

**ИНОСТРАННЫЕ ЯЗЫКИ И МЕЖКУЛЬТУРНАЯ КОММУНИКАЦИЯ
(Английский язык) /
FOREIGN LANGUAGES AND INTERCULTURAL COMMUNICATION
(English Language)**

10-11 классы / 10th and 11th Grades

Вариант 6 / Version 6

**The test consists of 2 parts: Language and Culture Studies and Analytical Writing.
Duration – 80 minutes.**

PART 1. LANGUAGE AND CULTURE STUDIES (50 points)

Task 1. For questions 1-6, read the text below and answer the questions (24 points).

Overcoming Cultural Barriers at the Negotiation Table

After losing an important deal in India, a business negotiator learned that her counterpart felt as if she had been rushing through the talks. The business negotiator thought she was being efficient with their time. Their cultures have different views on how to conduct negotiations, and in this case, the barrier prevented a successful outcome. In this useful cross-cultural conflict negotiation example, we explore what this negotiator could have done differently to improve her negotiation skills.

Research shows that deal-making across cultures tends to lead to worse outcomes as compared with negotiations conducted within the same culture. The reason is primarily that cultures are characterized by different behaviors, communication styles, and norms. As a result, when negotiating across cultures, we bring different perspectives to the bargaining table. This may result in potential misunderstandings. Misunderstandings can lead to a lower probability of exploring and discovering value-creating solutions. Let's talk about the main causes of cross-cultural negotiation failure.

Cultural conflict in negotiations tends to occur for two main reasons. First, it's fairly common when confronting cultural differences, for people to rely on stereotypes. Stereotypes are often pejorative (for example Italians always run late), and they can lead to wrong expectations about your counterpart's behavior as well as potentially costly misinterpretations. You should never assume cultural stereotypes going into a negotiation.

Instead of relying on stereotypes, you should try to focus on prototypes – cultural averages on dimensions of behavior or values. There is a big difference between stereotypes and prototypes. For example, it is commonly understood that Japanese negotiators tend to have more silent periods during their talks than, say, Brazilians. That said, there is still a great deal of variability within each culture – meaning that some Brazilians speak less than some Japanese do. Thus, it would be a mistake to expect a Japanese negotiator you have never

met to be reserved. But if it turns out that a negotiator is especially quiet, you might better understand her behavior and change your negotiating approach in light of the prototype. In addition, the awareness of your own cultural prototypes can help you foresee how your counterpart might interpret your bargaining behavior. It's not just about being aware of their culture, but also how yours might be viewed.

A second common reason for cross-cultural misunderstandings is that we tend to interpret others' behaviors, values, and beliefs through the lens of our own culture. To overcome this tendency, it is important to learn as much as you can about the other party's culture. This means not only researching the customs and behaviors of different cultures but also by understanding why people follow these customs and exhibit these behaviors in the first place.

Just as important, not only do countries have unique cultures, but teams and organizations do, too. Before partaking in any negotiation, you should take the time to study the context and the person on the other side of the bargaining table, including the various cultures to which he belongs – whether the culture of France, the culture of engineering, or his particular company's corporate culture. The more you know about the client, the better you will do in any negotiation.

In this cross-cultural conflict negotiation example, we see that the negotiator has learned after the fact that her Indian counterpart would have appreciated a slower pace with more opportunities for relationship building. She seems to have run into the second issue: using time efficiently in the course of negotiations is generally valued in the United States, but in India, there is often a greater focus on building relationships early in the process. By doing research on the clients' cultural prototypes, they can adjust their negotiation strategy and give themselves a better chance at creating a valuable negotiation experience for both themselves and their counterpart.

As this business negotiator has observed, cultural differences can represent barriers to reaching an agreement in negotiation. But remember that differences also can be opportunities to create valuable agreements. This suggests that cross-cultural conflict negotiations may be particularly rife with opportunities for counterparts to capitalize on different preferences, priorities, beliefs, and values.

Taken from Harvard Law School, written by Katie Shonk

1. According to the author, talks within one culture have many more favourable results in contrast with intercultural bargains.
 - a) True
 - b) False

2. If there is cross-cultural misinterpretation, it might lead to
 - a) negative solutions.
 - b) solutions not being unique.
 - c) the lack of worthwhile solutions.
 - d) a stronger probability of invaluable solutions.

3. What are the causes of cross-cultural clashes? Check all that apply.
 - a) People depend on preconceptions.
 - b) People take prototypes into consideration.
 - c) People rely on unfamiliar intercultural negotiation approaches.
 - d) People are inclined to explain the way other people behave from their own culture's point of view.
4. According to the text, before taking part in negotiations it's necessary to keep an eagle eye on the context, people or even minor details of different cultures.
 - a) True
 - b) False
 - c) Not stated
5. Match these examples with stereotypes or prototypes given in the text.
 - a) Italians always arrive late. STEREOTYPE/PROTOTYPE
 - b) All Japanese negotiators are reserved. STEREOTYPE/PROTOTYPE
 - c) When negotiating, Brazilians speak a lot. STEREOTYPE/PROTOTYPE
 - d) Indians usually prefer to negotiate at a slower pace and build relationships from the very beginning. STEREOTYPE/PROTOTYPE
6. Find the word from the text that means the following: 'full of' = _____ (*type it in in small letters*).

Task 2. For questions 7-12, think of one word which can be used appropriately in all three idioms, proverbs, or expressions from around the world. Type the word in small letters (12 points).

7. You will never know a man till you do _____ with him. (Scottish proverb)
Do not leave to the morning the _____ of the evening. (Turkish proverb)
In _____ you need two Jews for one Greek, two Greeks for one Syrian, and two Syrians for one Armenian. (Greek proverb)
8. Two experts never _____. (Zimbabwean proverb)
He who cannot _____ with his enemies is controlled by them. (Chinese proverb)
The wolf and the dog _____ about the goat – which together they eat. (Basque proverb)
9. Of a dead leopard we keep the skin, of man his _____. (Chinese proverb)
The river's _____ ends where the sea begins. (Russian proverb)
The _____ of a man is like his shadow; it sometimes follows and sometimes precedes him, it is sometimes longer and sometimes shorter than his natural size. (French proverb)
10. Let him who will not have advice have _____. (Irish proverb)
To engage in _____, one does not bring a knife that cuts but a needle that sews. (Bahamian proverb)
When force and reason are in _____, force of reason prevails and being reasonable is not enough. (Corsican proverb)

11. To open a book brings _____. (Chinese proverb)
 A man can _____ more by the sight of a fool than by the orations of the learned. (Arab proverb)
 When there are two in the lawsuit only a third will _____ from it. (Chinese proverb)
12. Silence is the soul of _____. (Sicilian proverb)
 Where there is _____, there is hope for agreement. (Somali proverb)
 No problem is so deep that it cannot be overcome, given the will of all parties, through discussion and _____ rather than force and violence. (Nelson Mandela)

Task 3. For questions 13-19, match the sociocultural facts with their countries of origin. There are more countries than you will need (14 points).

A	Brazil	D	China	G	Moldova
B	South Africa	E	Israel	H	USA
C	Ukraine	F	Sweden	I	Japan

13. After a conference or a business meeting, it's really important to let the people of this country leave the meeting room first.
14. Body contact during conversations and discussions is innate and emphasizes the reliance of business partners on each other in this tropical country.
15. If a client in this country invites you to a 'braai' (a traditional barbecue over an open fire), see this as a social gathering rather than as another opportunity to do business.
16. People tend to shake hands or wrap their arm around their colleague's shoulder when greeting each other before a meeting and, if possible, people avoid shaking with a left hand as it is considered unclean.
17. For a citizen of this country, calling someone by the first name is an act of friendship and thus a positive thing.
18. Take lots of business cards if you are into business in this country – business cards are extremely important; always accept them and read them when they are given to you.
19. The age-old and valued tradition of fika, which means 'coffee break', remains strong; several times a day, people in this country go out for a coffee, and socialise with their colleagues.

PART 2. ANALYTICAL WRITING (50 points)

Task 4. Now you have learned about intercultural conflicts in business. Write an essay analysing potential intercultural misunderstandings in business that might be caused by members of your culture or background and ways to resolve them. Your essay should have an introduction, two/three body paragraphs, and a conclusion.

You must:

- define the cultural phenomenon using your own words;
- explain how this cultural phenomenon impacts intercultural communication;
- analyse how this cultural phenomenon is reflected in your culture in the given sphere providing examples.

ANSWER KEY

TASK 1

- 1) A
- 2) C
- 3) A, D
- 4) A
- 5) a - STEREOTYPE; b - STEREOTYPE; c - STEREOTYPE; d - PROTOTYPE
- 6) rife (with)

TASK 2

- 7) business
- 8) agree
- 9) reputation
- 10) conflict
- 11) profit
- 12) negotiation

TASK 3

- 13) D
- 14) A
- 15) B
- 16) E
- 17) H
- 18) I
- 19) F