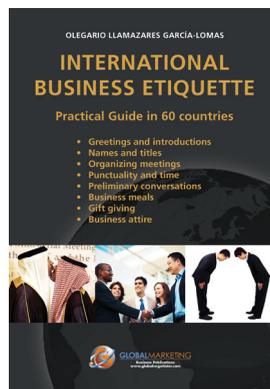


# INTERNATIONAL BUSINESS ETIQUETTE



International executives need to know some of the rules of international business etiquette when doing business in a foreign country. The culture and traditions of each country make people behave differently and if international managers do not know how to adapt to business culture differences, they can cause rejection in the other party and even jeopardize the success of the negotiations.

The importance of business etiquette is directly related to the type of culture in which we are doing business; in this sense, we can distinguish between *low context* cultures and *high context*. The first are those in which the partners clearly say what they mean: the language is direct and clear and there is no ambiguity - as North Americans say: *Tell it like it is*. By contrast, in high context cultures, attitudes and circumstances are more important than what is actually said. Examples of low-context cultures are Western countries like the US., Australia, and the Netherlands, while the best example of high context cultures are Asian countries like Japan or China.



The international manager must be especially cognizant of etiquette rules when negotiating in high context countries, in which culture and tradition define the character and the way people act. In these countries, including mostly all of what is known as the emerging world —Asia, Latin America, Africa and Arab countries— business is done mainly with people rather than with companies. Furthermore, evaluation of individuals takes into account the social status so that the behavior —i.e. its social compliance with etiquette rules— is particularly important when you negotiate in these countries.

Another relevant difference between low and high context cultures is that in low context cultures the behaviour with foreign managers visiting the country is very similar to local one, while in high context countries managers than visit the country for business are given preferential treatment in terms of the way people communicate (more indirect and soft), hospitality (social activities) and, above all, they are never given negative answers to their business proposals. Therefore, in these cultures the knowledge and adaptation to local etiquette is very important. The following table includes some examples of low context and high context and their relationship with business etiquette.

#### The importance of business etiquette: low context and high context cultures

LAW CONTEXT (Etiquette is less important)	HIGH CONTEXT (Etiquette is very important)
<p style="text-align: center;"> <b>Germany</b>  <b>Australia</b>  <b>United States</b>  <b>Poland</b>  <b>Russia</b>  <b>Sweden</b> </p>	<p style="text-align: center;"> <b>China</b>  <b>Colombia</b>  <b>India</b>  <b>Japan</b>  <b>Mexico</b>  <b>Saudi Arabia</b> </p>

### Who has to adapt?

Once we have highlighted the importance of etiquette when conducting business in international markets, the first question that arises is this: Who should make the effort to learn and adapt to the culture of the other party? There are three possible answers: the traveller, the one who has more negotiating power, or introducing a relatively new concept, the manager that who has more cultural intelligence.

The first answer is well reflected in the British saying *When in Rome do as the Romans do*. It is the most logical behaviour and what applies in most international business environments, but also it is necessary to know that there are cultures, such as Latin culture, which are much more flexible than others, perhaps because they come from a mix of cultures. On the opposite of the spectrum, the culture that is less able to adapt is the Islamic culture as it is with a high religious component and does not allow a flexible way to behave.

A second possibility is to use the negotiation power to decide who should adapt to the other's business etiquette. Normally there is always a party—for example, the

seller in an international sales negotiation—who is in a position of inferiority and therefore has to use certain techniques of negotiation to convince the other party when negotiating with people of different cultures. For example, when a Western company receives buyers from high context cultures, they should make the effort to adapt the visitor's country etiquette: greet them at the door of the building when it comes to senior Chinese executives; give the visitors a gift if they are Japanese; or not drinking alcohol during business meals with Islamic managers.

A third criterion to decide is who should adapt to the other business culture is the preparation and experience of international business people. There are executives who have travelled a lot and even have lived in different countries—the so called expatriates—and therefore have a greater understanding of other cultures and the ability to adapt to social customs and practices of different countries. This is what American professors Christopher Earley and Elaine Mosakowski called *Cultural Intelligence* in an article published in the Harvard Business Review. They note that one of the most important challenges facing international negotiations is to ensure that messages and positions are well understood for the other party and that negotiators are able to adapt to the other business culture as a request to reach successful negotiations. Cultural intelligence is a must, especially when dealing with very little adaptive cultures—for example the Japanese culture whose executives apply, when negotiating in other countries, their cultural values so it will be the local executive who shall adapt, especially if he has less negotiating power—.

## Greetings and introductions

In the first encounter with a person from another country, you should take special care and pay close attention to what is done and said. The first impression only happens once but usually is remembered for a long time. In the words and expressions of greeting and farewell, it is very positive to use the language of the other party, even if not completely understood in their cultural context. Thus, the desire to learn the culture of the country you are visiting is transmitted. When English language is used it must take into account the degree of formalism, from the British, *How do you do?*, to the less formal *How are you?* or even *Hi?*, used by Americans and Australians. The answer to the first is equally *How do you do?*, while for the second is *Fine, thank you* or *I'm pleased to meet you*. These expressions are really a ritual and you should not think that they are asking about how we are? (literal translation) and, therefore, must be answered with a description of our state of health, like in Germany.

The physical distance between people greeting each other is also different. In the Western countries the distance is about one and a half meters, so you can shake hands

without taking a step forward. In Asian cultures, the distance is higher (two meters), while in Arab countries, the distance tends to be shorter—it is said that the proper distance is one that allows the breath of someone be felt on the other's face. It is important not to offend your interlocutor by stepping back if he stays too close—.

As the title of one of the most comprehensive books on international business etiquette—*Kiss, Bow, or Shake Hands*, by T. Morrison, G. W. Conaway and Borden— there are three possibilities to greet our foreign clients: kiss, bow, or shake hands. Western culture has been imposed its culture and even in countries where the kiss or bow is usual between compatriots, the handshake is used as a form of greeting and farewell with foreign negotiators.

The intensity of the handshake differs between countries. For example, in Germany, the US, and Japan it is very strong; in the UK, it is softer; in France it is light and fast (no more than three seconds). In Asia, it is smooth, except in Korea, which is firmer; in Arab countries it is soft and long (up to 10 seconds). In almost all countries the handshake is usually accompanied by a slight nod.

The practice of kiss as a way to greet is not widespread in international business. Nevertheless, in Arab countries it is very common among businessmen or with friends and family, but not with foreign negotiators. In Latin countries, it is used among women, and between women and men when they already know each other. There is actually no kissing, but contacts between the cheeks—what is known as *les bises* in France; three kisses in France and two in Spain, Italy and Latin America—.

Bows are the most common form of greeting in Japan, and somewhat less in China. In both countries bows are combined with handshakes, so that each culture shows respect for the other culture. The degree of inclination in the bow shows the status to be granted to the other party. For Westerners, it is best to respond with a slight inclination. When doing the bow you must keep the glance low and place the palms on the side of the legs. Women should place the hands crossed in front.

### Tips for International Handshake

International etiquette establishes that everybody present in a meeting shall be greeted; omissions are noted and are considered as rejection.

Women should take the initiative, reaching out to both men and women, except when they greet senior people.

In the Central European countries shake hands when meeting again in the same day, even when separation time has been short (e.g. after a meal).

Japanese shake hands with a firm gesture. The handshake is accompanied by a slight bow or reverence - depending of the status or the other person - which must be corresponded. This gesture shows respect for the other party.

In Arab countries the handshake is less firm and lasts longer; withdrawing the hand too soon can be interpreted as a rejection.

In Latin America handshakes are longer than in Western countries. When the partners are acquaintances, they are often accompanied with a hug and two pats on the back.

### Names and Titles

One of the most sensitive issues in international business etiquette is the use of names and professional titles. In traditional cultures, such as Chinese or Japanese, you shall always call people by their family name; in the US or the UK first names are quickly used, and even diminutives thereof (Tom for Thomas, Will for William or Bob for Robert) while in Germany, Italy and Latin America is more common the use of professional titles.

In Asian countries (China, Japan, Korea) the order of the names is the opposite of that used in the Western countries. Family names come first, then the generational name and in third place, the first name. For example, in the name of Chang Wu Jiang, Chang is the family name, Wu is the generational name, and Jiang is the first name. The correct way to approach this person is Mr. Chang, not Mr. Jiang.

The Arab and Russian names, follow the same order as in the West (first name and then family name) but with the need to insert a patronymic name —derived from the family name— between them. For example, in the Arabic name of Shamsaddin

bin Saleh Al Batal, the first name is Shamsaddin, the patronymic name is bin Saleh — which means son of Saleh— and the family name is Al Batal. Following the same rule, in the Russian name Mijailevich Tachenko Sergei, Sergei is the first name, Mijailevich is a patronymic which means son of Mikhail and Tachenko is the family name. In both cases the right thing is to address these people as Mr. Al Batal and Mr. Tachenko, though in Arab countries is usually to use the first name (Mr. Shamsaddin) to address people in a business environment.

In the Hispanic culture it is common to use the first name and two family names, the father first, and then the mother. In conversation only the father family name is used, while in the written documents and for legal purposes, both family names should be used.

In some countries it is advisable to use university and professional titles when introducing people. For example in Latin America, Italy and Portugal graduates and professors are called Doctors (*Dottore* in Italy) while this word in most Western countries is reserved for medical professionals. In Latin America it is customary to use professional title preceding family name (engineer Ramirez, architect Benegas or lawyer Ibáñez). In Mexico, managers that hold a university degree are called *Licenciado* (Licenciado Martinez). In Germany it is common the use of titles: the managing director of the company is presented as *Herr Direktor* and an engineer as *Herr Ingenieur*. In Asia, the only country where titles are used is India.

When English language is used in writing there are four abbreviations that precede the family name: Mr., Mrs., Miss and Ms; Mr. for men; Mrs. for married women or women of a certain age; Ms. for women whose marital status is not known; and Miss for young unmarried women, although this one is seldom used. When introducing women most of the times Ms. is used.

#### Titles in Six Countries of the European Union

UNITED KINGDOM	FRANCE	GERMANY	ITALY	SPAIN	PORTUGAL
Mister	Monsieur	Herr	Signore	Señor	Senhor
Mistress	Madame	Frau	Signora	Señora	Senhora
Miss	Mademoiselle	Fräulein	Signorina	Señorita	Senhorina

## Organizing Meetings

There are important differences between cultures on how to organize a business meeting. These differences concern the preparation of the meeting, reception and placement of visitors to the negotiating table, or the turn of speaking during negotiations. All these matters are especially complicated in the case of complex negotiations in which each party is represented by a negotiating team of several people.

The first issue to consider is the agenda of the meeting. In some cultures (Germany, Japan) have a prior agenda is a prerequisite for conducting a negotiation and the negotiators must follow strictly the agenda; other behavior is considered unprofessional. In other countries, such as US, the need for an agenda is accepted but it is handled with considerable flexibility. For example, while a Japanese shall comply strictly with each of the items on the agenda and will not negotiate aspects that are not included in it, an American manager will be more flexible and have no problems jumping from one point to another, breaching the established order as it considers spontaneity and agility are important to reach an agreement. There is a third group of cultures —Latin America, Africa or Arab countries— when the meetings do not have a prior agenda. At the beginning of the meeting the parties introduce their ideas and proposals with a general approach and flexibility and, above all, adapted to the circumstances.

Responsibility for the organization of the meeting is for the host. The visitor takes a passive role and do not take any initiative because could provoke a breach of the etiquette. In this preparation stage the host has to take into account three basic aspects: Who will negotiate? How are the visitors going to be received? and what kind of table shall be use for the negotiations?

- Who negotiate: especially in traditional cultures, the host will want to know very precisely the seniority and qualifications of persons representing the visitor company in order to meet with people of equivalent rank. Even in the first minutes of the meeting questions about than can be asked to confirm the status of the people that represent the other party. This is crucial in countries like India, Japan and Saudi Arabia.
- Reception of visitors: depending of the culture are differences in this respect. Normally, visitors are received in the lobby and by a person of lower rank that will not be present in the negotiations. This person takes the visitors to the meeting room where they encounter the members of the negotiating team of the host. But to this general rule there are some exceptions: when the visitor company is represented by its CEO (Chief Executive Officer) is the CEO of

the host company who should meet them at the lobby and accompany to the meeting room. According to Chinese etiquette business delegations should be received not in the lobby, but outside, in front of the main door of the building.

- Tables to negotiate: it is an important aspect that has to do not only with business etiquette but also with negotiation strategy. When negotiating on rectangular tables, members of the negotiating team of the host must be seated back to windows: in the center the most senior manager, on his right the second highest rank, on the left the third highest rank and so on. However, in China, the place of higher rank is the seat in front and nearest to the entrance of the room (the same happens in restaurants). This seat will be occupied by the head of the Chinese delegation although sometimes as a sign of deference can be assigned to the head of the foreign delegation. When only two people negotiate and the table is rectangular or square should be decided, whether to sit opposite each other (rather competitive negotiation) or in right angle, the host at the head of the table and the visitor to his left (cooperative negotiation).

As regards the beginning of the meeting and the speaking turns, there are important cultural differences. Distinction shall be made between countries with culture of group and individualistic countries. In the first group (especially Asian countries) the person doing introductions and holding the weight of the negotiations is a second-level executive; high rank executives, seldom participate in the discussions and especially never confront members of the other party. By contrast, in individualistic cultures (United States, Australia, United Kingdom) the protagonist from the beginning is the higher rank executive: he will make introductions, intervenes more often and even confronts the other party during the meetings.

## BUSINESS ETIQUETTE IN 60 COUNTRIES

Below, you can find the most important etiquette rules that you should take into account when doing business in 60 countries that constitute the major world markets. These rules relate to topics such as: greetings and introductions, names and titles, organizing meetings, punctuality and time management, business meals, gift giving, business attire etc.

A more complete information on etiquette and business culture in these 60 countries and others (for a total of 75) can be found in the [Business Culture and Etiquette Guides](http://www.globalnegotiator.com) available on the website [www.globalnegotiator.com](http://www.globalnegotiator.com).

Argentina, Australia, Belgium, Brazil, Bulgaria, Canada, Chile, China, Colombia, Costa Rica, Cuba, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, Finland, France, Germany, Greece, Hungary, India, Indonesia, Iran, Ireland, Israel, Italy, Japan, Kenya, Lithuania, Malaysia, Mexico, Morocco, The Netherlands, Nigeria, Norway, Panama, Peru, Philippines, Poland, Portugal, Romania, Russia, Saudi Arabia, Senegal, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, United Arab Emirates, United Kingdom, United States, Uruguay, Venezuela y Vietnam.

### ARGENTINA

- Shaking hands is the usual form of greeting; one should greet every person individually and not the group as a whole. Once a certain degree of familiarity has been achieved, men may kiss women on the cheek.
- Argentines usually greet each other with a kiss on either cheek quite informally. In Buenos Aires, they give just one kiss, but in some provinces two kisses are given.
- In general, negotiators look straight into each other's eyes, but one should be careful not to overdo it.
- The use of the Spanish forms *usted* and *tú* depends on age and professional status. People with a high status and older are addressed as Mr (*Señor*) and Mrs (*Señora*). In letters and e-mails, professional titles are frequently used. Young executives are immediately called by their first name.
- Professional titles like *Licenciado* (University Graduate), *Doctor* (Doctor), *Abogado* (lawyer) or *Ingeniero* (Engineer) are frequent, but less used than in other Latin American countries. In any case, the use is fairly strict. For example, an

engineer is called *engineer* and not *doctor* as in other Latin American countries. Doctor is only used for doctors in the medical profession.

- Unlike Spain and other Latin American countries where two surnames are used: first the one of the father and second the one of the mother; the Argentines only use their paternal surname.
- Argentinean executives use sophisticated language. Eloquence is a very highly prized. You should be prepared to participate in intellectual debates. In this respect, business culture is similar to that in France.
- Like in other Latin American countries, the verb *coger* must be avoided as it has a sexual meaning (make love). This can be replaced by *tomar* or *agarrar*.
- The word *che*, which means man in the Mapuche Indian language, is frequently used in a popular and informal level. It has also other meanings: *how are you?*, *do you know what?*, *come over here*, etc. Ernesto Guevara, Argentinean doctor and one of the Cuban Revolution leaders, is known as Ernesto *Che* Guevara since he used the word all the time.
- It is better not to express any political opinions; in particular, you should not mention the military dictatorship, the Falklands conflict with UK (known as *la Guerra de las Malvinas*), or the frequent corruption scandals. The Argentines do not like being compared with other Latin American countries, especially Brazil.
- When negotiating outside the capital Buenos Aires, in cities like Córdoba, Mendoza and Santa Fe, it is preferable not to make too much praise to Buenos Aires; as an Argentine saying goes: *Dios está en todos los sitios, pero atiende en Buenos Aires* (*God is everywhere, but serves in Buenos Aires*).
- Good topics for conversation are football, music (opera is very popular), history and literature —the twentieth century gave important authors like Borges, Cortázar or Sábato—.
- Football is the great passion. The national team has been twice world champion. The rivalry between both teams of Buenos Aires —Boca Juniors and River Plate— is legendary. Argentines ask foreigners which team they prefer: Boca or River?, since they think everybody is interested in football. Other sports in which Argentina highlights worldwide are basketball and tennis.
- Argentina is not the ideal place for vegetarians. You should be prepared to try and make compliments on all kind of meats, especially when you are invited to the *asados* (barbecues that are usually held in the open air). Many houses also have indoor barbecues to roast meat (*achuras*).

- Business should not be discussed during meals since these are considered social acts.
- Gifts should be of a good quality, although not too expensive, in order to avoid any misinterpretation.
- When visiting regular clients, a present to the negotiator's secretary (perfume, a scarf, etc.) may help you gain access to appointments at a later date.
- When you receive a gift, you should open it in front of the person who has given it to you and express gratitude.
- Of the whole of Latin America, Argentina is the country where dress matters most to create a good impression. Conclusions are drawn about a person's personality, social and professional level from his external appearance. Suits, shirts, shoes, ties, wallets, etc., will be carefully observed and, even, commented on. They should be of good quality, modern design and prestigious brands.
- Social status is basic for doing business. For example, people that take summer holidays in the Uruguayan resort of Punta del Este, normally has a high status.

## AUSTRALIA

- The usual greeting is shaking hands with the informal *Good day* (pronounced *gaday*). Women usually shake hands. A kiss on the cheek is only for friends.
- Initially they address people by their surname, but then quickly call them by their first names. You should wait for them to do this first.
- Australia is not a class-conscious society. You should not boast about academic qualifications, social status, professional positions, or material possessions.
- It is a good idea to learn some expressions that are not used in other English-speaking countries. For example: *Gudonya* (Good on you, which means well done), *No worries* (No problem), *True blue* (The real thing), *tinny* (can of beer) or *sunnies* (sunglasses). They also shorten some words like *Aussies* (Australians), *barbie* (barbecue) or *uni* (university). Nevertheless, these expressions should not be used in the business environment, since they are considered very colloquial.
- At the start of the meeting, business cards should be exchanged, and it is a good idea to explain the pronunciation of non-Anglo Saxon names if you have one.
- In business conversations, you should not mention the Aborigines (local

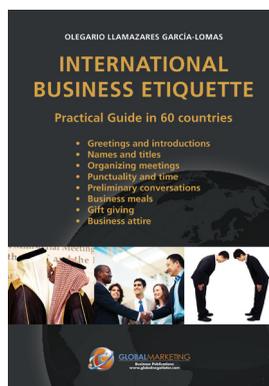
indigenous population representing 1% of the total population), or compare the Australian lifestyle with the British or American.

- The favourite topic of conversation and hobby is sport. When playing sport with Australians, fair play is compulsory. When someone misses a good shot at tennis or golf, it is polite to say *bad luck*.
- Australians like foreign visitors to talk and ask about the country's natural beauties. They will really appreciate any mention of the desert landscape or the Great Barrier Reef.
- Social entertainment par excellence is in the pubs and bars. The custom is that everyone buys a round. The foreign visitor should also buy a round when it is his turn.
- During social events you do not usually talk business unless your counterpart does.
- Australians like to enjoy their family and social life. You should not expect them to work after 17:00 or at weekends. Summer holidays are from 15<sup>th</sup> December to 31<sup>st</sup> January. During this period, business activity slows down. In May and September, they usually take some days to relax coinciding with the school holidays.
- Business breakfasts are quite common, as well as meetings at early in the morning (from 8:00).
- You should bear in mind time differences. The country is divided into three time zones: west, central, and east (Sydney, Melbourne) with time differences of one and a half hours and two hours.

## BELGIUM

- The form of greeting is a quick, strong handshake —although not as strong as in neighbouring Germany— when you introduce yourself as well as when you leave.
- Men and women who already know each other give three kisses in the air (*les bises*, in French), brushing each alternate cheek.
- Although Belgians are friendly, the business environment is formal. First names are not used, except among friends. Before the surname, you must put *Monsieur* or *Madame* when speaking French and *Dhr.* or *Mevr.* in Flemish.

- The typical Belgian is very punctual and expects visitors to be the same. Punctuality is taken very seriously in business.
- Personal privacy is deeply rooted in the Belgian business culture. You should never ask personal questions. You should knock before you enter an office and then close the door behind you when leaving.
- You should avoid conversations about the linguistic division of the country or draw comparisons between the Flemish and the Walloons. Religion is not a good conversation topic either.
- Belgians feel a strong rivalry towards Holland; they even tell jokes about the Dutch and the Dutch tell jokes about them. It is best not to comment on this issue.
- Favourite topics of conversation are food (they have a reputation for being one of the best gourmets in the world), art (especially great Flemish painters like Rubens or van Eyck) and sports, especially football and cycling (Eddie Merckx, five times winner of the Tour de France is a local idol).
- Belgium is really proud of its cuisine. Mussels and chocolate are some of its specialities. They also claim that they invented chips. Belgian cuisine uses a lot of garlic (you should be careful with this).
- The most usual business meal is lunch beginning at 12:00. You can talk about professional matters while you are eating, although it is advisable to let the host take the initiative.
- Table manners are continental. The knife is held in the right hand and the fork in the left. It is bad manners to do otherwise.



## INTERNATIONAL BUSINESS ETIQUETTE QUIZ

1. At a meeting in South Korea your client gives you a business card where his name appears as Lim Peng Ho. How you should call him?

- a) Mr. Pen
- b) Mr. Lim
- c) Mr. Ho
- d) Mr. Lim Peng

2. In which of the following countries is it customary to call your business partners by the first name from the beginning of the business relationship?

- a) Australia
- b) Chile
- c) France
- d) Indonesia

3. You are a man/woman who is in a business meeting in a foreign country and one of the members of the party is a woman/man. When making introductions: in which of the following countries is it better not to reach out to greet a person of the opposite sex and wait for the other person to take the initiative?

- a) Germany
- b) Brazil
- c) Morocco
- d) Russia

4. In which of the following countries, in business meetings, men greet women with a slight nod or putting his hand on the heart because there is no physical contact between men and women?

- a) India
- b) Kenya
- c) Iran
- d) Malaysia

5. In which of the following cultures is there less physical contact between people in greetings and farewells?

- a) African
- b) Arab
- c) Asian
- d) American

6. In which of the following countries is it important to maintain a certain physical distance to the other person when greeting or standing during conversations?

- a) Argentina
- b) Greece
- c) Poland
- d) United Kingdom

7 Which of the following titles is used in Latin America to introduce business executives and senior professionals, that have not necessarily this academic but denotes a high professional status?

- a) Lawyer
- b) Engineer
- c) Bachelor
- d) Doctor

8. At a formal meeting with Japanese executives, each of them gives you a business card. Which of the following behaviors is wrong?

- a) Bowing 30 degree before delivering the card
- b) Read and pronounce the name on the card
- c) Make notations on the card
- d) Put the card on the table in a visible place during the meeting

9. You are negotiating with someone who has a higher rank than you. In which of the following countries must you avoid looking directly into his eyes as it can be interpreted as a lack of respect?:

- a) Germany
- b) Mexico
- c) Ukraine
- d) Turkey

10. You are in a business lunch. In which of the following countries, must you not pass the dishes with your left hand?

- a) Estonia
- b) Taiwan
- c) Iceland
- d) Saudi Arabia

11. In which of the following countries is it not frowned upon to split the bill of a business lunch, without having to pay the host, as is usual in most countries?

- a) Brazil
- b) The Netherlands
- c) Russia
- d) South Africa

12. During a business meal (banquet) in China attended by several guests who share a round table, the host should sit:

- a) To the right of the main guest
- b) In front of the main guest
- c) Opposite to the dining room door
- d) With his back to the dining room door

13. In which of the following countries is it better to arrive a few minutes before the start of a business meeting to convey an idea of reliability?

- a) Argentina
- b) Japan
- c) France
- d) Thailand

14. On a business trip one, of your company providers gives you a gift. In which of the following countries should you not open it in his presence?

- a) Argentina
- b) Spain
- c) Israel
- d) Malaysia

15. Your Chinese client is very keen on golf and you want to give him a box with golf balls personalized with his name. What number of balls should avoid giving?

- a) 4
- b) 6
- c) 8
- d) 10

16. You are traveling through Latin America. In which of the following countries is it not advisable to make comparisons with Chile, especially if it is to praise this country?

- a) Colombia
- b) Panama
- c) Peru
- d) Venezuela

17. In which of the following countries is it common that the other party ask you questions related to your personal life (family, academic qualifications, hobbies, etc.) to assess your social status that is an important matter when doing business?

- a) Germany
- b) Hungary
- c) India
- d) Israel

18. You are in a business meeting in China. They have already served you several cups of tea and you do not want to have another cup. What is the most appropriate gesture to reject another cup?

- a) Put your hand over the cup
- b) Move the cup from left to right
- c) Place the empty cup upside down on the table
- d) Let the waiter fill the cup, but then do not drink the tea

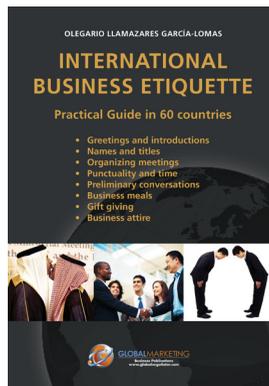
19. In which of the following countries is it very common to hold business breakfasts at an early time?

- a) Italy
- b) United Arab Emirates (UAE)
- c) Mexico
- d) Russia

20. You are packing your suitcase for a business trip abroad. In which of the following countries is it preferable to dress formally (suit and tie) to adapt to the customs of the country and convey an image of seriousness?

- a) Australia
- b) Cuba
- c) Japan
- d) Senegal

You can find the correct answers to the test with a full explanation in the e-book [International business etiquette](#).



# BUSINESS CULTURE & ETIQUETTE GUIDES IN 75 COUNTRIES

GLOBAL NEGOTIATOR COUNTRY GUIDES CONTAINS DETAILED INFORMATION TO LEARN HOW BUSINESS CULTURE AND ETIQUETTE AFFECT INTERNATIONAL BUSINESS NEGOTIATIONS



- **Key Facts**
- **Business Environment**
- **Negotiation Strategies**
- **Business Culture**
- **Customs & Etiquette**
- **Practical Information**
- **Essential websites**

Algeria	Republic	Libya	Slovakia
Angola	Ecuador	Lithuania	South Africa
Argentina	Egypt	Malaysia	South Korea
Australia	Estonia	Mexico	Spain
Belarus	Finland	Morocco	Sweden
Belgium	France	Netherlands	Switzerland
Bolivia	Germany	Nicaragua	Taiwan
Brazil	Greece	Nigeria	Thailand
Bulgaria	Guatemala	Norway	Tunisia
Canada	Hungary	Panama	Turkey
Chile	India	Peru	Ukraine
China	Indonesia	Philippines	United Arab
Colombia	Iran	Poland	Emirates
Costa Rica	Ireland	Portugal	United
Croatia	Israel	Romania	Kingdom
Cuba	Italy	Russia	United
Czech	Japan	Saudi Arabia	States
Republic	Kazakhstan	Senegal	Uruguay
Denmark	Kenya	Serbia	Venezuela
Dominican	Latvia	Singapore	Vietnam

**More information at:**

[Business Culture and Etiquette Guides](#)

# INTERNATIONAL TRADE AND TRANSPORT DOCUMENTS

MODELS OF THE MAIN INTERNATIONAL TRADE AND TRANSPORT DOCUMENTS READY TO USE WITH EXPLANATIONS ABOUT WHAT THEY ARE AND PRACTICAL ADVICE TO COMPLETE THEM

- [International Proforma Invoice](#)
- [International Commercial Invoice](#)
- [Packing List](#)
- [Delivery Note](#)
- [International Purchase Order](#)
- [General Conditions of International Sale](#)
- [CMR Transport Document](#)
- [Bill of Lading B/L](#)
- [Air Waybill AWB](#)
- [Multimodal Bill of Lading FBL](#)
- [ATA Carnet](#)
- [Irrevocable Letter of Credit L/C](#)
- [Cargo Insurance Certificate](#)
- [Certificate of Origin](#)
- [Certificate of Origin Form A](#)
- [Certificate of Inspection](#)
- [Certificate of Analysis](#)
- [Phytosanitary Certificate](#)
- [Kosher Certificate](#)
- [Halal Certificate](#)

[Pack All Documents](#)

