



第一篇：东亚、东南亚

East and Southeast Asia

蒙古和东南亚国家在问候、商务洽谈和礼物赠送等方面的商务礼俗都带有东方国家的特点，其商业文化不如西方文化那么直接。商务问候时，除非受对方邀请否则不直呼其名而只是称姓或在姓前加上“先生”或“女士”等头衔。商务名片尤其重要，通常见面问候之后就要互赠名片，要用双手递送名片并微微鞠躬。商务会晤通常需要提前数周预约然后提前一至两天再确认，会谈十分讲究守时，会谈前通常是一些闲聊。如果受邀去家里做客则一般赠送包装好的礼物，客人未离开前主人一般不会打开礼物。

Mongolia and Southeast Asian countries share certain oriental features in such business etiquette as greetings, business meetings and gift-giving. Business culture in Mongolia and Southeast Asia is nowhere near as direct as it is in the west. In greeting, it is better to address people by their family names or with a suitable honorific such as “Sir” or “Madam”, unless invited by them to use a given name. Business cards are incredibly important; normally you will meet someone and conduct the appropriate greeting and then exchange business cards. Asians give their business cards with both hands and bow their heads slightly. Business appointments are set up several weeks in advance and confirmed as a courtesy a day or two before. Punctuality is extremely important even though meetings often start out with small talk. It is customary to bring a wrapped gift if you are invited home for dinner and be aware your host will not open the gift until after you leave.

<http://traveltips.usatoday.com/customs-southeast-asia-17234.html>

第一节 蒙古 *Mongolia*

蒙古是东亚内陆国，其文化深受蒙古游牧民族的生活方式影响，从20世纪开始俄罗斯对蒙古也有深远影响。蒙古的两大产业是山羊绒和矿业。它是世界第二大山羊绒生产商，仅次于中国。33%的政府收入来源于矿业，包括金、铜和煤。蒙古最主要的进口产品是电器和自然资源。蒙古从许多国家进口货物，除中国（26%）、俄罗斯（22%）两国外，还有美国、日本和德国。

Mongolia is a landlocked state in East Asia. The Culture of Mongolia has been heavily influenced by the Mongol nomadic way of life. Since the 20th century, Russian and, via Russia, European cultures have had a strong effect on Mongolia. Two of its main industries include the cashmere and the mining industry. Mongolia is the world's second largest producer of cashmere, behind only China. 33% of government revenue comes from the mining industry, which includes metals such as gold, copper, and coal. In Mongolia, the most popular imports include goods such as appliances and natural resources. Mongolia imports goods from a variety of countries, including China (26% of imports), and Russia (22% of imports). Other countries that Mongolia imports from include the USA, Japan, and Germany.

1. 商务着装 Business dress code

商务西装是蒙古的商务着装规范——夏季西服为中等厚度，冬季西服为厚羊毛材质。男性穿西装打领带，寒冷季节则穿上外套。女性穿职业裤装或中等长度的裙装以及女士西装外套，搭配正式的衬衫。

Business dress code for men and women is restricted to business suits – medium weight in summer and heavy woolen ones in winter. For men, people wear business suit and tie, overcoat in cold months; for women, they prefer pants-suit or mid-length skirt and ladies' suit-jacket with formal blouse.

2. 商务问候 Business greetings

蒙古人普遍非常自信、独立，性情忠诚。商务会面最好有人引荐，如果没有则可以写一封正式的英语邮件提前约定。商务会晤时，首先是握手，并保持眼神交流。先问候在场的年龄最长者，再问候其他人。最好要互赠名片，且用右手或双手递接。蒙古人对外国人不了解习俗非常宽容，但如果要想谈成生意，了解蒙古的习俗能显示你对他们的尊重，从而减轻紧张。习俗禁忌包括：不要碰帽子，因为帽子在蒙古是私人物品，如果碰了就被认为非常粗鲁；别把脚对着其他人或重要物件。

Mongolians are proud, independent, self-confident and loyal in disposition. It is preferable to have someone introduce you to the person you wish to meet, but if this is not possible, then write a formal letter or email in English in advance of your planned visit. When greeting somebody for a business meeting in Mongolia, the first thing you'd do is give a firm handshake while keeping eye contact. Greeting the eldest person in the room comes first, you would then greet everyone else. It is best to present and receive the business cards with either the right hand or both hands. Although generally Mongolians are known to be very tolerant of foreigner's not knowing their customs, the knowledge of the customs would definitely show respect and can ease tension when you try to make a business deal. Some Do-Nots include: Never touch the hat. Hats are a personal item in Mongolia and it's considered rude to touch it. Don't point your feet at other people or at important objects.

3. 商务会议、洽谈 Business meetings and negotiations

正式商谈前，通常先闲聊，例如聊聊天气。不要谈一些负面的事情，因为蒙古人认为负面事情是不好的征兆。在蒙古，另一件很有礼貌的事情是宴请他们。高管们喜欢被邀请吃饭，在非正式的轻松的气氛下了解海外合作。往往在协议结束之前会赠送一些价格不贵的小礼品。商界使用的外语以英语和俄语为主。多数公司都至少有一人能说英语和做翻译。一般安排会议方在讨论过程中应该负责开场，从中协调，确保讨论按计划进行，并负责收尾。蒙古人不像其他商业文化中的人一样把合同看得那么正式，相反他们通常觉得只要情况有变就可以更改协议。

It is also common that you try and have some small talk before making any business deals. For example, you could talk about the weather. It is however, bad to talk about negative things as it is believed that speaking about negative things would be a bad omen. Another example of something polite you could do is to invite people for dinner in Mongolia as it is appreciated. Mongolian executives often enjoy being invited out for lunch or dinner to get to know overseas contacts in a more informal atmosphere. The giving of small inexpensive gifts is customary at the conclusion of an agreement. English and Russian are the two foreign languages spoken in business circles. Most businesses have at least one person who can speak English and translate. The one who called/arranged the meeting should begin the discussion and serve to moderate discussion, keep the agenda moving, and conclude. Mongolians do not view formal contracts in the same way as other business cultures. They tend to see these agreements as something that can be altered should circumstances change.

4. 最佳商务时间 Best time for business

从 1998 年开始蒙古实行五天工作制。多数私营和国营企业上班时间都是上午 10 点左右，下午 5 点到晚上 8 点之间下班。多数商店和公司都会有一小时午休，大约是午饭到两点之间。首都乌兰巴托的许多饭店，尤其是高档饭店一般下午 1 点到 2 点是满客时间。七八月份这样的暑期不适合安排会议。

Mongolia introduced a five-day working week in 1998. Most private and state-run businesses open at about 10 am and close sometime between 5 and 8 pm. Most shops and businesses will close for an hour at lunch, sometime between noon and 2 pm. In Ulaanbaatar, many restaurants especially the good ones, will be busy and often full between about 1 and 2 pm. The peak summer holiday months of July and August are difficult to arrange meetings.

5. 商务礼物馈赠 Gift-giving

多数官方场合互赠礼品虽然不是规定但却有助于建立良好的感情。礼品往往是“象征性的”，譬如代表访问者所在国家的礼物或者令人感到有趣味的礼物，但是礼物不能过于贵重，也不能带有明显目的性。例如，你从纽约来，可以带纽约洋基队棒球帽或棒球衫作为礼物，从亚利桑那州来就可以带绘有大峡谷的T恤作为礼物。

Gift-giving and receiving in most official situations, while not considered necessary, does help to generate good feelings. In most cases these are just “token” gifts, something that represents the country one is from, or something the receiving party might find interesting – but NOT something overly expensive or given with the obvious aim of unduly influencing the other party. For example, if one is from New York, he/she

could bring a Yankees baseball cap or jacket, or if one is from Arizona, he/she could bring a T-shirt with a picture of the Grand Canyon, etc.

礼物通常要当面打开，以表示双方已经建立良好关系。任何过于贵重的或者明显“收买”对方合作，或明显性暗示的礼物都是不合宜的。礼物必须包装好。

Gifts are generally opened in front of people, in order to show the room that good-will has been established. Anything extraordinarily expensive that gives the appearance of “buying” the other party’s cooperation – or anything overtly sexual in nature – is considered inappropriate. Gifts should be wrapped.

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第二节 泰国 *Thailand*

泰国拥有悠久的历史、丰富的文化遗产和复杂的社会阶层，其礼俗具有有趣、有时严格但又庄重的特点，在亚洲国家中显得与众不同。泰国可以算是最令人放松和最随和的国家之一，欢迎外来者，宽容差异和分歧。尽管如此，泰国人仍然坚守过去的一些老传统，丝毫不为外界影响所动摇。

Combining a long history, rich cultural heritage and complex social hierarchy, Thai etiquette is fascinating, sometimes rigid, but dignified, which sets the country apart from its Asian contemporaries. Perhaps among the most relaxed and easy going

societies in the world, Thailand is welcoming of outsiders and tolerant of the differences, yet its people continue to steadfastly uphold some strict traditional habits that have not been diluted by outside influence.

1. 商务着装 Business dress code

泰国商务服饰偏保守，男性穿深色西服、白衬衫，打领带，女性穿简洁、保守的裙装或套装，裙子必须过膝。避免穿黑色，因为它仅适于出席葬礼的场合。

Business dress code in Thailand is conservative. Men should wear dark suits, white shirts and a tie. Women should wear plain conservative dresses or suits. If skirts are worn, they should be knee-length or longer. Do not wear black as this is only worn to funerals.

2. 商务问候 Business greetings

泰国人打招呼通常双手合十，置于胸前，身体微微前倾做鞠躬状，泰国人称之为“wai”。一般来说，年幼的先向年长的打招呼，而年长的随后回礼合十。手放的位置越高则表示越尊敬。外国人不必主动合十打招呼，但当对方先打招呼时必须合十回礼。如果对方并未以合十礼打招呼，则可以握手（对方为男士时）或点头（对方为女士时）示意。泰国的商人通常与外国人握手问候，仅对同辈或更高身份的人行合十礼。通常晚辈或下属主动行礼。

在握手和打招呼问候之后互递商务名片。一般先把名片递给身份最高者。名片的一面最好有泰译文。把泰文的一面朝上，用右手将名片呈递给客户。接到名片，先阅读几秒钟，然后再把名片放在桌上或放进公务包里。

Thais greet each other with a “wai” – one places the palm of his or her hands together, with their fingers extended at chest level close to their body and bows slightly. The higher the hands are placed, the more respect is shown. Foreigners are not expected to initiate the wai gesture, but it is an insult not to return the wai. If a wai is not offered to you, shake hands with men and smile and nod to women. A Thai businessperson may shake hands with a foreigner. Offer a wai only to a person of equal or greater status. Subordinates should offer a wai first.

Business cards are given out after the initial handshake and greeting. Usually, you should give your card to the most senior person first. It is advisable to have one side of your business card translated into Thai. Using your right hand, deliver your business card so the Thai side faces the recipient. Look at the business card you receive for a few seconds before placing it on the table or in your business card case.

3. 商务会议、洽谈 Business meetings and negotiations

曼谷的交通状况不佳，许多泰国商务人士在车上通过手机、电脑、传真机等方式组织会议。要想避开曼谷的拥堵，多选择水路。泰国等级观念重，交谈时应将谈话的引导和主动权交给地位高的年长者。

泰国商人十分注重人际关系和面子。他们习惯于先建立人际关系再谈生意。每个决策在做出之前，需要经过反复多次、不同层面的探讨。在觥筹交错之间，很可能谈判已经开始了。

Traffic in Bangkok is so bad that many Thai business people conduct meetings from their cars via cell phones, laptops and fax machines. If you wish to avoid the Bangkok gridlock, you can always commute by boat. Hierarchy is very important in Thai culture, so it is always best to defer to the most senior person in the room when it comes to beginning and guiding conversations.

Thai business people value relationship building, and saving face is paramount. They prefer to build personal relationships before discussing business. Very often, issues will need to be discussed repeatedly and at many different levels before any decisions are made. Negotiations will always take place over lunch or drinks.

4. 最佳商务时间 Best time for business

4 至 5 月是佛教假日，也是当地商人外出度假的日子。商务活动的最佳时间是当年的 11 月至次年的 3 月。

Most Buddhist holidays are in April and May and most business people go on vacation during these months. Therefore, the best time to do business in Thailand is between November and March.

5. 商务礼物馈赠 Gift-giving

礼物馈赠往往在商务会谈时进行，通常送鲜花。红玫瑰通常代表浪漫，所以商务场合最好选择黄色和淡紫色的花。

Gifts are often given at business meetings. Floral arrangements are a commonly used business gift in Thailand. Red roses are not the best business gifts as they mean romance; white and yellow and orchid are great colors.



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第三节 马来西亚 *Malaysia*

马来西亚是个多文化国家。你的商务伙伴可能是马来西亚人，也有可能是中国人或印度人，他们的行为准则各不相同，自以为恰当的行为在另一团体看来可能是一种冒犯。如果你打算在马来西亚做生意或者去商务旅行，那么你就有必要了解马来西亚的商务礼俗，提高工作效率。

Malaysia is a highly multicultural country and you will probably make business not only with Malaysians but also with Chinese and Indians. They all have different rules of conduct and what might be seen as appropriate by one group can be considered as offensive by the other. If you plan on doing business or working on business trip in Malaysia, you need to understand the Malaysia business etiquette so that you can make sure you are working as effectively as possible.

1. 商务着装 Business dress code

男性穿西装和深色的西裤、长袖衬衫，打领带。女性稍稍多一些着装的自由，可以穿裙子、裤子或传统的裙子。女性不宜穿着暴露，衣服应过膝，戴头巾十分普遍。

Men should wear a suit, with dark pants, a long-sleeved shirt and a tie. Women have slightly more freedom regarding their dress etiquette. They can wear skirts, trousers or a traditional

dress. Women's clothes should not be too revealing. Garments fully covering a woman's body or headscarves are very common.

2. 商务问候 Business greetings

在马来西亚的商务文化中，男性之间握手很平常，而如果对方是女性的话，只有她先伸出手做出动作，你才能去握，否则只需要点头或鞠躬。

在第一次互相介绍时就应该交换商务名片。如果对方是马来西亚人，则用右手接受和送出名片；如果是华人或其他非穆斯林的东南亚国家的人，则用双手。拿到名片应认真研读后才能收起来。

In Malaysian business culture, a handshake between men is normal. However, you should only shake hands with a Malaysian businesswoman if she initiates the gesture. Otherwise, a nod or a single bow is appropriate.

Standard business card etiquette calls for cards to be exchanged during the initial introductions. Cards should be given and received with the right hand with Malays and with both hands with Chinese and other non-Muslim South-East Asians. Business cards should be studied before being put carefully away.

3. 商务会议、洽谈 Business meetings and negotiations

在约定商务会晤日期时，要错开周五，这一天专门留给穆斯林做礼拜。见面时要按时到场，但也要做好等候的准备。首次会谈，不要期望生意一定能够达成。前期的会谈是在理解和信任基础上建立融洽关系，所以往往以闲聊开始，谈兴趣，也谈家庭。

When making appointments for a business meeting, you'd avoid scheduling them to a Friday, as this day is reserved for

Muslims to pray. Arrive in time for a meeting but be prepared to wait. When having a first meeting with a party, do not expect business decisions to be made. Initial meetings are usually used for building rapport as business relationships are based on familiarity and trust. They are always started with small talk. Personal questions are not very adequate but questions on hobbies or interests, sometimes also on family, are fine.

4. 商务礼物馈赠 Gift-giving

马来西亚是多民族国家，因此要遵守你的商务伙伴所处文化中赠送礼品的习俗。马来西亚商务间的礼物馈赠不太常见，因为可能被视为行贿。在接受对方馈赠的礼物时，要双手接受，并在马来西亚同事离开后才打开礼物。记住要回赠等值的礼物。在马来西亚推荐赠送的商务礼物包括高级钢笔、办公用品或者其他能够代表你的国家或城市的有地方特色的礼物。

Malaysia is a multi-ethnic society. It is important to adapt your gift giving guidelines to the culture of your business partners. Malaysian business gifts are not usually exchanged as they may be perceived as a bribe. However, in the event that you are presented with a gift, it is customary to accept it with both hands and open the gift after your Malaysian colleagues have left. Be sure to reciprocate with a gift of equal value. Recommended business gifts in Malaysia include good quality pens, desk accessories, or regional items representative of your country or city.



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