 以为在一起喝过酒,生意就好 做了。他们的想法是,招待归 招待,与生意无关,公私分明。 澳大利亚国内的商品,不大计 较"完美性",质量提高得很 慢。他们以进口关税来控制外 国商品的输入。在该国市场 上, 进口货处于不利的地位。 另外,由于澳大利亚行业范围 狭小,信息传递得很快,因此 谈判中要注意措辞。

someone waiting.

- Meetings are generally relaxed; however, they are serious events.
- If an Australian takes exception to something that you say, they will tell you so.
- If you make a presentation, avoid hype, making exaggerated claims, or bells and whistles.
- Present your business case with facts and figures.
 Emotions and feelings are not important in the Australian business climate.

Negotiation and Decision Making

- Australians get down to business quickly with a minimum amount of small talk.
- They are quite direct and expect the same in return.
 They appreciate brevity and are not impressed by too much detail.
- Negotiations proceed quickly. Bargaining is not customary. They will expect your initial proposal to have only a small margin for negotiation.
- They do not like high-pressure techniques.
- Decision-making is concentrated at the top of the company, although decisions are made after consultation with subordinates, which can make decision making slow and protracted.

What to Wear

- Business dress is conservative in Melbourne and Sydney.
- Men should wear a dark coloured, conservative business suit.
- Women should wear a smart dress or a business suit.
- In Brisbane or other tropical areas, depending on the job function and company culture, men may wear shirts, ties and Bermuda shorts.



Business Cards

- Business cards are exchanged at the initial introduction without formal ritual.
- If you are not given a business card, it is not an insult; the person simply may not have one.



Activity 1: True(T) or False(F).

- 1. Meetings are generally relaxed; however, they are serious events.
- 2. Negotiations proceed quickly. Bargaining is customary. They will expect your initial proposal to have only a large margin for negotiation.
- 3. If you are not given a business card, it is not an insult; the person simply may not have one.

2. 新西兰商务礼仪

礼.节礼.仪

新西兰人在社交场合与客人 相见时,一般惯用握手施礼; 和妇女相见时,要等对方伸出 手再施握手礼。他们也施鞠躬 礼,不过鞠躬方式独具一格, 要抬头挺胸地鞠躬。新西兰的 毛利人会见客人的最高礼节 是施"碰鼻礼",碰鼻子的交 数越多,时间越长,礼就越重。

一般礼仪

这里不通行给小费。小费往往 会遭到谢绝。

在建立起一种较为轻松随和 的气氛之前,应恪守礼仪。

称谓与问候

见面或告别时握手为礼。若对 方是女性, 应等她主动伸手。

约会与准时

预先约会是可取的,客人应争

Relationships & Communication

- New Zealanders can be somewhat reserved, especially with people they do not know.
- Once they develop a personal relationship, they are friendly, outgoing and social.
- Do not appear too forward or overly friendly.
- They respect people who are honest, direct, and demonstrate a sense of humour.
- They trust people until they are given a reason not to.
- If this happens in business the breach will be difficult to repair and business dealings may cease or become more difficult

Business Meeting Etiquette

- Appointments are usually necessary and should be made at least one week in advance by telephone, fax or email.
- It is generally easy to schedule meetings with senior level managers if you are coming from another country if the meeting is planned well in advance.
- It can be difficult to schedule meetings in December and January since these are the prime months for



取略早一点到达。

款待与馈赠

来访者通常邀请客户在旅馆 或饭店里共进午餐。业务上的 会见安排在主人的办公室里。 你若应邀去新西兰人家里吃 饭,应带巧克力或葡萄酒之类 不显眼的礼物,但不是非带不 可的。

交谈

新西兰人喜欢谈论国内和国 际政治局势、天气以及体育运 动。他们喜欢那些了解他们文 化的来访者。

应回避的话题是种族问题。不 要把新西兰作为澳洲或"澳大 拉西亚"的一部分。

信仰忌讳

新西兰人大多数信奉基督教 新教和天主教。他们把"13" 视为凶神, 无论做什么事情, 都要设法回避"13"。他们在 国内忌讳男女同场活动。即使 看戏或看电影,通常他们也分 为男子场和女子场。他们视当 众剔牙和咀嚼口香糖为不文 明的举止。他们视当众闲聊、 吃东西、喝水、抓头皮、紧裤 带等作风为失礼的举止。新西 兰毛利人,对有人给他们照相 是极为反感的。新西兰人不愿 谈论有关种族方面的问题。

饮食习惯

新西兰毛利人经常利用地热 蒸制牛肉、羊肉、马铃薯等 summer vacation.

- Arrive at meetings on time or even a few minutes early.
- If you do not arrive on time, your behaviour may be interpreted as indicating that you are unreliable or that you think your time is more important than the person with whom you are meeting.
- Meetings are generally relaxed; however, they are serious events.
- Expect a brief amount of small talk before getting down to the matter at hand.
- If you make a presentation, avoid hype, exaggerated claims, hyperbole, and bells and whistles. New Zealanders are interested in what people "can do" not what they say they can do.
- Present your business case with facts and figures. Emotions and feelings are not important in the New Zealand business climate.
- Maintain eye contact and a few feet of personal space.

Business Negotiation

- The negotiating process takes time.
- Do not attempt high-pressure sales tactics.
- Demonstrate the benefits of your services or products rather than talking about them.
- Start your negotiations with a realistic figure. Since this is not a bargaining culture, New Zealanders do not expect to haggle over price.
- Kiwis look for value for their money.
- Do not make promises you cannot keep or offer unrealistic proposals. Kiwis do not generally trust people who have to oversell!
- They are quite direct and expect the same in return. They appreciate brevity and are not impressed by more detail than is required.
- Agreements and proposals must state all points clearly. All terms and conditions should be explained



食品,这些食品通称为"夯 吉"。他们制作"烧石烤饭" 的原料有芋头、南瓜、白薯、 猪肉、牛排、鸡、鱼等,在 铁丝筐内分层一次烧制成, 然后洒上盐、胡椒粉等食用。

in detail.

- Stick to the point while speaking.
- Kiwis appreciate honesty and directness in business dealings.



Activity 2: True(T) or False(F).

- 1. They trust people until they are given a reason not to. If this happens in business the breach will be difficult to repair and business dealings may cease or become more difficult.
- 2. It can be difficult to schedule meetings in December and January since these are the prime months for winter vacation.
- 3. New Zealanders are interested in what people "can do" not what they say they can do.

Exercise for Module 2

1. Exercise for new words in this Module.

1) tantrum 2) obnoxious 3) recipient 4) prerogative _____ 5) inscription 6) patronize

2. Dialogue.

Directions: imitate the speakers, and make a role play with your partner.

Directions: explain the new words in English by your understanding.

Joan: Sure, Jeff. You know that I prefer direct talk.

Jeff: I was really surprised by the Chief Executive's table manners.

Joan: To be honest Jeff, so was I.

Jeff: It goes to show that just because someone is rich and successful, doesn't make them perfect.

Joan: I'd rather have good table manners than all the riches in the world!

礼仪应用

任务目标

了解职场礼仪要点;了解与领导、同事、下属相处的礼仪以及专题活动礼仪。

● Project 1 Office Etiquette 项目一 职场礼仪

Good manners are just a way of showing other people that we have respect for them. — Bill Kelly



I. Lead in

Etiquette in a business environment has many subtle and non-subtle aspects. Everything from your dress, to your tone of voice is a form of etiquette. How you present yourself in a business environment can affect your internal and external image. At a minimum, you may come off as non-professional. However, improper etiquette can lead to legal issues.



Activity 1: Discuss the following questions with your partner.

- 1. What is office etiquette?
- 2. What is the influence of proper office etiquette?





II. Reading: Read the following passage and have a group discussion.

我国是礼仪之邦,自古对礼仪的要求都很高。尤其到了当今,礼仪不仅仅是一个人个人素质的体现,也是一个优秀的商务人员业务能力的亮点,更成为了一个企业形象的延伸。现在很多从学校刚刚走向工作岗位的职场新人对职场礼仪不够重视,不利于他们在职场中的发展。职场礼仪涉及语言、动作、化妆、服装搭配等多个方面。作为职场新人来说,首先要注意职场中的基本礼仪,才不至于在职场中失礼。

Etiquette for the Workplace

Workplace etiquette is an important part of creating a comfortable and professional environment. Etiquette for the workplace includes professional presentation and proper communication, both of which enhance your business image.

Dress Appropriately at All Times

Your professional image is one of the first things your clients and colleagues notice about you. If you look sloppy or overly casual, you will not be taken very seriously—professionally speaking. Follow your company's dress code, or if there is not one, initiate one yourself. Even if your company is super casual, dress business casual instead. According to "Forbes", women should never show up to work in flip-flops, miniskirts or skintight jeans; men should avoid denim shorts and T-shirts.

Communicate Properly

Good communication is the key to getting things done around the office. From signing up for specific projects and tasks to going over an employee evaluation, the key to a smooth environment is the ability to communicate effectively. Remain professional at all times, speak clearly and voice your opinion in a polite manner, without insulting those around you. The better you communicate, the more your colleagues will respect what you have to say.

Avoid Office Gossip

Don't get involved in office gossip because it ruins the reputation of the person you are talking about as well as your own. Moreover, it simply isn't proper etiquette in general to spread rumors about other people. If someone in your office tries to share tidbits from the rumor mill with you, refrain from engaging her and change the subject to something



work-oriented. Not only does this discourage people from gossiping, but it also sets the tone that you will not participate.



Activity 2: Group discussion.

- 1. What does etiquette for the workplace include?
- 2. Can you explain in details how to make proper workplace etiquette?



Task One Etiquette in Workplace 任务一 职场礼仪

1. 职场礼仪指南

职场礼仪指人们在职业场所 中应当遵循的一系列礼仪规 范。了解、掌握并恰当地应用 职场礼仪会使你在工作中左 右逢源, 使你的事业蒸蒸日 上。

初入职场的你有没有想过及 时补上职场礼仪这一课呢? 也许你觉得如今的职场风云 变幻,各项礼仪、法则多多, 因人而异, 因事而异, 让人有 点无所适从,不知从何学起。 不要着急,万事开头难,先从 职场礼仪指南开始学起,相信 你会顺利闯过职场第一关了。

Don't snoop when coworkers are away from their desks.

Whether you are entering a new job or you want to make a professional showing at your current place of employment, make sure that you understand the rudimentary elements of professional etiquette. While business etiquette and workplace manners may vary slightly from company to company, you will find that basic expectations are fairly consistent. Understanding workplace etiquette is essential to making a good impression and getting ahead.

Keep Up Your Appearance

Keep your work attire neat, whether your job requires a three-piece suit or a T-shirt of a certain color. Your work clothes should be clean, without holes, ironed and fit well to your body. Even simple clothes look professional by virtue of being tidy, so pay attention to the clothes that you put on every morning. By maintaining a high standard for your appearance, you let the people around you know that you are invested in doing a good job.

Use Your Inside Voice

When you work with other people, there is a certain amount of background noise that is to be expected. To a certain extent, a busy office creates a background noise that is helpful when keeping employees on task. Make sure that you do not go above a polite register, no matter what you are doing. Speak softly especially if there are telephone conversations going on around you.

Respect the Privacy of Others

Full-time workers spend upward of 40 hours a week with fellow employees, and it can be tempting to talk about personal lives. While sharing good news is acceptable, gossiping about others is not. Office gossip can have severe consequences. Also remember that if you end up overhearing something that you should not, the right response is to move away from the conversing party and keep quiet about what you heard.

Take Responsibility for Your Duties

When you take on a job, you take on certain duties and responsibilities. If you cannot meet those responsibilities or if something unfortunate happened due to your carelessness or neglect, make sure that you own up to it. Accept responsibility for what happened, and then make sure that you offer a solution that will prevent it from happening again. Also, make sure you put in the time to make sure any residual effects of your error are taken care of without pawning the cleanup off on someone else.

Recognize Shared Space

In many offices and businesses, there is a fair amount of shared space. Whether it is an employee lounge or an staff kitchen, do your part to keep it tidy. Just picking up stray trash every now and then can make that place more pleasant. Also remember that different people use the space for different things, and that while some of your coworkers might be up for a chat, others only want to get away from it all for a few minutes.



Activity 1: Reading comprehension (choose the best answer for each question according to the passage).

- 1. Which of the following statements is TURE according to the passage?
 - A. Business etiquette and workplace manners are always the same in different companies.
 - B. To make a professional showing at your current place of employment, make sure that you understand the rudimentary elements of professional etiquette.
 - C. Understanding workplace manners is not essential to making a good impression and getting ahead.
 - D. None of the above.
- 2. To have professional etiquette and workplace manners, you should
 - A. keep up your appearance and use your inside voice
 - B. respect the privacy of others and take responsibility for your duties
 - C. ignore shared space
 - D. both A and B

2. 办公室礼仪

办公室是一个处理公司业务 的场所,办公室的礼仪不仅是 对同事的尊重和对公司文化 的认同,更重要的是每个人为 人处世、礼貌待人的最直接表 现。

在办公室遵守礼仪,是职场人 士的基本要求,根本不需要被 人刻意强调。不过现在很多人 由于物质的充足而得意忘形, 忽略了人生中本来应该知道 了解和做到的一些细节。在此 提醒大家,时代可以改变,生 活可以改变,心情可以改变, 但是我们的礼仪不能改变。

Professional Office Etiquette

Proper office etiquette is a cornerstone of professional behavior.

Professional office etiquette involves many basic yet important etiquette rules, which should be practiced to maintain a friendly, productive work environment. When proper office etiquette is in place, coworkers are more likely to get along and produce a higher quality of work.

Behaviors to Avoid

In the office environment, there are specific behaviors that should always be avoided to promote a healthy, friendly office. First, avoid criticizing coworkers or employees in front of others. Not only does this cause embarrassment for the person you're criticizing but it creates a hostile workplace for everyone. Second, if you are having an argument or disagreement with someone in the office, try to settle it as quickly as possible (and in a private area or room). Allowing disagreements to escalate causes unnecessary negativity for everyone in an office.

Listening Skills

According to the American Heritage Dictionary's "The New Office Professional's Handbook," "how well you listen to others can profoundly affect your business relations with them." For example, when a boss or coworker gives you information or asks you to perform a task, listening effectively will allow you to complete the work correctly without having to ask anyone to repeat himself.

Also, people feel more appreciated in the workplace when you are able to remember personal details they have shared with you. Listening effectively will allow you to do this.

Smoking

Most companies prohibit smoking in the office. However, some offices offer smoking areas (indoor or outdoor). If you are a cigarette/cigar smoker, respect the office rules and your coworkers. Only light up in smoking areas. If there are no designated smoking areas, smoke outside, away from other office workers who might have allergies or asthma.

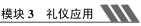
According to Ann Marie Sabath, author of "Business Etiquette in Brief: The Competitive Edge for Today's Professional", "You have only one simple rule to follow: If you have even one nonsmoker in your midst, don't smoke!"

Romance in the Workplace

Most offices have rules in place regarding romance in the workplace. If not, you may want to clarify this with your boss. Even when they are allowed, office romances may be discouraged. While dating itself may not have much of an impact on office relations, fights and breakups do.

Getting Fired

Getting fired is a professional's worst fear. Whether it's based on a mistake you made or is no fault of your own, being let go can bring out the worst in a person. Because of



this, you need to keep proper office etiquette in mind.

Do not allow your emotions to get the best of you. Any type of emotional outburst will reflect badly on you. Also, you may say or do things that you do not actually mean, which is not professional behavior.

In addition, remember that burning bridges with coworkers or bosses may be a mistake. In the business world, you never know when you will need a reference or if your former boss is acquainted with a future boss.



Activity 2: True(T) or False(F).

- 1. When proper office etiquette is in place, coworkers are more likely to get along and produce a higher quality of work.
- 2. For coworkers' sake, you can criticize them in front of others to help them remember their mistakes.
- 3. Listening effectively will help you to complete the assigned work correctly and remember personal details that coworkers have shared with you.
- 4. All companies forbid smoking in the office.
- 5. Office romance is prohibited because dating itself may have much of an impact on office relations.
- 6. If you are fired because of your mistake, you can burn bridges with coworkers or bosses.

3. 办公室人际关系

如何处理好办公室关系是职 场人士一直关注的问题,办公 室中的人际交往更讲究技巧。 如果你不想落入是非的枪口、 不想沦为小团体间勾心斗角 的牺牲品,如果你想在职场中 不断前进,想虏获所有人的 心,那么下面6点办公室处世 原则可能会对你有所帮助。

How to Maintain Professional Relationships in the Office

Professional relationships can be the key to a successful career.

Maintaining professional relationships in the office is not only good for your career but for your personal life as well. Being thought of highly by your colleagues may also help your standing as an employee. Several things you can do, and not do, will help you to develop long-standing positive relationships in the workplace.

Instructions

- Pass on the romantic relationships. Many businesses have strict rules on any type of romantic relationships in the workplace. If you try to chance it and do it anyway, it could hurt your career as well as your reputation. Keep your relationships strictly professional to help to prevent any problems.
- 2 Consider coworkers your competition. Even though you can be friendly with them, you are essentially going to be compared to them. That person you are friendly with could get a big raise and a promotion ahead of you. In addition, if a business needs to reevaluate its work force, one of the major factors in deciding who goes and who stays is each person's productivity and quality of work. While you do not have to be rude, realize that when you socialize in the office about non-work-related activities, others are busy getting their work done.
- Treat every discussion as secret. If a coworker tells you another is having an affair or you hear that some people are going to get fired, keep it to yourself. You do not want to be the person whom others suspect of spreading gossip or rumors around the office, whether the information is true or not. Even if you happen to overhear some information, treat it as secret.
- 4 Keep personal gripes quiet. Even if you have a problem with one or more of your coworkers, or like someone but he has annoying habits, keep your opinions to yourself. Airing such complaints will not make people like you or paint you in a positive light.
- 5 Behave responsibly during and after work gatherings. Even in a social situation or after the workday is over, your coworkers will still form impressions about how you act. The way you behave in the office is the way you should behave at any gatherings where your coworkers will be present.
- Be upbeat. No one wants to be around someone who is grumpy and constantly complaining. People prefer to be



around someone who makes them feel good. To maintain professional relationships in the office, leave the bad attitude and complaints, which can make you seem incredibly unprofessional, at home.

Activity 3: Discuss the following questions with your partner.

- 1. What is the importance of professional relationships in the office?
- 2. Can you explain in details how to maintain professional relationships in the office?

4. 办公室礼仪禁忌

办公室是办公的地点,是一个 公共的场合,职场人士要时刻 注意自己的形象, 万万不可把 办公室当做像在自己的家那 样随便。特别是对于初入职场 的新人来说,一定要掌握一些 办公室的礼仪,知道一些办公 室的禁忌礼仪。

办公室的礼仪可能大家多少 都会知道些,但是对于办公室 中的禁忌礼仪,可能很多人还 不太清楚,那么办公室中的禁 忌礼仪有哪些呢?

How to Avoid Bad Manners at the Office

Don't Be An Office Pest!

Using good manners is so important while working in close quarters with people all day. Many workers do not follow proper office etiquette, which creates a stressful atmosphere. Here are some ways to avoid bad manners and gain appreciation in the workplace.

Instructions

- Food smells in the workplace should be kept minimal. There is nothing worse than the stench someone's fried fish sandwich burning up in the microwave down the hallway in the kitchen. Also, avoid popping popcorn in the afternoon. The odor travels for miles. Specially flavored popcorn makes people wish they had gas masks. Try not to eat heated food, or a sandwich with onions, at your desk. Go out to your car at lunch, to a restaurant, or eat in the kitchen if there's no other place.
- 2 All those Bath and Body Works products you got for Christmas? Save them for weekend use. It is amazing how strong seemingly innocent fragrances can be in cramped quarters, such as cubicles. If you put on scented hand lotion during the day, does it never tail that someone walks by saying, "What's that I smell? It smells like melon! Ew! What is that?! Did someone use a cleaning product around here?"

- Clipping your nails at your desk does not go unnoticed. Do not think for a second that no one is listening to that clip clip clip sound. So you have no time to do it outside of work and the only time you notice you need a clipping is at work! At the very least, step outside or into the bathroom for a auick trim.
- 4 Excessive talking is annoying. There are people in every office who won't shut up. Do you cringe when a certain coworker starts talking to you, because you know they will go on and on? Discourage excessive talking by using headphones, acting extremely busy, and excusing yourself when conversations drag on too long. Also, if you have a tendency to gab, put limits on your time-wasting habit.
- Does everyone at work know every detail of your personal life? No need to share so much, as very few people actually care. If you need friends, get them outside of work. If you don't have time for a social life outside work, there's always the internet for quick connections with people. Keep more of your personal affairs to yourself and you will be given more respect at work.
- 6 Don't ask for money at work, unless it's for a deserved raise. By asking for money, I mean hitting people up to participate in fundraisers. Also, I mean collecting money for baby showers, retirement gifts, birthday parties, and the like. If you must be involved with this sort of stuff, sending out a generic email to people inviting them to contribute if they so wish would probably be the best tactic.
- 7 Constantly being away from your desk is a drag. If you get up to pee, eat, call your boyfriend, or visit with your friends 100 times a day, and other people have to answer your phone, STOP doing it! The people who are answering your phone are resentful, and your absence is being noticed by your supervisor. Take care of your personal business on your own time, or sneak it in at your desk if you have to. No need to get up and run away every ten minutes.
- 8 Quit borrowing everyone's stuff. It's a bad habit. Do you have a working stapler, 3-hole punch, tape dispenser and ruler to call your own? If not, get them! Ask for what you



need to be included on the next office supply order. Make sure you have plenty of pencils and pens, too. Constantly asking to borrow other people's stuff is annoying. Oh, and don't forget to keep snacks in your desk at all times. Saying, "I'm hungry," and then waiting for people to offer you items from their snack drawers is hideous. Even though people offer and would never in a million years admit they are annoyed, they are!

Activity 4: Summary (complete the summary with the words or expressions from the passage).

Good office etiquette is so important while working with people all day. The following are
some ways to avoid bad $\underline{1}$ and gain $\underline{2}$ in the workplace. First, food
smells in the workplace should be kept 3 You should avoid eating fried fish
sandwich, popping 4, sandwich with 5, etc. at your desk. Do not
<u>6</u> your nails at your desk. <u>7</u> talking is annoying. There is no need to
share every detail of your <u>8</u> life. Don't ask for money at work, unless it's for a
9 raise. Constantly being away from your desk is a drag. Finally yet importantly,
quit borrowing everyone's 10



► Task Two Respect Supervisors 任务二 尊重领导

1. 什么是领导

上至国家总统,下至平民百姓,人人都有自己的上司,只是叫法不同,有的叫"领袖",有的叫"上级",有的叫"老板",有的叫"头儿",总之都是一种人,那就是管你的人。与上司如何相处,不仅仅是一个人际关系的问题,可以说是关系到一个人"安身立命"的大问题。如何与上司相处是门艺术。首先,让我们来认清,什么是上司。

What Is a Boss?

A boss is a person who exercises control over other employees in a workplace environment. Over time, the term has come to have negative connotations, (note words like bossy and mob boss), and many people who now lead others in the workplace prefer to be called supervisors, forepersons, leads, or managers. "The boss" may refer to the person who is the head of a company, not merely in charge of subordinate workers but in charge of all lower level manager and supervisors, sometimes called middle management. Some people don't mind being called bosses, when the term does not occur out of disrespect. In such cases, it can merely



mean the person has authority over subordinates. Yet it is more common to see people labeled as bosses who possess and abuse authority. When a manager becomes overly bossy, he or she is a boss in the worst sense of the word.

Throughout your career, you'll encounter many different types of supervisors, managers and bosses. Those most effective are usually the ones who are innately good at effective communication. They all share the important objective of making sure the work environment runs at peak efficiency and represents the company well, and they are sometimes called upon to do disagreeable tasks like reprimanding employees, firing them, or writing up performance reviews that are not exactly favorable. The differences between a good and bad boss tends to be decided in whether or not employees feel intrinsically valued for their worth, work and contributions. If a boss exists only to exert authority and to scream at people, he or she is not popular, and tends to create a work environment that is less stable, with a higher turnover rate.

Boss remains an overhead term for people filling a variety of different positions, so there's no single job description that quite fits the term. Such a person may only supervise a few workers, may run a department or might be in charge of a whole company. One thing is common to most bosses—they usually have some people who work for them. Beyond that, their responsibilities may be little or great. They may write performance reviews, create employee work schedules, report on their department's performance to their bosses, or run an entire company. Much depends upon the scope of the company and the number of employees.

You could literally fill libraries, at least small ones, with books written on the topic of how to effectively manage or supervise employees. Many of these books emphasize the importance of the boss in the workplace, and how the tone of a manager can set the tone for a whole company or department. A cheerful supervisor/manager/owner who is appreciative of other people's work, has a strong sense of the strengths and weaknesses of employees, and is able to



suggest concrete improvements to work performance without provoking defensiveness can be an enviable asset to a company.

Activity 1: True(T) or False(F).

- 1. A boss is a person who exercises control over other employees in a workplace environment.
- 2. Many people who now lead others in the workplace prefer to be called supervisors, forepersons, leads, or managers.
- 3. If you call a person boss, it means the person has authority over subordinates and can abuse authority.
- 4. The type of supervisors, managers and bosses you encounter throughout your career is always the same.
- 5. The differences between a good and bad boss tends to be decided in whether or not employees feel intrinsically valued for their worth, work and contributions.
- 6. There's a job description that quite fits the term "boss".
- 7. One thing is common to most bosses—they usually have some people who work for them.

2. 如何与领导相处

上司,是团队的核心人物,代 表着团队的形象。上司的言行 和决策,不仅经过深思熟虑, 具有一定的影响力,而且都是 为了整个团队的高效运行。 该如何修炼与上司相处的艺 术,为自己营造一个风调雨顺 的气候,从而成就辉煌的未 来?阅读完本文,你会找到一 些答案。

How to Get Along with Your Supervisor

No matter where you are on the corporate ladder, it's to your advantage to get along well with your supervisor. Your relationship with your supervisor is probably the most important one you have at work. Having a positive relationship with your supervisor usually means you're more satisfied with the work you do and have less stress.

Your boss can be a key supporter in helping you achieve your long-term career goals. He or she knows your company's goals and knows what the company looks for in future managers and leaders.

You usually can't change your boss's behavior, but you can nurture the quality of the relationship. Here are some tips to keep the relationship positive.

Show respect. Even if your boss hasn't yet won your

loyalty, he or she is still entitled to your respect. Your boss is responsible for your work and the work of your colleagues. That can be a significant burden. Try to understand the business from your boss's perspective. Try to treat him or her with the respect the position and the responsibility warrant.

Don't be afraid of your boss. Some supervisors can be intimidating, but remember, your boss needs you. Your performance is often key to the success of your boss.

Do your best. Try to live up to the performance expectations set for your job. In doing your best, you'll gain greater satisfaction from your work, earn your supervisor's trust and help the organization achieve its goals.

Give honest feedback. Your supervisor needs you to be honest and direct, even if it's unpleasant—and you may have valuable information or questions for your supervisor. Of course, temper your honesty with diplomacy. Choose your words wisely and use a gentle tone. Both should promote and contribute to an environment of mutual respect.

Don't try to hide problems. First, try to solve the problem. If you can't and the problem becomes serious, let your supervisor know as soon as possible. Offer solutions and ask for additional recommendations. Ask for help or additional training if you need it. Don't let your boss find out about the problem from someone else.

Break important news fast. If you become seriously ill, need to have surgery or need time off for a family leave, inform your boss as soon as possible. This gives him or her time to cover your absence.

Embrace your strengths. Recognize your own talents and nurture them. Seek out tasks that take advantage of your skills.

Face your shortcomings. You can't be skilled in everything you do. Ask your supervisor for advice to help you grow in areas where you're weak. Inquire about training or courses that could help you improve your skills. Take his or her advice and make an honest effort to improve.



Say thanks for recognition. If your boss tells you that you're good at something or have done an excellent job on a project, thank him or her and take it to heart.



Activity 2: Discuss the following questions with your partner.

- 1. What is the influence of having positive relationship with your supervisor?
- 2. How many tips are given by the author to keep good relationship with your supervisor? What are they?

3. 如何对领导以示尊重

尊重上司是每个下属的必备 素质。在组织里面,不尊重上 司,就是没有职业修养,更谈 不上发展问题。如果上司的权 威得不到体现,那么,就会出 现指挥不灵的结局。这样对团 队任何人,都没有好处。再说, 要想获得上司的认可与赏识, 尊重上司是第一要诀。总之, 若不能与上司保持契合的关 系,不能尊重上司,最终只能 带来失望的结局。

本文就如何尊重上司给出了 几点意见,相信会使大家受益 匪浅。

How to Treat Your Boss with Respect

It's important to listen carefully to what your boss has to say. Treating your boss with respect is important for every employee even when they aren't looking for a promotion. This is because your boss will treat you with respect if you treat him or her in that way. As a result, your job will be significantly more enjoyable because of the mutual respect you share with your employer.

Instructions

- Make a list of reasons you enjoy being with your boss instead of focusing on all of his or her bad traits. This will make it easier to treat your boss with respect because you will see your boss as a better person instead of as a mean person.
- 2 Carefully listen to instructions that your boss gives you and make sure you complete tasks assigned to you in a timely matter. It's extremely respectful to listen to instructions carefully the first time they are given to you because your boss will not have to waste time repeating instructions later on.
- 3 Never cut your boss off in the middle of a sentence. Instead, wait for him to finish speaking and then begin talking. Cutting a person off when he is talking is extremely disrespectful, especially if that person is your boss.



- Maintain eye contact with your boss when he is speaking to you. Maintaining eye contact shows that you are carefully listening to what your boss has to say.
- 5 Give your boss sincere compliments when you think it's appropriate. For example, you might compliment your boss on a nice tie he wears to work. However, make sure you don't give your boss too many compliments because then he may begin to question your sincerity.

Tips & Warnings

Ask your boss if he would like you to bring lunch or a cup of coffee to his desk during the work day. This is a great way to get your boss to like you and show him how much you respect him at the same time.

It's important for you to make sure you avoid insulting your boss at all costs. There's nothing wrong with diplomatically sharing your point of view, but name calling is simply disrespectful. Always think about what you're going to say before you speak. This will save you unneeded trouble in the long run.



Activity 3: Discuss the following questions with your partner.

- 1. Why is it important to treat your boss with respect?
- 2. How to treat your boss with respect?



Task Three Respect Coworkers 任务三

1. 什么是同事

同事是与自己一起工作的人, 与同事相处得如何,直接关系 到自己的工作、事业的进步与 发展。如果同事之间关系融 洽、和谐,人们就会感到心情 愉快,有利于工作的顺利进 行,从而促进事业的发展。反 之,同事关系紧张,相互拆台,

What Is a Coworker?

Coworkers are people who share a workplace with each other. The study of coworker dynamics has absorbed many psychologists, since relationships between coworkers can get quite interesting and very complex. Many people deal with coworkers on a daily basis, because they work for companies with multiple employees.



经常发生磨擦,就会影响正常 的工作和生活,阻碍事业的正 常发展。

要与同事相处得好,首先应该了解什么是同事。

Many people like to distinguish between a coworker and a subordinate or supervisor, considering a coworker a colleague of the same status, rather than someone higher or lower on the company food chain. Coworkers may hold similar or comparable positions, and they often have similar levels of power and authority in an organization. This sets them apart from supervisors, who can issue directives, and subordinates, who take orders. Many people hope that their equal standing with their coworkers ensures equal treatment and a good working relationship.

Because coworkers often work together in enclosed spaces for long hours, they may establish friendships which can be carried on outside the workplace. Other people may prefer to remain more aloof, focusing on being polite but not necessarily friendly with a coworker to clearly differentiate between work and personal life. These enclosed spaces can also skew the relationship in the opposite direction; some people have extremely adversarial relationships with their coworkers.

Many people are familiar with the concept of the annoying or obnoxious coworker, as a casual glance at the employment and careers section of a bookstore indicates. Especially in a small office, it can be challenging to work with difficult personalities, leading some people to seek professional advice on handling their colleagues and office disputes. Many authorities recommend clear, open communication between people who share a workplace, to ensure that small problems are quickly resolved before they can turn into major issues. It's also a good idea to scope a workplace when you apply, to test the coworker dynamics and to see how you might fit in.

When interacting with coworkers, try to remember that the work environment is a unique place, and that some people may feel uncomfortable with excessive friendliness, politics, or the sharing of personal information. A coworker can also turn on you, especially when competition for a promotion gets fierce, and it is a good idea to refrain from gossiping



about other people in your workplace with coworkers, no matter how tempting it may be. By keeping your relationship professional and neutral, you can also prevent potential accusations of harassment or inappropriate behavior.

Activity 1: True(T) or False(F).

- 1. Coworkers are people who share a workplace with each other.
- 2. Many people consider coworkers to be colleagues, including subordinates or supervisors.
- 3. Because coworkers often work together in enclosed spaces for long hours, all of them will establish friendships that can be carried on outside the workplace.
- 4. When interacting with coworkers, try to remember that the work environment is a unique place, and that some people may feel uncomfortable with excessive friendliness, politics, or the sharing of personal information.

2. 与同事相处

1. 表示真诚关心

你对别人是否出自真诚的关心, 迟早会被别人所洞知。何况关心 也并不需要你付出多大的力量 或使对方得到什么好处或实利。 其实,有时一句寒暄问暖或关怀 问候的话,也会令人受用不尽, 并赢得同事的接纳与好感。

2. 尽力帮助别人

人既然是因为有缘才相聚,则同 事遭遇困难时, 你应尽一己之 力,为其排忧解困。相信会获得 对方的由衷感激与善意回报。美 国思想家艾默生曾说:"您能诚 心地帮助别人,别人一定会帮助 您,这是人生中最好的一种报 酬。"这也正是说明助人是换取 别人助你的先决要件,同时也是 建立良好人际关系的基础。因

About Getting Along with Coworkers

Your success and happiness at your job is partially influenced by your ability to get along with your coworkers. Although it is unlikely that you will be friends with all of your coworkers, there are ways that you can behave towards them that can help you cultivate good work relations.

Attitude

Treat your coworkers with respect and build trust with them. Do not talk about them badly with other coworkers, and respect their privacy, space and possessions, according to Studentastic. Also use respectful names when addressing others and utilize appropriate greetings when communicating with them.

Tolerance

Have tolerance for your coworkers' opinions, beliefs and lifestyles. Do not let preconceived notions guide how you view individuals you work with, and take their ideas into



此,要与人尤其是同事或朋友建立互助合作的良好关系,就用心尽力地帮助他(她)们吧。

3. 避免争吵抬杠

在同事相处互动中,难免会因为不同意见、观念或利害冲突等事情而争辩或吵架。不过要懂得心平气和、理直气柔的道理,且能自己适时退让一步,以消弥无意的纷争,确保互动关系不会遭到破坏。

口舌争辩是没有胜利者的,即使 你能说得对方哑口无言,对方也 会因自尊心受损而怀恨在心,即 使赢了也是输。

4. 禁用三 C 用语

所谓三 C 用语是指批评(Criticizing)、责难(Condemning)及抱怨(Complaining)等。当你与同事日常交谈或公事洽商讨论中,如使用批评必易伤害对方的荣誉心与重要感,而产生不快或怨恨心理,他迟早会以牙还牙为快。至于贸然给人责难,势难获得对方的认同或接受,而常常形成反唇相讥、不欢而散的结局。

再者,向人抱怨更是令人生厌,且是最不受欢迎的行为。与其怨 天尤人还不如自立自强、发愤图 强,以换取别人的肯定与重视。 因此你应切记与人尤其是同事 相处,必须避免使用三 C 用语, 以免因此破坏了彼此良好的人 际关系。 consideration when possible, according to Workshopsinc. com.

Knowledge

Get to know at least a little information about your coworkers to better relate to them. Do not ask too personal of questions to coworkers you do not know, but make an attempt to learn about their interests, goals, family or friends and/or talents.

Conflict Resolutions

When you have a problem with a coworker because of a work-related issue, such as the person's work ethic, attendance record or attitude towards others, talk to him directly about it without being too confrontational, according to the Stanford Chinese Institute of Engineers.

Celebrations

Try to organize or take part in celebrations for your coworkers for birthdays, births, marriages, retirement or other events to build a better work morale.



5. 保持谦虚谨慎

职业人要有适当的放低自己和 海纳百川的宽广胸怀, 要学会和 善于"示弱"。做到这一点就需 要我们调整心态,不自吹自擂, 回避公众的恭维,对待同事要克 服和改掉狂妄自大, 自恃甚高, 一意孤行的毛病,不断自我反 省,自我修炼,自我检讨。

6. 不与同事争功

做好、做成一件事情一定是一个 组织协同作用的结果,不是靠单 个人、单个部门的一次设计、创 意就能简单地达到的。而"与同 级争功"最明显的表现就是在需 要推动一件事情,需要大家协同 作战的时候,组织与组织之间、 部门与部门之间相互不买账。 卓越的人不会斤斤计较个人得 失和争功诿过, 具有谅人之短、 补人之过、助人为乐、见功就让 的高尚风格,善用一种对待同事 开放、包容、接纳和关怀的管理 方式与同级相处,懂得组织的成 功、事业的发展和目标的达成不 是哪一个人的功劳, 而是团队的 智慧、力量和努力,是集体智慧 和协同作战的结晶。

Activity 2: Summary (complete the summary with the words or expressions from the passage).

Your success and happiness at your job is partially 1 by your ability to get along with your coworkers. There are some advertised aspects to help you 2 good work relations. 1) 3 _____. Treat your coworkers with respect and build trust with them. 2) Tolerance. Have tolerance for your coworkers' opinions, beliefs and

4 3) Knowledge. Get to know at least a little information about your
coworkers to better relate to them. 4) 5 When you have a problem with a
coworker because of a 6 issue, talk to him directly about it without being too
7 5) <u>8</u> Try to organize or take part in celebrations for your
coworkers for birthdays, births, marriages, retirement or other events to build a better work
9

3. 如何对同事以示尊重

尊重同事是同事之间平等相处、团结协作的前提。古语说: "君子敬而无失,与人恭而有礼"。同事之间应该相互尊重, 因为只有尊重别人,才赢得别 人尊重,从而形成一个温馨、 和谐的工作环境。尊重别人实 际上也是对自己的尊重,不尊 重同事实际上也是在贬低和 轻视自己;尊重别人更体现了 自己的文明教养、胸怀和气 度。

那么如何对同事以示尊重呢?本文给出了7点建议。

How to Show Respect to Your Coworkers

If you want to reduce the stress in your work environment, one of the best things you can do is to show respect to your coworkers. Showing respect will earn you respect. It also allows you to get to know and befriend your coworkers. Respect is the first building block for the success of any relationship. This notion is just as true in the work place.

Instructions

- 1 Use your manners. Greet coworkers as you enter and exit work for the day. Always use "please", "thank you", and "pardon me". If you do, all of your requests will be seen as just that, and not orders. Manners can be actions as well. It means everything from covering your mouth when you sneeze or yarn, to holding the door or elevator open when you see a coworker coming.
- 2 Make pleasant small talk, but don't go too far with this concept. You do not have to talk for hours or know everything about your coworkers. Generally, people enjoy and feel more comfortable in working environments where they know each other.
- 3 Respect boundaries. People unknowingly cross personal and professional boundaries. For example, some people are too affectionate within the professional environment. Avoid standing, sitting or talking to close to someone. Give coworkers about an arm's length of space. You should never let a conversation on personal beliefs get heated at work. It's



unprofessional and no matter how many coworkers agree with you, you will alienate some coworkers.

- 4 Lend a helping hand. This doesn't mean that you have to be a martyr, but don't always take the "that's not my job" attitude either. If you are having a particularly light day, or you see one of your coworkers drowning in work, offer to help. Your coworkers will appreciate your generous efforts. It'll probably make you feel good too.
- Apologize if you are wrong and be humble. No one likes a show off. You can talk about the good characteristics, traits and relationships in your life without making people feel like you think are better than they are. No one is perfect, but what makes up your character is how you handle your mistakes. Coworkers will take notice.
- Speak encouraging words to others. Being positive not only lifts your spirits, it lifts the spirits of those around you. No one wants to be around someone who is constantly negative or always complaining. It's just not professional.
- 7 Be supportive by being uplifting and congratulating to your coworkers when they need that. If you can master being supportive to your coworkers, you will earn their respect and might become a leader in their eyes.



Activity 3: Discuss the following questions with your partner.

- 1. What is the influence of showing respect to your coworkers?
- 2. Can you explain in details how to show respect to your coworkers?

4. 如何与同事保持良好的工作关系

古语云:"天时不如地利,地 利不如人和"。友好、积极、 亲密、默契的良好合作关系, 对于一个人的工作、生活和学 习是有益的:相反,不和谐、 紧张、消极、敌对的关系对一 个人的工作、生活和学习是有 害的。

How to Maintain an Effective Working Relationship with Coworkers

An effective work relationship with coworkers allows for a positive environment. Your colleagues, supervisors and upper management view you as a team player. They respect your decisions and contributions. However, having a poor working relationship may lead to opposite results. Fellow

IIII

社会心理学的调查研究表明,良好的工作关系是一个人心理正常发展,个性保持健康和生活具有幸福感的重要条件之一。美国著名人际关系专家戴尔·卡耐基经过大量的研究发现:"一个人事业上的成功,只有 20%是由于他的专业技术,另外的 80%要靠人际关系、处世技巧。"从另一侧面也说明良好的团队人际关系对成就事业的重要性。那么如何与同事保持良好的工作关系呢?本文会告诉你答案。

workers and managers do not want to work with you. Aim for healthy relationships whether the job is temporary or permanent. Maintaining an effective relationship with coworkers takes effort, such as regular communication.

Instructions

- 1 Communicate with your coworkers. Ways to communicate include in-person visits, telephone calls and office memos. Regular coworker communication allows the team to identify work problems, then the team acts together for a solution. Exchange a list of email addresses and telephone extensions to maintain communication. Update the list when staff changes occur.
- 2 Respect your coworkers' office space. Courtesy leads to effective working relationships with coworkers. Before you enter a cubicle, seek permission to enter. Coworkers who want to talk will tell you. Ask for permission before borrowing desk items. When you borrow from your coworkers, return any items. Your coworkers will extend the same courtesy.
- 3 Avoid interrupting your coworkers about non-work issues. Coworkers who experience constant non-work interruptions may complain. Brainstorm on how and when to discuss work issues. Having a scheduled morning meeting offers one solution. Keep the meeting short and review only work topics. Discuss non-work issues during authorized breaks.
- 4 Minimize office gossip with your coworkers. Office gossip does not lead to an effective working relationship. Personal issues range from impending divorces to affairs. Companies hire staff to work, not gossip. Limit contact with coworkers who thrive on gossip. If coworkers begin gossiping, change the subject. Maintain your coworkers' respect and your employment.
- 5 Perform your job duties and maintain the respect of coworkers. When you take unscheduled days off, your work load may get distributed. Completing additional work is not fair to your coworkers. Pre-schedule any appointments after your work shift. Use your personal and vacation days for



appointments.

Demonstrate a professional demeanor. Unprofessional behavior is not acceptable in the workplace. For example, you may disagree about a project. Do not argue or call anyone names. Listen to each coworker's part of view. Then discuss a resolution. If tempers flare at work, separate yourself from the situation.



Activity 4: True(T) or False(F).

- 1. An effective work relationship with coworkers allows for a positive environment.
- 2. Ways to communicate with your coworkers include in-person visits, telephone calls, office memos and e-mail communication.
- 3. You needn't to ask for permission before borrowing coworkers' desk items.
- 4. You can interrupt your coworkers about non-work issues to produce an effective working relationship with them.
- 5. Office gossip can lead to an effective working relationship with your coworkers.
- 6. You should build good relationship with coworkers because they can distribute your work load when you are off.



► Task Four Respect Subordinates 任务四

1. 什么是下属

在组织管理系统中,处于一定 岗位上的领导者或管理者,都 有自己的下属,都面临着处理 下级关系的问题。是否能处理 好与下级的关系,对领导者的 工作、成就、发展具有决定性 意义。

如果下属积极性很高、能力又 很强,他们就会出色地完成工 作,而我们也会被认为是成功 的领导,能够比较轻松地实现 我们的组织目标。

那么如何处理好与下属的关 系呢?首先让我们来了解下,

What Is a Subordinate

Whether you call it a pecking order or a chain of command, when it comes to a corporate hierarchy, we've all got to serve somebody. Depending on which rung of the ladder you occupy, however, there are employees who may have to serve you as well. The same employee of a company could be viewed as a coworker to some, a boss to others, and a subordinate to his or her superiors. A subordinate generally reports to at least one superior or boss in a corporate managerial structure, even if he or she is considered a superior in his or her own department.

The role of a subordinate is to perform duties or accept delegated responsibilities assigned by a superior. An office

什么是下属。

manager, for example, may assign routine paperwork to a subordinate in order to concentrate on an important project of his or her own. Because the relationship is superior/subordinate, the employee has an obligation to perform the assigned task. This is not the same relationship as a coworker asking for assistance or a personal favor. There is a certain level of respect for a superior's position that motivates a subordinate to accept the task or responsibility.

A subordinate often observes a superior's average workday in order to learn what skills would be necessary to advance. Bosses and their subordinates may have very strong working relationships, or they may not mesh well as a team. Personality clashes between a superior and a subordinate may also make their working relationship difficult. And employee in a subordinate role may feel undervalued, while a superior may feel a subordinate does not respect his or her authority.

The relationship between a subordinate and a superior may also be regulated by company policies. Because a certain level of respect and distance should be maintained, managers are often discouraged from fraternizing with subordinate employees outside the office. Too much familiarity with a subordinate could lead to charges of favoritism or leniency in the workplace. By restricting social contact between superiors and subordinates, many company leaders hope to keep relationships on a professional level.

A subordinate is not by definition a lesser employee, just one who answers to at least one supervisor, boss or superior. Many company employees are both superiors and subordinates at the same time, especially those who supervise workers on a production floor or hold other middle management positions. Shift supervisors may have bosses, and those bosses may have managers, and those managers may answer to vice-presidents and so on. one of the best ways to become a better superior is first learning how to be a good subordinate.



Activity 1: Discuss the following questions with your partner.

- 1. What is a subordinate?
- 2. What is the role of a subordinate?
- 3. Will company policies regulate the relationship between a subordinate and a superior? Why?
- 4. What is one of the best ways to become a better superior according to the passage?

2. 如何与下属相处

下属在地位上尽管居于上司之下,但这并不意味着上司可以任意地凌驾于下属之上,对下属吆五喝六。和下属相处,说到底就是要学会和下属交朋友。但是,并不是鼓励上司完全忘掉自己的身份,一味也去同下属"打成一片",甚至失去自己应该有的领导风度,而是告诉下属一些技巧、甚至失去自动所梁,从而创造一个和谐融洽的工作氛围。阅读完本文,你会就上司如何与下属相处的问题,略知一二。

How to Deal with Your Subordinates

Deal with Your Subordinates

Subordinates are people working under you or for you (as your employees), that is, they are people of lower rank in the hierarchy to which you belong. Usually, it is noticed that many people consider their employees as inferior and "things" to make use of; and people on higher ranks deal with their subordinates rudely and ruthlessly. There are two reasons for this kind of behavior: one, arrogance and two, the belief that the employees would not work if dealt with politeness. The former reason is without arguments, immoral, whereas, the latter one is a wrong belief.

Instructions

- I Sometimes, the workforce does become lethargic and does not work properly but in such a case, they should be handled with strictness, not insolence. In fact, constant abuse may cause them to feel disrespected and make them lose interest in work which would eventually cause the company, the owners and also the people under whom they work detriment. Therefore, the foremost thing to keep in mind is your courteous behavior.
- 2 Courteous manners do not mean getting frank with your subordinates. There ought to be some difference, not of esteem, between the people belonging to different posts in the pecking order. The language used while talking to each

other, the discussions that take place and the ways you adopt while with them should be rather formal. So, the second point is to keep yourself extremely disciplined.

3 Also, along with polite dealing, every so often there occurs the requirement of being somewhat strict to make your subordinates work as they should. Some people try to dodge their seniors by showing that they work but in reality they perform meagerly. Then the seniors need to show that they have the authority to force them to work. Different tricks, like alarming them for loss of job, should be assumed in order to bring them to the track. However, this should also be done within the limits of professionalism and discipline.

Activity 2: Summary (complete the summary with the words or expressions from the passage).

Subordinates are people of $\underline{1}$ rank in the $\underline{2}$ to which you belong. How to deal with subordinates? Sometimes, the workforce does become $\underline{3}$ and does not work properly but in such a case, they should be handled with strictness, not $\underline{4}$. Besides, courteous manners do not mean getting $\underline{5}$ with your subordinates. There ought to be some difference, not of $\underline{6}$, between the people belonging to different posts in the pecking order. In addition, along with $\underline{7}$ dealing, every so often there occurs the requirement of being somewhat $\underline{8}$ to make your subordinates work as they should. If you follow the above rules, you will know how to deal with subordinates.

3. 如何得到下属的尊重

每个人都渴望得到别人的尊重,尤其是上司,更渴望得到自己下属的尊重,这样可以让自己很有面子。有这种想法,可以理解。但是作为一位上司要明白:尊重是相互的,发自内心的,只有尊重自己的下属,才能赢得下属的尊重。如何才能得到下属的尊重呢?本文会告诉你6点建议。

How to Gain Respect from a Subordinate

Commanding the respect of subordinate employees makes your workplace more functional. When an employee trusts you to make the right decisions, he is able to come to you with questions, concerns and ideas. Open communication and an understanding of your position in the office are essential for a superior employee who attempts to get the respect of his subordinates. The time required to gain employee respect is a good investment in a stronger environment for all.

Instructions

- 1 Listen actively. Hear what your subordinate is actually saying, not what you expect him to say. Active listening shows a subordinate that you are interested in his contribution. He will see you as the kind of superior with whom he wants to speak and collaborate.
- 2 Be transparent, when you can, in your decision making. A superior who is secretive and does not communicate with employees is difficult to respect. Show your thought process and competency by discussing changes in policy and addressing the concerns of your subordinates.
- 3 Follow your own policies. For example, if you do not allow cell phones at meetings, put yours into a desk drawer before you leave your office. Be on time to work and stay until the end of the day. Do not take advantage of your position of power.
- 4 Encourage and participate in continued learning. Bring books to work and share with employees interesting advances in your industry. Order a subscription to an industry magazine and have it delivered to the office. Show that you want an educated, up-to-date staff and that you are willing to go the distance yourself, as well.
- 5 Ask for help when you need it. Not knowing everything does not make you weak; knowing when help is required makes you a better worker. An employee who sees you ask for help knows that it is okay to ask for help and that you are honest with yourself about your abilities.
- 6 Show respect and be courteous with subordinates. This doesn't mean you are a doormat for those in the office. Be firm, yet respectful, when the time calls for such action. As the saying goes, "those who want respect, give respect".



Activity 3: True(T) or False(F).

- 1. Commanding the respect of subordinate employees makes your workplace more functional.
- 2. Open communication and an understanding of your position in the office are not essential for a superior employee who attempts to get the respect of his subordinates.
- 3. If you can listen actively, your subordinates will see you as the kind of superior with whom he wants to speak and collaborate.
- 4. A superior who is secretive and seldom communicate with employees is easy to respect.
- 5. A superior can take advantage of his/her position of power.
- 6. A superior should be firm, yet respectful to his subordinates.



Project 2 Business Activity Etiquette

项目二 专题活动礼仪



I. Lead in

With on-target planning, Company business events can lead to valuable outcomes. A well-planned event fosters good will among existing clients, attracts new customers and builds a positive company image. Some managers choose inexpensive events that yield meaningful sales results, while others choose those that involve elaborate planning and higher payoffs. No matter what kind of the business event it is, the only purpose of the event is to creat benefit for the company and develop relationship with the business partner.



Activity 1: Discuss the following questions with your partner.

- 1. Why do we need to organize a business event?
- 2. What do you think is the best way to have a business event?



II. Reading: Read the following passages and have a group discussion.

关于举行公司活动

公司活动并不是沉闷 | 和盲目的。

There's a misconception that corporate functions are bland and boring affairs. Some companies are hoping to remedy this by using



早餐商务活动,可以 让你和客户在轻松简 单的环境下互相了 解、商谈生意。

举行一个主题聚会也 可以让你和客户在非 正式的场合下建立起 商务关系。

聚会活动可以让人们 快速了解对方。一些 有关团队合作或领导 力的活动很适合在聚 会时组织。

公司活动的结尾应该 给每个客户发一份带 有公司标志的纪念礼 物,不一定要很贵重, 但是要有纪念意义表 示对客户光临的感 谢。 new ideas and even themes for their function. Following are some examples of corporate function ideas.

Breakfast Events

A breakfast event instead of a traditional party or function idea lets your guests get to know each other in a less formal environment. A breakfast doesn't have to be fancy, they can be as simple as a pancake breakfast. Offer guests pancakes and their choice of toppings including whipped cream, hot maple syrup and sliced fruit. Add as many other items to the breakfast bar as you can, based on your budget, such as sausage, toast, bacon and a selection of cold cereal.

Theme Parties

Another corporate function idea is to host a theme party, which also lets guests have fun and build up business relationship in an informal setting. Holiday parties are only one type of corporate party with a theme, but you'll find a variety of others. Another corporate function idea is to host an outdoor party such as a company picnic or barbeque party. If your company is on a limited budget, an outdoor party is a good choice because you don't need to spend as much on decorations or facility rental.

Party Games

With corporate parties, some people disregard party games, but there are a few that work well for these functions. Trust falls and other types of leadership or team building games are one example. In trust falls, one member of the group falls back and it's up to the other members to catch that person. For outdoor parties, pairing up employees in a three-legged race also forces employees to get to know one another and work together.

Gifts

At the end of the corporate party, treat all guests to a gift of some kind. It doesn't have to be much, or even expensive, but it's a little something that lets everyone who attended know that they were appreciated. If the corporation is on a budget, try a company pen or notepad. For larger parties, give one large item away as a door prize or host a raffle win the big prize. Other gift ideas with the company logo include glasses, flashlights, travel mugs or key chains.



Activity 2: Group discussion.

- 1. What is the purpose of corporate function?
- 2. Why do you think the points are important?

New Words

misconception n. an idea which is wrong because it has been based on a failure to understand 误解;错误想法 a situation

syrup n. a very sweet, thick, light-coloured liquid made by dissolving sugar in water 糖浆 pancake n. a very thin flat round cake made from a mixture of flour, milk and egg, which is fried on both sides 薄煎饼

rental *n*. the amount of money that you pay to rent something 租费

an activity in which people buy tickets with different numbers some of which are later chosen to win prizes which is arranged in order to make money for a good social purpose 抽奖售物

mug n. a large cup with straight sides used for hot drinks 马克杯; 杯子



► Task One Meeting Etiquette 任务一 会务礼仪

Meetings may be regarded as a chance to update the status of a project or catch up on industry developments, but they're really used as a way to learn about and measure participants. Whether you're running the meeting or are a participant, meetings provide you with an opportunity to shine in front of your peers and superiors. That's why communicating by using all the right verbal and nonverbal signals is important. The following sections tell you what those signals are and how to use them to be an effective chair or participant.

1. 会前计划

确定开会目的

Determining the Purpose

Perhaps the single most important element of a good meeting is the purpose. You must know why you're holding the meeting and what you hope to accomplish.

If you're initiating the meeting yourself, spend a few moments clarifying the purpose in your mind. If you're asked to plan a meeting for your boss, ask him to take the time to explain his expectations.

A clear purpose is essential for a successful meeting. Ask yourself or your boss these questions: "What goal (or goals) do we hope to accomplish? How will a meeting help accomplish this goal?"

After you've determined your purpose, make sure that a meeting will help you achieve your goal. A meeting can be a good way to disseminate information to several people at the same time. Although e-mail or other means of communication can be effective, a meeting allows for eye contact, body language, and opportunities to ask questions so as to clarify the information.

写好开会议程,并提 前发给参会的同事

Drawing Up an Agenda

After you figure out the purpose of your meeting, put together an agenda outlining what the meeting will cover. An agenda helps participants prepare for the meeting. Ask participants to review the agenda and to come prepared. No one likes to look disorganized and incompetent in front of a room full of people. If you provide your coworkers an opportunity to prepare, they'll take advantage of it

Be aware that if you don't set an agenda, participants may arrive at the meeting with their own hidden agendas—possibly ones you don't like. A written agenda puts you in the driver's seat.

A complete agenda includes a list of topics to be covered, assignments of who should be prepared to cover each topic, time estimates for discussion of each topic, and start and end times. Be sure to leave a little more time than you think you'll need. Your agenda also should include the meeting location and a list of attendees so that they can discuss items before the meeting if necessary.

Including all these information means you'll have to hold off on your meeting announcement until you have all the details. Resist the temptation to shoot out an e-mail prematurely; otherwise, you'll end up having to send two or three messages, and people will start to think of you as unorganized.

If you're new to the company or organization, consider consulting another coworker or your manager to review your agenda. Nothing is more painful than sitting in a meeting with exactly the same agenda items or strategies that have been covered or tried previously.

完整的会议议程包括:时间,地点,参 会人员,议题,议题 讨论负责人,每个议 题讨论预计时间,开 始和结束时间,并预 留一定空余时间。

议程写完后须再三检 查再发出去,必要时 让老同事和上级检查 一遍。



安排合适的开会时间,根据最重要参会人的时间表来安排开会时间。

会前就座礼仪

别坐在领导的位置, 通常是会议桌的头 位。

让会议主持人或领导 的助手坐在他们的右 手边。

如果你觉得坐错位置 了,应马上挪位别等 领导命令了才动。

灵活移动, 让迟来的 同事可以方便就座。

如果你是会议组织 者,应该清楚礼貌给 参会者指出就座位 置。

Scheduling a Meeting

Scheduling a meeting can be tough, and it gets more complicated with every added participant. In some cases, you have to schedule a time that's convenient for the most important players and ask the other participants to rearrange their schedules.

One strategy is to come up with three meeting times on different days and at different times of day, and then propose those times and ask people to respond with their availability. Email and calendar-sharing software programs are excellent tools for this task.

Taking a Seat

Seating is an important aspect of meetings. In fact, you need to follow just a few basic guidelines:

- Don't sit where the host or most important attendee plans to sit, which usually is at the head of the table—an easy task if that person is already seated. If not, you can remain standing until he arrives or, depending on the situation, take a seat that you know the boss won't desire.
- If the host or the most important attendee has an assistant coming to the meeting, the assistant probably will want to sit directly to the right of the boss.
- If you start to suspect that you have chosen the wrong seat—
 for example, if your boss is suddenly giving you that look—
 say something like "Would you like to sit here?", then you
 should make getting-up motions. This strategy is far
 preferable to having your boss ask you to move.
- Always be flexible. If the room is small, for example, and the last arrival will have to navigate around you to get to the last available seat, you might offer to move.
- If you are the meeting planner, you may give polite direction to attendees about where to sit. You could say "Mike, why don't you sit at this end?" or "Miss Barker and Mr. Cooper, please be seated at the head of the table."



Activity 1: Write a list of a meeting agenda, and discuss all the items should be included in that agenda.

New Words

initiate v. to cause something to begin 开始

incompetent adj. not having the ability or skill to do something as it should be done 无能 为力的;不能胜任的

disseminate v. (formal) to spread or give out something, especially news, information, ideas, etc., to a lot of people 散播;公开;宣传

preferable adj. better or more suitable 更好的

participant n. a person who takes part in or becomes involved in a particular activity 参与者

2. 主持会议

主持会议就是要让会 议顺利进行,作为主 持应该礼貌地让你的 同事了解要遵守的会 议规则。

When you're the host, your job is to take charge and make sure that the meeting runs smoothly. Meetings aren't football games, so not every meeting requires formal rules. However, knowing the rules can be helpful. As a host you should politely let your colleagues know when they are out of line.

准时开会是对所有人 礼貌的体现。

Starting the Meeting

保持你准时开会的声 誉会让参加会议的同 事以后都准时参会。

Your first job is arriving at all meetings a little early. If you're in charge, your next job is beginning the meeting promptly. Part of civility in the workplace is respecting the value of everyone's time. Those who sit around waiting for latecomers to show up are understandably annoyed. Their schedules are also full, and they don't deserve this kind of treatment. If you develop a reputation as a person who starts meetings on time, people will be more likely to arrive on time to your meetings. Conversely, if you develop a reputation as someone who always starts late, people will start showing up late, and the situation will spiral downward.

Adhering to the Agenda

Another important job for the meeting host is sticking to the agenda. 坚持按会议议程夫 Though you sent the agenda to all participants in advance, you may

做。

开会前最好把会议议 程再发一次给同事保 证准时开会,准时结 束。

主持人——保证会议 按计划进行并保持会 议纪律,防止其他人 随意插话打断。

参会同事举手然后由 主持人点到发言。

当某个发言者被点到 发言时给他合理的讲 话时间,其他人要打 断时主持应该礼貌地 阻止。

除了阻止打断发言主 持人还要控制发言者 不要重复内容,长篇 大论。

讲完后发言者应该把 发言权让给其他同 事。

当讨论离题时主持人

need to bring along copies to distribute, ensuring that everyone knows what's about to happen. Then you should keep an eye on your watch so that you can hold up your end of the bargain: Participants arrive at your meeting on time, and you do your best to get them out on time.

Not all meetings are formal. Many of the meetings you'll run will be entirely informal affairs in which people get together to hash things out. Yet even for these meetings, some procedure must be followed. Knowing the basic steps of procedure, can help:

- The moderator—usually, the same person as the host—is in charge of keeping the meeting on track and preventing participants from interrupting one another. At the beginning of the meeting, the moderator should make it clear what rules are being used, such as not interrupting while someone is speaking and avoiding confrontations.
- Participants generally raise their hands when they want to speak, and the moderator recognizes a speaker. If the meeting is a small one, you don't have to raise your hand above your head; a small hand gesture will do the trick. Even a particularly earnest look may get across your desire to speak.
- When a participant is recognized, she is said to have the floor, meaning that she can speak for a reasonable amount of time about her suggestion or point of view. If someone attempts to interrupt, the moderator has the right to remind that person politely that someone else has the floor at the moment. You can say something like, "Thank you John, however, you'll have an opportunity to take the floor shortly. Let's let Carol finish." The moderator should eventually recognize everyone who wants to speak, of course.
- In addition to preventing interruptions, the moderator should prevent speakers from repeating themselves or blathering on too long. An appropriate comment might be "Mike, I think we have heard enough to understand your position. I'd like to recognize Jane now and hear what she has to say."
- The speaker should voluntarily yield the floor when she's finished speaking by sitting down (if she is standing) or simply saying, "I'm finished."
- If the discussion starts wandering far from the central topic,



应该提醒并把讨论拉 回正轨。

做记录

无论有没有人做笔 记, 你都要做笔记, 或者安排你的助手帮 你记笔记。

the moderator or host should suggest that the new topic be tabled for another meeting. Most participants will acknowledge the need to stay on track and finish the meeting on time, even if they are very concerned about the new topic.

Taking Notes

Finally, as host or chair, you have to take notes. Taking notes isn't glamorous, but it's an important part of a successful meeting. Though other participants may take their own notes, those notes may not be comprehensive. As the meeting host, you want to make sure that everyone who attended the meeting ends up with the same record of what happened. If you're lucky enough to have an assistant at your disposal, you can ask that person to take the notes and then simply approve them. If not, taking notes is your job.

Unless your organization has a specific format for meeting notes, you can include this information:

- Time and date of the meeting
- List of participants
- Agenda and notes of the discussion about each agenda item
- Any motions made and the resulting decisions

Activity 2: Discuss the following questions with your partner.

- 1. As a host of the meeting, how many steps should you follow to run the meeting smoothly?
- 2. Why do you think those steps are important for a host?

New Words

someone who makes certain that a formal discussion happens without moderator problems and follows the rules 调解人; 仲裁人

confrontation n. a fight or argument 对抗; 冲突

blather v. to talk for a long time in a silly or annoying way 胡说; 喋喋不休地讲

to accept, admit or recognize something, or the truth or existence of acknowledge something 承认; 公认

motion n. the act or process of moving, or a particular action or movement 移动



3. 参加会议

开会迟到,而且来到 后还大声喧哗,打扰 其他同事是最不好的 参加会议行为。

准时到达

准时是对己对人的尊重, 迫不得已迟到要 提前打招呼, 会后再 跟领导道歉。

不要随意打断或表现 出你对其他发言的轻 视。

坚持开完整个会议, 如果确实有其他重要 约会,应该提前跟主 持说,然后悄然离开。

做会议记录

Some people arrive late at meetings, come in loudly and start asking questions about topics that have already been covered. Don't ever be that person. If you arrive late, keep quiet, and ask a coworker to catch you up later—not while someone else is talking.

Punctuality

There's no question that we live in a quick-paced world. Punctuality is critical not only for your career, but for your personal relationships as well. Time is our most precious commodity, and wasting other people's time by making them wait for you is extremely rude. Be on time for any meeting you're participating in. Period! If you can't help being late, call ahead, apologize, and let the other participants know when you'll arrive. Afterward, send an e-mail apology to the chair of the meeting.

Never Interrupt

You should never interrupt other speakers, of course. Also avoid the temptation to sigh loudly, roll your eyes, or otherwise express your contempt when someone else is speaking.

Staying for the Entire Meeting

You're obliged to stay for the entire meeting unless you have another appointment or commitment. If so, at the beginning of the meeting, let your chair know when you'll have to leave, and leave quietly at that time. If you're unlucky enough to be a participant in a meeting whose chair has not set a limited time, and the meeting is dragging on and on, pass a note to the chair explaining your other commitment, stand up, excuse yourself quickly, and leave without being disruptive.

Taking Notes

If you like taking notes, by all means do so. If you're concerned that the decisions made during the meeting diverge from the decisions reported in the notes and subsequent memoranda, offer to take notes for the meeting. You'll be doing your chair a favor.



发言前应该想好内容 和你的用词。

Think before You Speak

Always think before you speak and weigh your words carefully. Whether you're running the meeting or are a participant, always stick to the agenda. Do your best to avoid harsh words, and don't repeat yourself, blather on for too long, or be offensive to anyone present.

Do Not

- Doodling on the paper
- Playing with rubber bands
- Chewing gum
- Playing cell phone
- Carrying on side conversations
- Removing your jackets and ties
- Crossing your arms in front of you



Activity 3: Group work.

Make a list of the things you should avoid doing when participating in a meeting and discuss why.

New Words

- arriving, doing something or happening at the expected, correct time; not late punctuality *n*. 准时
- contempt n. a strong feeling of disliking and having no respect for someone or something 轻视; 轻蔑
- something that you must do or deal with that takes your time 承诺
- disruptive *adj*. causing trouble and therefore stopping something from continuing as usual 分裂的;制造混乱的
- subsequent *n*. happening after something else 随后的
- v. to draw pictures or patterns while thinking about something else or when you are bored 乱写; 乱画



Task Two Sport and Culture Event Etiquette

任务二 文娱体育活动礼仪

With the new flexibility in the workday, business isn't restricted to the office or the restaurant anymore. The contemporary world has as many venues for business as it does activities that colleagues and associates can share. Whether you and your best client are avid ice climbers or fanatical golfers, at some point in your career you're likely to find yourself in a situation in which you never thought you'd be doing business.

1. 参加文娱活动礼仪要点

Cultural events such as plays and concerts have become popular activities for business entertainment. In this section, we will discuss guidelines on behaving appropriately at such events.

准时到场观看。 这是对表演者和其他 观众的尊重。

Be on Time

When you're attending a play, concert, or other indoor event, it's never appropriate to arrive late—or leave early. Doing so is unfair to the artist or performers, not to mention very disruptive to other members of the audience. Many theaters now require latecomers to remain in the hallway or the lobby until the end of the first act. Yes, sometimes being late is unavoidable so always confirm the start time of the event or performance, and plan accordingly.

作为主人邀请客人, 应该帮客人支付费 用,包括小费。

要。

Know Who Pays for What

As host, you invite clients, employees, or friends to your box or club expecting them not to pay. Your invitation carries with the presumption that you will pay for the time your guests spend there and for their food and drink, if any. This extends to tips.

注意着装应适合参加 Dress 活动的场景,你是代 It's ina 表公司出席活动,因 private 此合适的着装很重 vou're

Dress the Part

It's inappropriate to wear cutoffs, Jeans, a T shirt, or a halter top to a private box for a culture event or to play sports at a private club. If you're participating in sports, make sure that you have the right wardrobe and equipment for the sport you will be playing. If you're unsure, call ahead to ask about proper attire. If you are attending an event as a spectator, don't wear clothes that make you the spectacle.

尊重他人空间。 随时注意你的周围环 境。

在人群中不要猛推, 这在公共场合是不可 取的。

不要霸位。

坐直在你位置的空间,不要冒犯别人的空间。

帽子不要挡着后面的视线。

手肘,膝盖,脚都摆 在自己的空间。

注意你的音量保持优雅,不能过分激动, 这会令人讨厌。 Dressing appropriately and wearing proper clothing, clean and neatly pressed garments, and well-matched accessories is a sign that you're professional and in tune with whatever is going on. The key when attending sporting or cultural events is to ask about proper attire. You should never be uncomfortable or present an image that isn't you or that may be a negative image for your company.

Respect Other People's Space

Share space with others courteously. Always be aware of your surroundings, and adapt your actions when necessary. For example:

- If someone in front of you is moving too slowly, walk around on the outside, saying, "Excuse me, please." But don't push through the middle of people walking together. Pushing and shoving at a public event are unacceptable.
- Don't hog the seats. When you're in a stadium with unassigned seats, make sure that you're not taking up more space than you need. Move down, and allow others to sit down or let them pass you easily.
- Sit up straight in your seat, too. Do not lean too far forward in your chair so you crowd or are in the space of the person in front of you.
- If you're wearing a hat while seated, be certain it isn't obstructing the view of the people behind you.
- Keep your elbows, knees, and feet within your designated space.

Monitor Your Noise Level

Audiences enjoy events in a variety of ways, such as by eating, talking, cheering, clapping, and whistling. Depending on the event, you need to strike a certain balance between behaving graciously and being an overly enthusiastic fan, drinking too much and acting disgustingly. Be aware of and sensitive to those around you. Try not to distract others by talking when you should be watching, or cheering too loudly. Monitor noise levels, especially if you are with a large group of your colleagues.

If you attend an indoor event, try not to distract those around you by



rustling the program or eating food loudly. Leave alarmed watches or any dangling jewelry at home. The same goes for cellular phones; turn them off, or turn on the vibrate feature.

注意你的言辞 不说脏话和不敬的 话。

Watch What You Sav

Refrain from using any form of obscene, foul, or disrespectful language when you're out in public, especially where other people are within earshot. Children or others nearby (including your coworkers) may find your words offensive.

不要乱扔垃圾。

Dispose of Trash Properly

It is obvious that we all know the consequences of leaving litter behind when we're outdoors. Not only is it an eyesore for others, it pollutes our environment and can be a danger to wildlife. The same thought should apply when you're attending an indoor event. Not only leaving litter around is an eyesore, it can create a danger, and it shows you're inconsiderate of those who have to clean up after you. Yes, they may be paid maintenance personnel, yet it's courteous to think of others by making their jobs easier. Show that you are aware of your surroundings and you care about others by throwing your trash in the proper recycle bin, not on the ground.



Activity 1: Discuss the following question with your partner.

In a culture event, what do you think is the most important rule to follow? And why?

New Words

extremely eager or interested 渴望的 avid *adi*.

fanatical *adi*. describing someone whose admiration for something is considered to be extreme or unreasonable 狂热的; 入迷的

clothes, especially of a particular or formal type 服装

a pair of jeans or trousers which has had the bottom parts of the legs cutoffs [pl.] removed 剪短的裤子

taking or using more than your share of something

2. 参加体育活动礼仪要点

在体育活动中不管是 观众或者参赛者都应 遵守一些准则。 When participating in a corporate sport event we should display good manners, no matter the sport. Here are some guidelines for players and spectators to follow:

- Even if you lose, don't make excuses or walk away angry; be a good sport, smile, and hold your head high. No one likes a whiner or complainer.
- Treat your opponent(s) respectfully, and always try to avoid arguments.
- Accept judgment calls from the officials, and follow their directions.
- Abide by the rules of the game. Play fair.
- Offer encouragement to teammates; never criticize them if they make a mistake.
- Play your best without showing off.
- Win without bragging or gloating.
- Never throw anything in anger. In addition to being rude and childish, this behavior could be dangerous.
- Admitting that you don't play a sport you've been invited to play is perfectly all right. Rank beginners and fakes aren't appreciated. It's better to decline than to embarrass yourself in a sport you don't know how to play at least passably well.



Activity 2: Discuss the following question with your partner.

As a spectator what is most import rule for you to follow in a sport game?

New Words

whiner *n*. a person, especially a child, who complains or expresses disappointment or unhappiness repeatedly 啜泣者

abide v. to accept or obey an agreement, decision or rule 遵守

brag v. to speak too proudly about what you have done or what you own 吹牛; 自夸

gloat ν to feel or express great pleasure or satisfaction because of your own success or good luck, or someone else's failure or bad luck 沾沾自喜;幸灾乐祸

passably adj. in a way that is satisfactory but not excellent 尚可地; 可能地



3. 主要商务体育活动

(1) 高尔夫球

高尔夫可以和商务很 好地结合起来,在高 尔夫场谈生意是很容 易达成交易的。

打高尔夫时要注意高 尔夫礼仪及把高尔夫 和生意结合起来。

Golfing

Golf and business are like hot dogs and baseball: They naturally go together. The relaxed pace, bucolic surroundings and handsome clubhouse provide an elegant way to get to know other appointments of the people and to strike deals.

As old as the game is, golf is loaded with expected behavior and attire. Except on public courses, you rarely see jeans on a golf course. When you're golfing, keep in mind two codes of conduct: the etiquette of golfing and the etiquette of combining golf and business.

General Golf Etiquette:

- Women wear knee-length skirts or long shorts or pants, shirts with collars and sleeves, and golf shoes with soft spikes.
- Men wear slacks or long shorts, shirts with collars and sleeves, and golf shoes with soft spikes.
- Colors never found in nature or in the office are acceptable on the golf course. Some clubs favor more muted, conservative attire, however, if you're in doubt, call the club and ask.
- Don't talk when someone else is playing a stroke.
- Be ready to play when it's your turn.
- The player with the lowest score on the preceding hole is first to tee off on the next hole.
- Everyone in your group should be behind you when you hit.
- Let faster groups play through.
- If alcohol is allowed on the course, go easy! Drinking too much while playing golf with clients is as dangerous as it is at any other company function.
- Take your practice swings before you get to the tee.
- Repair divots and pitch marks, and rake away your footprints in sand traps.
- Avoid offering bets, but accept them if they're offered by your client or boss. Win graciously, and pay promptly if you lose.
- Don't cheat on your scorecard.
- In general, the host tips, but if you have a personal caddie,

商务补

you may tip your caddie even as a guest.

- Don't stand with your group on the green after you've all holed out. "Holed out" means that everyone has finished their putt. Move off the green so the next group can continue to play. You don't want the players behind you waiting around unnecessarily.
- Never, ever scream or throw your clubs.

Business Golf Etiquette:

Putting golf and business together is supposed to be fun and productive at the same time. You can achieve both goals more effectively if you remember that the golf outing is first and foremost a business event and that your boss and clients have to look good if you're going to get what you want. Keep these tips in mind:

- Don't outplay the boss or client, even if he's a 15 handicap and you're a 4.
- Avoid talking business until the group members are settled into the game and are comfortable with one another.
- Avoid talking business if a companion is facing a difficult shot.

New Words

bucolic *adj*. relating to the countryside 牧民生活的; 田园风味的 conservative *adj*. resistant to change 保守的

rake *n*. a garden tool with a long handle and long pointed metal parts sticking out in a row at the bottom, used for making the earth level or for collecting leaves, etc. 耙子 caddie *n*. a person who carries the equipment for someone who is playing golf 球童

(2) 网球等球类活动

网球类活动也是非常 流行的商务活动。 注意的你的着装和装 Racquet sports are popular in large cities because they happen inside and don't require a lot of space. A dress code usually is involved. Make sure that you know ahead of time what the dress code is for the club you are going to attend.

备。



White is always appropriate at a racquet club, so you will be dressed correctly if you wear a white knit shirt with a collar and sleeves tucked into white shorts. Women may also wear tennis dresses. Tennis shoes are the appropriate footwear. Some clubs' dress codes are less restrictive than others. When in doubt, check with the club.

If you're hosting a client at your club, be sure to arrive early so that your guest will not face quizzical looks from the staff. Escort your guest to the locker room, supply her with towels and a locker, and allow her some privacy for changing.

When you're the guest, you should arrive with the right gear and the appropriate attire. Bring your own racquet, balls, and protective eyewear, and check ahead about the club's dress code.

New Words

racquet *n*. a net fixed tightly to an oval frame with a long handle, used in various sports for hitting a ball 球拍

restrictive *adj*. limiting the freedom of someone or preventing something from growing 限制性的; 约束性的

quizzical *adj*. seeming to ask a question without saying anything 探寻的 gear *n*. the equipment, clothes etc. that you use to do a particular activity 工具; 装置 privacy *n*. someone's right to keep their personal matters and relationships secret 隐和

(3) 水上运动

水上运动要注意个人 的卫生及合适的衣着 和装备。 Water sports include swimming, sailing, and water skiing. Most swimming pools will ask that all swimmers take showers before they swim. Also because water will carry germs readily, it is best not to go swimming in a pool with an open sore of any kind or with a communicable illness. When swimming in a lap pool, swim on the right side so that faster swimmers may pass on the left. If the pool is used for aerobics or general swimming also, each group has its own area in the pool. Check with the lifeguard to be sure where the groups are to do their swimming.

Sailing and motor boating can be wonderful opportunities to do business. If you have never sailed before, be honest about this fact; otherwise, your helping may result in an unexpected swim. Whoever 商务

owns the boat is the captain and is considered the law on the boat. If it is your boat, let others know what they should wear for the day. If it is someone else's boat, the owner should let you know what to bring for the day.

Seasickness is preventable with medication so if you are not sure about your sea legs, you may want to get a prescription before going. Definitely wear deck shoes so you do not slip and fall.

New Words

germ n. a very small organism that causes disease 微生物;细菌

sore *n*. a painful area on the surface of a body, especially an infected area 伤处

aerobics n. energetic physical exercises, often performed with a group of people to music, which make the heart, lungs and muscles stronger and increase the amount of oxygen in the blood 有氧运动

seasickness *n*. vomiting or having the feeling you will vomit because of the movement of the ship you are travelling in 晕船

(4) 跑步、单车、滑轮运动

跑步,骑单车等运动 需要一段较长的时间,因此也是谈生意 的好机会。参加这些 俱乐部也是拓展人脉 的一种方式。

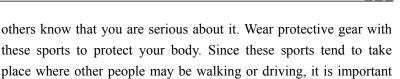
但需要注意着装和运动装备,还要遵守交通规则。

A number of businesspeople are starting running clubs or joining existing running clubs. Joining these clubs is a wonderful way to network and get to know other people. Wearing reflective clothing when running is recommended; if you run alone, be sure someone else knows the route. Since runners generally go for an extended period of time, it is a good time to talk about business.

Biking and rollerblading can be good sports for business as one can talk with a fellow biker or rollerblader and bike or rollerblade at the same time. As with runners, there are generally local biking or rollerblading groups; and these are an excellent way to meet other business people.

Running, biking, and rollerblading also have their rules. Knowing the proper etiquette and rules is necessary for these sports.

Wear proper attire, and have proper equipment for each sport. Wearing the proper clothing will help you to enjoy the sport and let



these sports to protect your body. Since these sports tend to take place where other people may be walking or driving, it is important to respect and follow the rules of the road. If on a bike, go with the traffic. Bikes are legally subject to the rules of the road. When biking, pedestrians have the right of way.



Activity 3: Discuss the following questions with your partner.

- 1. What do you think is the perfect sport for doing business, and why?
- 2. What is important when combining sport with business?

New Words

network v. to meet people who might be useful to know, especially in your job one of two boots with a single row of small wheels on the bottom which you wear in order to travel along quickly for enjoyment 直排轮鞋

a person who is walking, especially in an area where vehicles go 行人 pedestrian n.



- Task Three Office Events 任务三 联欢活动礼仪

Some people tend to dismiss office celebrations or to look at them as contrived affairs that no one really enjoys. But recognizing major events in the lives of your colleagues helps establish camaraderie and cooperative working relations; it also lets you acknowledge your colleagues as individual human beings.

People often feel uncomfortable at such gatherings, not because they don't like their colleagues, but because they're not sure what to talk about. In this chapter, you came to see the social gatherings that occur in professional life can be handled with grace.

1. 公司联欢礼仪

公司联欢可以鼓舞士 | 气和庆祝成就,以及 纪念某些特殊日子。

General office parties are useful for building morale and celebrating accomplishments. They can also be held for special occasions, such as a colleague's 50th birthday or a successful sales target accomplishment.

主持和参加公司联欢 都需要注意一些礼仪

When Hosting the Office Party

• When you're planning an office party, the first thing to do is

问题。

- to verify with your boss that the time and day you want to have the party.
- Send invitations in the form of memos or e-mails if the party will be held in the office; send formal invitations if the party is to be held outside the office.
- When you arrive at the restaurant, make arrangements to pay
 the bill privately so that no one else has the opportunity to
 dispute your generosity.
- As host, you must dress in appropriate business attire. Being a little overdressed is better than being underdressed.
- Do your best to greet all your guests at the entrance (if possible) with a welcoming smile and to thank them for coming.
- Do your best to spend a few minutes with as many of the guests and keep an eye on the seating and the flow of the group-ensuring that all guests feel included.
- Make sure that no one drinks too much.

When Attending the Office Party

- Response to invitations promptly. A timely response is vital because the host plans the menu and cost of the meal around the number of the people attending.
- Dress appropriately. Dressing appropriately shows respect.
- Don't be late. Being prompt is a guest's most important responsibility.
- Don't bring an uninvited guest with you.
- Be pleasant and cheerful. Introduce yourself to other guests if you don't know them.
- Watch your conversation. Conversations should include interests that most people share.
- Stay sober. Consume alcoholic beverages in moderation in all business and social situations.
- Mind your behavior.
- Don't complain or make negative comments about the room or the meal.
- Know when it's time to leave. If the majority of the guests have already left, thank the host and head for the door.
- Follow up with a thank-you note, e-mail, card, or letter of appreciation. (The sooner, the better!)



Activity 1: Discuss the following question with your partner.

Supposing you are a boss how will you organize your stuff for an office celebration?

New Words

morale n. the amount of confidence felt by a person or group of people, especially when in a dangerous or difficult situation 士气

to prove that something exists or is true, or to make certain that something is verify v. correct 证实; 作证

dispute n. an argument or disagreement, especially an official one between, for example, workers and employers or two countries with a common border 辩论,争论

the quality or condition of being generous 慷慨; 宽宏大量 generosity n.

not drunk or affected by alcohol 清醒的;未醉的 sober a.

2. 同事活动礼仪

每个人生命中都有些 特殊的日子, 如何在 这些日子表达你的关 怀感情呢?

生日会庆祝

公司庆祝员工入职日 会更合适,而生日庆 祝在同事间举行更 好。

Although many people keep their work lives separate from their private lives, everyone has a birthday; many people get married and have babies; and many people will lose someone dear to them while you know them at work. What are the best ways to mark these milestones with colleagues, clients, and bosses?

Birthdays

There is no general requirement to mark every coworker's birthday. From a company perspective, celebrating the anniversary date of someone's employment is more appropriate; the celebration of someone's birthday should be left as a personal celebration among coworkers.

Also keep in mind that some people prefer not to have others know their exact age. Unless you know that people have personally spoken about their birthdays and revealed their ages publicly. Birthdays shouldn't involve anything relating to age. If a person has acknowledged his birthday, a card signed by everyone in the office and perhaps a group lunch or a gift are good ideas.

Birthday gifts from a boss to an employee are always acceptable, but a birthday gift from a subordinate to a boss at the office needs to be



结婚庆典

不管有没有被邀请参 加婚礼,送礼物都是 应该的。

孩子庆典

为即将出生的孩子表示祝贺,但也要注意 一些问题。 handled with utmost care. Others may perceive the gift as sycophantic behavior. So if you're giving the boss a gift, be discreet and do it privately. A group card or group gift for a special birthday is better.

Weddings

Colleagues, clients, and bosses get married, and you won't be invited to all the weddings. Unfair? Maybe. But not everyone shares everything with coworkers: Plenty of people draw a sharp, bold line between work and home. Rather than being hurt, acknowledge that some people are just plain different from you. If you're invited, send a gift by all means. But even if you're not invited, organizing an office gift for your fellow worker is a nice gesture.

Try to be gracious to coworkers even if you're hurt because you're not invited to their weddings. Often, a wedding budget is tight, or the couple has their own reasons for limiting the guest list. Assume that the omission wasn't personal.

If you're invited to a colleague's or client's wedding, remember that being asked to attend is an honor. Act accordingly. Respond to the invitation promptly, and send a gift either to the their parents or to the couple before or shortly after the wedding. Don't take gifts to the wedding. If the invitation is to you alone, go alone; don't bring an uninvited guest. And be on your best behavior at the wedding.

A gift of money in the form of a check is always proper for weddings. On the other hand, asking for money as a wedding gift is always wrong.

Babies

Anticipating the birth of a baby can bring out the very best in people; unfortunately, it can bring out the weirdest in people too. The reason is simple: Having a baby is necessarily an intimate affair, and you may not be on intimate terms with all your coworkers. Yet there you are, discussing things with your colleagues that even some of your closest friends don't know.

Avoid making the following mistakes:

- Touching a pregnant woman's stomach.
- Asking a new parent detailed questions.
- Demanding a play-by-play description of the delivery or

参加丧礼

作为同事或者上司在 同事或雇员丧亲时表 现你的关怀是很重要 的。

subjecting others to every detail of your own experience is not appropriate.

Funerals

At some point in your career, someone you work with will lose someone dear. The death of a loved one is a wrenching, debilitating event for the survivors as they confront not only their loss, but also their conflicted feelings toward the person who died.

As a coworker or superior, you can help the grieving person by offering to help, either in a condolence card or in person.

As soon as you hear about the loss, draft a letter of condolence in black ink on a plain white fold-over card or a plain sheet. In this letter, your compassion for the survivor should be apparent. You should focus on the loss of the loved one and offer to do what you can to help the survivor through the period of mourning.

Avoid

- Talking about your own loss of a loved one in a letter of condolence.
- Offering unfavorable memories of the dead person.



Activity 2: Discuss the following question with your partner.

When participating in your boss's birthday party, how to behave to show your civility.

New Words

a particular way of considering something 洞察力 perspective n.

anniversary the day on which an important event happened in a previous year n. 念日

subordinate n. a person who has a less important position than you in an organization 级: 部属

discreet adi. careful not to cause embarrassment or attract too much attention, especially by keeping something secret 谨慎的

having, or being likely to cause, a very close friendship or personal or sexual intimate *adi*. 熟悉的;亲密的 relationship

sympathy and sadness for the family or close friends of a person who has condolence n. recently died, or an expression of this, especially in written form 哀悼; 慰问



3. 送礼礼仪

商务中的送礼和收礼 都是很普通的,但送 礼的方式不对的话也 会产生反作用。

两种送礼方式:公司 内部同事间的送礼, 公司和公司之间的送 礼。

同事间的送礼 如果公司间同事都互 相送礼的话你也应该 照此来做。 Giving and receiving gifts cause considerable concern in business, for obvious reasons. Gifts can be used appropriately to thank clients for business, to reward someone for a job well done, to celebrate a promotion, or to commemorate a long-term relationship. But gift-giving can also veer into undue influence and bribery.

Two kinds of gift-giving occur in business. The first kind—between colleagues and/or supervisors—is easier to justify and is less fraught with danger than the second kind—gift-giving between companies.

Gift at Workplace

Gift-giving between coworkers, especially during the holiday season, is a common practice at many companies. If you work for such a company you'll be considered churlish if you don't participate. This situation is one of those coerced acts of generosity that you really can't ignore, so bite the bullet and join in.

- Gifts for coworkers don't have to be lavish and ought not to be too personal.
- Group gifts for weddings, babies, and retirements are the norm
- Extravagant gift-giving for your boss is both bad strategy and poor taste.
- Send group gifts rather than individual gifts to bosses.
- Sending a card or flowers to your boss if he has been ill or in the hospital is all right.

Gifts between Companies

Gift-giving between companies or between employees of different companies is a thorny issue—so thorny in fact, that most organizations have explicit rules governing the practice. The following sections discuss two binds of corporate gift-giving: gifts that you or your company presents to others, and gifts that you or your company receives from others.

• For giving:

Commonly companies give gifts to clients and customers during the holiday or special date.

公司间的送礼有点棘 手,因此很多公司的 公司守则里都有送礼

和收礼的条例。

• For receiving:

You really have only one thing to consider: Know your company's policy about receiving gifts!

If your company policy forbidding receiving gift you should compose a letter in which you decline a gift carefully, focusing on your company's policy on receiving gifts, rather than on your personal feelings.

为每个场合选择合适 的礼物也很重要。

Finding Appropriate Gifts

Perishable gifts like food, flowers, and wine are fine for most professional gift-giving between companies and between people who don't know each other well.

送花很好, 但要清楚 各种花代表的含义。

Flowers can be great gifts, but you should know the overtones that each flower means.

无论送什么礼物最好 都包装一下,并附上 卡片。

Lasting gifts are better reserved for especially significant events and for events you want the other company or person to remember for a long time.

Whether a gift is temporary or permanent, personal or professional, take care to present it competently wrapped and with a card.



Activity 3: Discuss the following questions with your partner.

- 1. What should you behave when receiving a gift from a business partner?
- 2. Why is it important to give a gift to your coworker in a special day?

New Words

to remember officially and give respect to a great person or event, commemorate v. especially by a public ceremony or by making a statue or special building 纪念; 庆祝

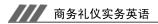
bribery n. money or a present that you give to someone so that they will do something for you, usually something dishonest 贿赂; 受贿

churlish adj. rude, unfriendly and unpleasant 粗野的

more than enough; very generous 奢侈的; 过分慷慨的

extravagant adj. spending too much money, or using too much of something 奢侈的; 过 分的

thorny adj. describing a problem or subject that is difficult to deal with 棘手的



Exercise for Module 3

1. Exercise for new words in this Module.

Directions:	explain t	he new	words in	English	by your	understanding,	and	make d	a sentence
with each of	f them.								
1) cringe: _									

	01111 <u>5</u> 0.
2)	
2)	generic:
3)	reprimand:
4)	accusation:
5)	disseminate:
3)	uissemmate.
6)	blather:
_\	
7)	gripe:
8)	feedback:
9)	disseminate:
10) hash out
10) hash out:
11	have the floor:

	模块3	礼仪应用	
12) contempt:			
13) mingle:			
14) juggle:			
15) utensil:			
16) copious:			
17) flexibility:			
18) unavoidable:			
19) presumption:			
20) attire:			
21) obscene:			
22) eyesore:			
23) foremost:			

24) contrived:

25)	in moderation:
26)	perspective:
27)	commemorate:
28)	overtone:

2. Dialogue.

Directions: imitate the speakers, and make a role play with your partner.

Joe: Hi Sam, please take a seat. Good morning, Lucinda. Please sit down. How are you

both this morning?

(Together) Sam and Lucinda: Good, thanks.

Joe: I asked you both to come in this morning because there's been rumors floating

around that you two are involved in a personal relationship. Now I know these

kinds of things can be sensitive, but I do feel we have to discuss it.

Lucinda: Yes, the rumors are true. Sam and I are in love!

Sam: It's true, I feel the same way about Lucinda!

Joe: Well, let me be the first to congratulate you! Falling in love is great and I'm very

happy for both of you.

Sam: But?

Joe: Well, our company does have some guidelines for internal relationships.

Lucinda: The company frowns on coworkers dating each other, right?

Joe: Let's just say such relationships are not actively encouraged.

Sam: But why? We are in love!

Joe: Well, there are many reasons, but one of the main downsides to interoffice

relationships is that they can be a big distraction from work. Other employees can sometimes see such relationships as unfair. The end result can be jealousy, hurt

feelings and a loss of productivity for the company.

Lucinda: But in today's modern working world, I feel like there is very little opportunity to

meet people. Bars are smoky and loud. Internet dating can be very scary...it seems

like I spend most of my time working at the office, so isn't it natural to find a

模块3 礼仪应用

coworker as a partner?

Sam: I have to agree. Lucinda and I work on the same projects so we have a lot in

common. I even think our productivity has increased as a result of our

relationship.

Joe: I understand your position completely. And let me say: our company doesn't have

a blanket ban on interoffice relationships. We are just concerned about possible ramifications. When you first fall in love, of course you don't think about what would happen if you broke up, but let's face it...break-ups are very common. Have

you considered what it would be like if the relationship didn't work out?

Lucinda: That's true. It would be very awkward to work with an ex-boyfriend every day.

Sam: But there must be some way we can continue dating and working together. We are

adults after all.

Joe: Yes, I think there are ways you can continue a relationship while working together.

Relationship experts say the first rule when coworkers decide to date each other is

to plan an "exit strategy".

Lucinda: Exit strategy?

Joe: Yes. What would you do if the relationship isn't successful? You should think

about that. I think the biggest issue is that if it doesn't work out, you still have to

face that person every day...and that can be tough.

Sam: I think you've given us some good points we should talk over. Let me assure you

that Lucinda and I will be as discreet as possible around the office.

Joe: One option is for one of you to transfer to a different department so you can still

work together, but not in such an intimate way.

Lucinda: Yes, that's a possibility we should think about. Let me also say that we recognize

that when we are working, the job comes first. There will be no drop in

productivity, I can guarantee that!

Joe: Well, I think you both are handling this situation in a mature way. Let's just take it

from here and see how it goes, OK? Thanks for talking with me and being honest

and open. I really appreciate that.

Sam: Thanks, boss!

3. Dialogue.

Caroline: As a fresh graduate, what do you think is the most essential factor to establishing

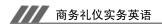
and maintaining a good relationship with your future boss?

Cindy: All the supervisors have rich experience. So first of all I will obey the demands of

the supervisors. Secondly, I will ask their advice and maintain an open mind.

Thirdly, when there are questions, I will communicate in-depth with my

supervisors to achieve a functional and proper solution.



4. Dialogue.

Introductions

Meeting Chairman: If we are all here, let's get started. First of all, I'd like you to join me

in welcoming Jack Peterson, our Southwest Area Sales Vice President.

Jack Perterson: Thank you for having me, I'm looking forward to today's meeting.

Meeting Chairman: I'd also like to introduce Margaret Simmons who recently joined our

team.

Margaret Simmons: May I also introduce my assistant, Bob Hamp.

Meeting Chairman: Welcome Bob. I'm afraid our national sales director, Anne Trusting,

can't be with us today. She is in Kobe at the moment, developing our

Far East sales force.

Beginning the Meeting

Meeting Chairman: Let's get started. We're here today to discuss ways of improving sales

in rural market areas. Have you all received a copy of today's agenda? If you don't mind, I'd like to skip item 1 and move on to item 2: Sales improvement in rural market areas. Jack has kindly agreed to give us a

report on this matter. Jack?

Discussing Items

Jack Perterson: Before I begin the report, I'd like to get some ideas from you all. How

do you feel about rural sales in your sales districts? I suggest we go

round the table first to get all of your input.

John Ruting: In my opinion, we have been focusing too much on urban customers

and their needs. In my opinion, we need to return to our rural base by developing an advertising campaign to focus on their particular needs.

Alice Linnes: I'm afraid I can't agree with you. I think rural customers want to feel

as important as our customers living in cities. I suggest we give our rural sales teams more help with advanced customer information

supporting.

Donald Perters: Excuse me, I didn't catch that. Could you repeat that, please?

Alice Linnes: I just stated that we need to give our rural sales teams better customer

information supporting.

John Ruting: I don't quite follow you. What exactly do you mean?

Alice Linnes: Well, we provide our city sales staff with database information on all

of our larger clients. We should be providing the same sort of

knowledge on our rural customers to our sales staff there.

Jack Perterson: Would you like to add anything, Jennifer?

Jennifer Miles: I must admit I never thought about rural sales that way before. I have

to agree with Alice.

Jack Perterson: Well, let me begin with this PowerPoint presentation (Jack presents his

report).

Jack Perterson: As you can see, we are developing new methods to reach out to our

rural customers.

John Ruting: I suggest we break up into groups and discuss the ideas we've seen

presented.

Finishing the Meeting

Meeting Chairman: Unfortunately, we're running short of time. We have to close this

meeting.

Jack Perterson: Before we close, let me just summarize the main points:

• Rural customers need special help to feel more valued.

• Our sales teams need more accurate information on our customers.

• A survey will be completed to collect data on spending habits in

these areas.

• The results of this survey will be delivered to our sales teams

Meeting Chairman: Thank you very much Jack. Right, it looks as though we've covered

the main items. If there is no other business, the meeting is closed.

参考答案

模块1 综合素养

Project 1 Image Management 项目一 形象管理

Task Two Appearance Etiquette 任务二 仪表礼仪

Activity 1 1. F 2. T 3. T 4. F 5. F 6. T

Activity 2 1. F 2. F 3. F 4. T 5. F 6. F

Activity 4 1. A 2. B 3. C 4. B

Task Three Manners Etiquette 任务三 仪态礼仪

Activity 4 1. confidence 2. verbally 3. conveys 4. engage 5. 60-70

6. evasiveness 7. dominant 8. forceful 9. facial

10. empathy 11. positive 12. please

Exercise for Module 1

1. Exercise for new words in this Module.

Directions: explain the new words in English by your understanding, and make a sentence with each of them.

Directions:explain the new words in English by your understanding, and make a sentence with each of them.

1) negotiate: bargain, argue or discuss prices

谈判;交易;讨价还价

In China, it is important to negotiate at the markets so that you don't pay too much.

在中国,在市场上讨价还价是很重要的,这样你买的东西就不至于太贵。

2) casual: relaxed, informal

随便的; 休闲的; 非正式的

Jeans and T-shirt are too casual for my office—we have to wear suits.

在我的办公室, 仔裤和 T 恤衫太随便了, 我们必须穿西服套装。

3) no problem: everything is ok, fine

没问题

When I asked my boss for a higher salary, he said "No problem!"

当我请求老板加薪时,他说"没问题"。

4) client: customers of a company

客户: 顾客

It is important to keep the clients happy or we may lose their business. The client is king! 让客户高兴是很重要的,否则我们会失去他们的生意。客户是上帝!

5) swimmer: special clothes that you wear to the beach or the pool

游泳衣; 在海边或游泳池穿的特殊服装

My new swimmers are the latest design—they cost over 300 Yuan.

我的泳衣是最新款,它价值300多元。

6) compliment: nice words about someone

夸奖

My colleague said that my new shoes were very groovy. It was a nice compliment.

我的同事说我的新鞋子很棒,这是一个很好的夸奖。

模块2 能力培养

Project 1 Business Reception Etiquette 项目一 商务接待礼仪

Task One Transportation Etiquette 任务一 交通礼仪

Activity 1 1. F 2. F 3. T 4. F

Task Three Seating Etiquette 任务三 座次礼仪

Activity 1 1. F 2. T 3. F 4. T 5. T

Project 4 Country Business Etiquette and Custom 项目四 国别商务礼俗

Task One Asian Countries (Japan, Repubic of Korea, India)

任务一 亚洲国家(日本、韩国、印度)

Activity 1 1. T 2. T 3. F

Activity 2 1. F 2. T 3. T

Activity 3 1. F 2. T 3. T

Task Two North & South American Countries (United States, Canada, Brazil)

任务二 南北美洲国家 (美国、加拿大、巴西)

Activity 1 1. T 2. T 3. T

Activity 2 1. T 2. F 3. T

Activity 3 1. T 2. T 3. F

Task Three European Countries (United Kingdom, France, Germary, Russia)

任务三 欧洲国家(英国、法国、德国、俄罗斯)

Activity 1 1. T 2. T 3. T

Activity 2 1. T 2. T 3. F

Activity 3 1. T 2. T 3. T



Activity 4 1. T 2. T 3. T

Task Four African Countries (Egypt, South Africa)

任务四 非洲国家(埃及、南非)

Activity 1 1. T 2. T 3. F

Activity 2 1. F 2. T 3. T

Task Five Oceania Countries (Australia, New Zealand)

任务五 大洋洲国家(澳大利亚、新西兰)

Activity 1 1. T 2. F 3. T

Activity 2 1. T 2. F 3. T

Exercise for Module 2

1. Exercise for new words in this Module.

Directions: explain the new words in English by your understanding.

- 1) tantrum *n*. a sudden period of uncontrolled anger like a young child's 发脾气
- 2) obnoxious a. very unpleasant or rude 令人讨厌的
- 3) recipient n. a person who receives something 接受者
- 4) prerogative n. something which some people are able or allowed to do or have, but which is not possible or allowed for everyone 特权,君权
 - 5) inscription n. words that are written or cut in something 题词
- 6) patronize $\,\nu$. to speak to or behave towards someone as if they are stupid or not important $\,$ 惠顾; 资助

模块3 礼仪应用

Project 1 Office Etiquette 项目一 职场礼仪

Task One Etiquette in Workplace 任务一 职场礼仪

Activity 1 1. B 2. D

Activity 2 1. T 2. F 3. T 4. F 5. F 6. F

Activity 4 1. manners 2. appreciation 3. minimal 4. popcorn 5. onions 6. clip 7. Excessive 8. personal 9. deserved 10. stuff

Task Two Respect Supervisors 任务二 尊重领导

Activity 1 1. T 2. T 3. F 4. F 5. T 6. F 7. T

Task Three Respect Coworkers 任务三 尊重同事

Activity 1 1. T 2. F 3. F 4. T

Activity 2 1. influenced 2. cultivate 3. Attitude 4. lifestyles 5. Conflict resolutions 6. work-related 7. confrontational 8. Celebrations 9. morale

Activity 4 1. T 2. T 3. F 4. F 5. F 6. T

Task Four Respect Subordinates 任务四 尊重下属

Activity 2 1. lower 2. hierarchy 3. lethargic 4. insolence 5. frank

6. esteem 7. polite 8. strict

Activity 3 1. T 2. F 3. T 4. F 5. F 6.T

Exercise for Module 3

1. Exercise for new words in this Module.

Directions: explain the new words in English by your understanding, and make a sentence with each of them.

1) cringe v. to feel embarrassed and ashamed about something

畏缩; 觉得尴尬不安或难为情

But just the thought of mentioning it to her made him cringe.

可是一想到要向她表明这一想法,他就会犹豫、退缩。

2) generic *adj*. relating to or shared by a whole group of similar things; not specific to any particular thing

一般的

To run the test now, see Run the Generic Test.

若要立即运行测试,请参见运行一般测试。

3) reprimand ν . to tell someone, esp. officially, that his or her behavior is wrong and not acceptable

训斥; 谴责

She was severely reprimanded for accepting the money.

她因为接受了那笔钱而受到严厉训斥。

4) accusation n. to say that someone is responsible for a crime or for having done something wrong

控告

The accusation was that he had murdered a man

他被控告杀了人。

5) disseminate v. to spread or give out something, especially news, information, ideas, etc., to a lot of people

散播

They use the press to disseminate right-wing views.

他们利用报刊来传播右翼观点。

6) blather v. (also blether) to talk for a long time in a silly or annoying way 胡说: 喋喋不休地讲

She blathers about goodness and beauty and her own genius.

她胡吹什么德行、美貌和自己的天才。

7) gripe n. a strong complaint

抱怨

My only gripe about the hotel was the food.

我对这家旅馆唯一不满的是食物。

8) feedback *n*. information or statements of opinion about something, such as a new product, that provide an idea of whether it is successful or liked

反馈:关于某事,如新产品等的信息或言论,提供它是否成功或受欢迎的信息

Did you get any feedback from your clients?

你从客户那里得到什么反馈了吗?

9) disseminate v. cause to become widely known

广为传播

A meeting can be a good way to disseminate information to several people at the same time.

开会是一种同时向很多人传播信息的好方法。

10) hash out decide on it after a lot of discussion

充分讨论后决定

They were asked to sit down together and hash out their differences by their leader.

他们的领导让他们坐下来好好讨论以解决分歧。

11) have the floor have one's say

有发言权;轮到发言

I remind myself that I have the floor and that nobody is going to interrupt me.

我提醒自己,在我发言时,没有人会打断我。

12) contempt n. lack of respect, despise

轻视; 蔑视

You should not express your contempt when someone else is speaking.

别人在发言时你不应该表现出轻视的态度。

13) mingle v. get involved or mixed-up with

交流; 交往

A buffet is a great way to build relationships and allow people to mingle.

自助餐是人们交往熟络的很好方式。

14) juggle v. throw and catch several objects simultaneously

忙于应付

Set up glasses and dinner beverages on the dining tables so that your guests don't have to juggle food plates and drinks.

饮料和杯子应该先摆好在桌子上,这样客人不用忙于又要拿杯又要拿碟。

15) utensil *n*. an implement for practical use (especially in a household)

餐具;用具;器皿

Make sure that all the utensils for each course are on the table before the food arrives.

在每道菜上菜前都要把所用的餐具准备好。

16) copious *adj*. large in number or quantity 丰富的

In a cocktail buffet, usually the food is varied, copious, and served from different locations.

通常鸡尾酒自助餐的食物都是丰富多样,来自不同地方的。

17) flexibility n. the quality of being adaptable or variable 灵活性

With the new flexibility in the workday, business isn't restricted to the office or the restaurant anymore.

随着工作日时间灵活性的增加,谈生意不再局限于办公室或餐厅里。

18) unavoidable adj. impossible to avoid or evade

不可避免的

Sometimes being late is unavoidable so always confirm the start time of the event or performance, and plan accordingly.

总有不可避免迟到的时候,但总是应该尽量提前确定活动开始时间,再相应地计划 好出行。

19) presumption n. an assumption that is taken for granted 推测

Your invitation carries with the presumption that you will pay for the time your guests spend there and for their food and drink, if any.

客户会理所当然地认为你的邀请会包括为他们支付食物和饮料的费用。

20) attire n. clothing of a distinctive style or for a particular occasion

着装: 服装

If you're participating in sports, make sure that you have the proper attire.

如果你参加某项体育活动,确定你穿上适合的着装。

21) obscene adj. offensive to the mind

猥亵的:下流的

Refrain from using any form of obscene, foul, or disrespectful language when you're out in public.

在公共场合,不要说猥亵的下流的语言。

22) eyesore n. something very ugly and offensive

难看的东西: 眼中钉

Not only leaving litter around is an eyesore, and it can create a danger.

乱扔垃圾不但难看,还会造成危险。

23) foremost adj. ranking above all others

第一重要的

Remember that the golf outing is first and foremost a business event and that your clients have to look good if you're going to get what you want.



记住户外高尔夫活动最重要的目的是商务活动,如果你想达到你的工作目的你必须让你的客户感觉好。

24) contrived adj. artificially formal

做作的

Some people tend to dismiss office celebrations or to look at them as contrived affairs that no one really enjoys.

有些人总不想参加公司的庆典活动,认为这是很做作的,没人会真正享受这些活动。

25) in moderation not excessive or extreme

适量;有节制

Consume alcoholic beverages in moderation in all business and social situations.

在任何商业及社交场合都应适量饮酒。

26) perspective n. a way of regarding situations or topics etc.

观点:视角

From a company perspective, celebrating the anniversary date of someone's employment is more appropriate.

从公司的角度来讲,庆祝员工的就职纪念日更为合适。

27) commemorate v. mark by some ceremony or observation 纪念

Gifts can be used appropriately to thank clients for business, to reward someone for a job well done, to celebrate a promotion, or to commemorate a long-term relationship.

礼物可以用来答谢客户、表扬员工、庆祝晋升或纪念长期的良好关系。

28) overtone *n*. an ulterior implicit meaning or quality

寓意;暗含之意

Flowers can be great gifts, but you should know the overtones that each flower means.

送花是很好的礼物,但你必须要知道每种花的寓意。

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