

# The Global Manager's Guide to Cultural Literacy

*Christine Uber Grosse*

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By  
Christine Uber Grosse

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This book is dedicated to my husband Robert, who has a gift for understanding people and their cultures.

*“Own only what you can always carry with you: know languages, know countries, know people. Let your memory be your travel bag.”*  
*Aleksandr Solzhenitsyn*

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# INTRODUCTION

*“Travel is fatal to prejudice, bigotry, and narrow-mindedness.”*  
Mark Twain

The purpose of this book is to help global managers succeed in doing business with people all over the world. Knowing the language and culture of your client can make the difference between success or failure in business. You may not speak the language of your customers very well or know many details about their culture. However, showing genuine curiosity about their language and culture goes a long way to building trust, mutual respect, and a solid business relationship. It could lead eventually to friendship.

In today’s global economy, most every manager deals with people from other cultures, as well as with people whose first language is other than English. Whether managers work primarily in the United States or travel around the globe, most will encounter clients and colleagues who are comfortable in another culture, and who grew up speaking a language other than English.

Knowing even a little bit of their language or a few details about their culture can help you to develop a better understanding of the people, culture and country with whom you want to do business. Why is that? How does it work? It shows that you have put effort into learning about your clients and their point of view. It demonstrates that you care enough to work at building a relationship. It emphasizes your commitment to getting to know your partner better.

Cultural literacy is a conversation starter. Maybe you have a question about the favorite sports team of the city. You might wonder what sights to visit on the weekend. You have questions about the leading industry and biggest employer in the country. Your cultural literacy and curiosity can take you places you may not have imagined. Several of my Asian students at Thunderbird talked about a man who didn’t know a word of Japanese. But he was curious about the culture. He asked questions and wanted to learn. He followed along with their conversations. He genuinely was interested in Japanese culture and they could see that he liked it. It made all the difference in their wanting to get to know him better and do business with him.

A Mexican executive from Aeromexico once told me that if a business colleague he just met wanted to build a new relationship, s/he should show interest in his family, personal life and profession. However, there was one caveat. The person's interest had to be sincere. He said that Mexicans knew instantly if a person was faking that interest.

## How is this Book Organized?

Choose the country, culture and language that you want to learn about. It does not matter where you are from. This book is intended for all global managers. Written in English, you can be from any country to benefit from *The Global Manager's Guide to Cultural Literacy*. You simply need to want to develop a basic knowledge of the country's language and culture. Our goal is to give you a baseline of knowledge to start your learning. Our hope is that once you have a baseline, you will continue to grow your knowledge and cultural literacy by using the digital template for continued study in the final chapter.

## Three Kinds of Cultural Literacy

*The Global Manager's Guide to Cultural Literacy* highlights the language, culture, business and economy of seven countries in the Americas, Asia and Europe. These include Brazil, Mexico and the United States, China and South Korea, as well as France and Germany. The book includes these seven countries for their geographic distribution around the globe. They are chosen from the fifteen countries with the largest nominal GDP as ranked by the International Monetary Fund (2017).

GDP is defined here as the market value of a nation's goods and services produced in a given year. Financial and statistical institutions calculate the nominal GDP estimates based on market or official government exchange rates for the country's currency. Table 1 below indicates the countries covered in this guide, their official language, nominal GDP ranking, and GDP size.

**Table 1: IMF Ranking, GDP Size & Language of Countries in *Guide***

<b>IMF Ranking</b>	<b>Nominal GDP (US\$MM)</b>	<b>Language</b>
1. United States	19,390,600	English
2. China	12,014,610	Chinese
3. Germany	3,684,816	German
7. France	2,583,560	French
8. Brazil	2,054,969	Portuguese
11. South Korea	1,538,030	Korean
15. Mexico	1,149,236	Spanish

## Audience

The intended audience for the book is global managers working in their home country or overseas, as well as undergraduate and graduate business students at universities around the world.

## Purpose

The key purpose of this book is to help the reader to develop a baseline of knowledge about a country's language, culture and business environment. In terms of language, the reader can learn some elements of basic language consisting of key words and phrases. It is hoped that the reader can apply the newly acquired words and phrases as soon as possible in the office and local community. With frequent practice, the reader can internalize and build on the basics. If the reader listens to the language in popular music, on the internet, tv, or radio, s/he can internalize its sounds. It's important not to worry about understanding every word or making mistakes. Try to puzzle out the meaning, but don't get hung up on an unfamiliar word.

## Need for this Book

Why do global managers need cultural literacy? Knowledge of a country's language, culture and business environment can help establish common ground, build relationships, and establish rapport with clients and colleagues. If you show interest in how the world operates, you can make a positive impact. Follow your curiosity and develop cultural literacy as you ask questions and learn about things that you are genuinely interested in.

Always keep in mind that we are more alike than we are different and that we are all human. People are people everywhere.

## Developing Cultural Literacy

Several years ago, a dozen faculty members from foreign language departments around the US gathered in a conference room to discuss the teaching of culture. They agreed unanimously that culture simply could not be taught in a short time. It took years for anyone to acquire true and deep knowledge of another culture. In their opinion, it was a waste of time for teachers to provide even a brief introduction or summary of cultural aspects. But what could be done to help learners who needed to acquire cultural knowledge in a short period of time?

Although it may take years to learn about a culture in depth, many business people simply don't have years to devote to its study. In addition, business people often need to learn about multiple cultures, as they frequently work with diverse groups of people domestically and abroad. Should they refrain from attempting to learn about a culture because they don't have years to devote to mastering it?

Clearly, global managers can benefit by developing basic cultural literacy about the people, countries and cultures with whom they work. In addition, many people who need a basic knowledge of language for business and travel, don't have time to become an intermediate or advanced level speaker of the language.

That being said, a little language and cultural knowledge is far superior to none at all. In fact, the amount and depth of your cultural knowledge may matter less than the effort you put into learning the basics, your openness to learning, and your curiosity to continue learning about a specific culture and language.

Given that language and culture are broad subjects that can take years, or a lifetime, to master, a key question is which aspects of language and culture should a global manager learn? No one has a definitive answer. Pinning down the true meaning of cultural literacy is difficult, because of its subjectivity. Some people will be very interested in certain aspects of culture, and not so interested in others. It is helpful to follow your interests, and develop your knowledge of those areas first.

Culture includes many factors such as human behavior, thought, values, attitudes, sports, the arts, history, sociology, religion, geography, politics, economics, pop stars, social media, leadership styles, and communication styles. This is not an exclusive list. Given the limits of time, space and personal interest, where do global managers begin to

develop their cultural literacy? This guide can help managers take the first steps to obtain a basic knowledge of language and culture for seven countries with some of the world's largest economies in the Americas, Asia and Europe.

The guide offers suggestions in the Template for Business Language Training section to help managers further develop their language skills using digital materials and e-learning. This section will be useful in designing a program that is tailored to individual interests. This template is provided to facilitate continued language and culture learning in either a self-guided or teacher led format. It offers a variety of activities to pursue at the learner's own pace over time or in an intensive program. The template can be adapted for the study of any language and culture using online materials and readily available resources.

The country chapters in this guide are divided into three parts: 1) basic business language; 2) basic cultural literacy; and 3) basic business & economics. Some readers may opt to cover all parts of each chapter. Others may choose to concentrate on one or two segments of a single chapter according to their needs or interests.





**THE AMERICAS**

**BRAZIL**

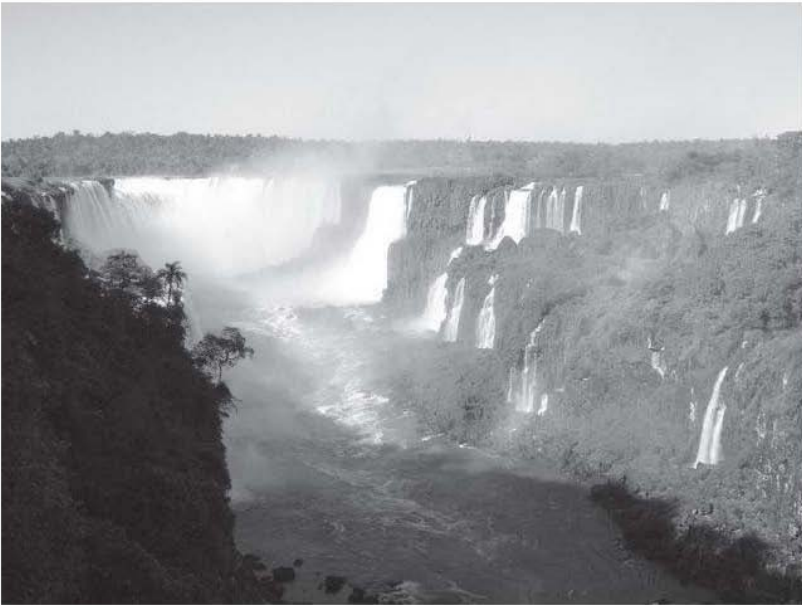
**MEXICO**

**UNITED STATES**



# CHAPTER ONE

## BRAZIL



*Iguazu Falls*

*Source: The CIA World Factbook*

### **Basic Business Portuguese**

The words and phrases below will add to your knowledge of basic business Portuguese. You can hear how the words are pronounced on Google Translate, Siri or another AI assistant on your phone or computer. Repeat after the speaker and imitate the accent.

Practice speaking the phrases aloud on a daily basis until they come easily to you. Test yourself by looking at the English words and

translating them into Portuguese. Then practice in reverse. Say the Portuguese aloud, and think of the English translation.

(The original source of the Portuguese translation is Google Translate with subsequent revisions by Lucienne Faria Mayberry.)

1. Hi!  
● *i!*
2. Good morning!  
*Bom dia.*
3. Good afternoon!  
*Boa tarde.*
4. Good evening!  
*Boa noite.*
5. Goodbye.  
*Adeus.*
6. See you later.  
*Até logo.*
7. How are you?  
*Como vai?*
8. Fine, thanks.  
*Bem, obrigado. (spoken by a man)*  
*Bem, obrigada (spoken by a woman).*
9. What's your name?  
● *Qual é seu nome?*
10. My name is Chris.  
*Meu nome é Chris.*
11. Nice to meet you.  
*Prazer em conhecê-lo. (to a man)*  
*Prazer em conhecê-la. (to a woman)*
12. Thanks a lot.  
*Muito obrigado. (spoken by a man)*  
*Muito obrigada. (spoken by a woman)*
13. You're welcome.  
*Nada.*
14. Where is the bathroom?  
● *onde fica o banheiro?*
15. Can you recommend a good restaurant?  
*Pode recomendar um bom restaurante?*
16. Where are you from?  
*De onde você é?*

17. I am from New York.  
*Eu sou de Nova York.*
18. Can you help me please?  
*Pode me ajudar, faz favor?*
19. What's your phone number?  
*Qual é o seu número de telefone?*
20. What's your email?  
*Qual é o seu email?*
21. Yes.  
*Sim.*
22. No.  
*Não.*
23. Maybe.  
*Talvez.*
24. Excuse me.  
*Com licença.*
25. I don't speak Portuguese.  
*Eu não falo português.*

## Next Steps

Make a list of other words and phrases that you would like to know how to say in Portuguese. For example, learn how to count in Portuguese. You may translate the numbers with Siri, Alexa or Google Translate. It is a good idea to check the translation with a native speaker to be sure that it is accurate. Practice the numbers, or other words and phrases you want to learn often until you know them well. Use them with colleagues at work or in the community until you feel comfortable with the language.

## Brazilian Cultural Literacy

This chapter will introduce you to various aspects of Brazilian culture in order to broaden your knowledge base. We encourage you to discover more about the culture through research or conversations with Brazilians. The more you know about the Brazilian culture, the more you will want to know. Follow your curiosity to learn more about specific cultural aspects that interest you. Develop your cultural literacy by showing your interest in the culture, asking questions about things that interest you, and using your new knowledge to make a positive impression on Brazilian friends and colleagues in the office, at home and abroad. Let's get started!



*Map of Brazil*

*Source: The CIA World Factbook*

## Get Your Bearings: Geography

The sixth largest country in terms of area, Brazil is slightly smaller in size than the United States. Its area covers four time zones. With a population of over 208 million, it is the sixth most populous country. Brazil's federation is divided into 26 states, a federal district for the capital Brasilia, and municipalities which are governed by mayors. It is one of the world's most multicultural and diverse nations, with immigration from many parts of the globe.

Located in eastern South America, Brazil is bordered on the east coast by the Atlantic Ocean. It shares a border with every South American country except Ecuador and Chile. The 10 neighboring countries along its borders are Argentina, Bolivia, Colombia, French Guiana, Guyana, Paraguay, Peru, Suriname, Uruguay, and Venezuela.

All of Brazil's rivers drain into the Atlantic Ocean. They include the Amazon, which is the second longest river in the world taking into consideration that it has the world's greatest volume of water. Other important rivers are the Parana, the Iguacu, Negro, Sao Francisco, Xingu and Tapajos. The Amazon River basin is home to a large tropical forest. The Pantanal is the world's largest tropical wetland, located mostly in the west central part of Brazil. In addition, Brazil and Argentina share Iguazu Falls, the largest waterfall system on earth, which consists of 275 falls along the Iguazu River.

For geographical purposes, the country can be divided into five regions: Northern, Northeast, Central-West, Southeast and Southern. The Northern region is the largest, with 45% of the territory, and the smallest population. Amazonas is one of the states in this region. The Northeast (*Nordeste*) was the first region to be discovered and settled by the Portuguese. It has a rich and distinctive culture, with its own folklore, cuisine, music and literature. Bahia is one of the states in the Northeast.

The Central-West region of Brazil is one of the least populated. It contains the capital Brasilia and its federal district. The region's economy depends on cattle, manganese, government and tourism. The Southeast region of Brazil is responsible for about 60% of the nation's GDP. It contains the three richest states of Sao Paulo, Rio de Janeiro and Minas Gerais. The Southern region is the smallest in area, and includes the state of Rio Grande do Sul. It has a relatively high unemployment rate. German settlers began to come to the region as small farmers in 1822, after independence from Portugal. To attract the settlers, the government promised them tracts of land. From 1875 -1914, Italian immigrants who came primarily from northern Italy settled in southern Brazil as small farmers. Like the Germans, they received tracts of land in return for their settlement of the land.

## On the Road Again: Travel and Tourism

*"I travel not to go anywhere, but to go. I travel for travel's sake. The great affair is to move."*

*Robert Louis Stevenson*

Brazil received about 6 million visitors in 2015 and was ranked the most popular destination in South America, and the second most popular tourist destination in Latin America after Mexico. The main attractions for tourists are ecotourism, sun and beaches, adventure travel, and cultural tourism. The most popular destinations include the Amazon River rainforest, beaches in the northeast region, the Pantanal (tropical wetland) in the center-west, beaches in Rio de Janeiro and Santa Catarina, cultural tourism in Minas Gerais, and Sao Paulo.

Some of the deterrents to tourism in Brazil include the high cost of airfare from the US, Europe and Asia, high taxes and airport charges, visa requirement for US tourists, safety and security issues, an underdeveloped ground transportation infrastructure, and the poor quality of some roads.

Many tourists come to Rio to participate in Carnival, which features parades of samba dancers and musicians. Other tourists visit Rio's



Copacabana Beach which is known for its wide sidewalks with curving black and white mosaic designs.

The Amazon rainforest draws people to Manaus, a major city on the Amazon River. One of the major attractions in Manaus is the *Teatro Amazonas*, an opera house that was considered one of the greatest cultural centers in South America of its time.

Brasilia is justly famous for its modern architecture. World-renowned Brazilian architects Lucio Costa and Oscar Niemeyer designed many of the government buildings in the ultramodern capital. The government plaza called Praca dos Tres Poderes features the presidential palace, supreme court, and two congressional buildings.

Salvador, which draws many tourists, once served as Brazil's colonial capital. Tourists come to see Pelourinho, the old quarter in the upper part of town which has many seventeenth and eighteenth century colonial buildings, churches and monasteries. The eighteenth century church of Sao Francisco is considered the town's most beautiful. It has carvings covered in gold, and is richly decorated with *azulejos* (Portuguese tiles) in the choir and cloister.

Ouro Preto is one of the most picturesque towns in Brazil. It is known for steep streets, colonial mansions, and Baroque and Rococo churches that date back to the seventeenth and eighteenth centuries. Several of the churches feature interiors that were decorated with gold and diamonds from nearby mines. Ouro Preto's most famous churches include Sao Francisco de Assis and Matriz de Nossa Senhora do Pilar.

Sao Paulo, the largest city in Brazil, has some of the best art collections in Latin America. Its Museu de Arte displays art from the Renaissance to modern masters. It holds in its collection several Degas sculptures as well as paintings by the European artists Manet, Matisse, Miro, Renoir, and Van Gogh. The Brazilian architect Oscar Niemeyer designed the Museu de Arte Contemporanea in the Pavilhao da Bienal de Artes. This museum houses one of Latin America's largest collection of western art, as well as major Brazilian artists.

## Iguazu Falls

Iguazu Falls is one of the top tourist sites in Brazil. The word *Iguazu* originally comes from the Tupi-Guarani language and means "big water." In 1541, Alvar Nunez Cabeza de Vaca, a Spanish conquistador, was the first European to write about the existence of the falls. It is located on a 1.7 mile stretch of the Iguazu River that follows along the Argentine and Brazilian border. The Iguazu River begins in the Serra do Mar mountain

range near Curitiba, Parana. From there it runs almost 820 miles before it empties into the Parana River at the spot where Brazil, Argentina and Paraguay meet.

The falls of Iguazu form where the river drops off a plateau. Most of the falls are located on the Argentine side. Only about twenty percent of the falls are in Brazil. On both sides the falls are located in national parks that were established by Argentina and Brazil. Each country has its own international airport located near the falls in order to facilitate tourism.

### **Trindade Beach, Paraty, Rio de Janeiro State**

Beautiful, unspoiled Trindade Beach lies about 18 miles south of Paraty in the state of Rio de Janeiro. It takes about forty-five minutes by bus or private van to get there from Paraty. Natural rainforest vegetation surrounds the beach, where visitors can sometimes spot butterflies and small mammals.



*Christ the Redeemer Statue*

*Source: The CIA World Factbook*

## Christ the Redeemer Statue

One of Brazil's top touristic sights is the iconic Christ the Redeemer statue in Rio. It stands on top of Corcovado Mountain in Tijuca National Park. The statue, called *Cristo Redentor* in Portuguese, overlooks Rio de Janeiro and its bay. It was built in the Art Deco style between 1922 and 1931 by Brazilian engineer Heitor da Silva Costa and French engineer Albert Caquot. They were assisted by Paul Landowski, a French sculptor and Gheorghe Leonida, a Romanian sculptor, who worked on the design of the statue. The 98-foot high statue stands on a 26-foot high pedestal. The statue's arms stretch out 92-feet wide. Given its location on top of Corcovado, the statue is subject to lightning strikes and strong winds.

### It's About Time: History of Brazil

#### Abbreviated Timeline of Brazilian History

c. 9000 BC	Earliest human remains (Luzia) found in Minas Gerais
c. 6000 BC	Earliest pottery found in Amazon Basin near Santarem.
Before 1500 AD	Around 7 million semi-nomadic indigenous people living in Brazil
1500 AD	Arrival of Portuguese explorer Pedro Alvares Cabral
1532	First Portuguese settlement in Brazil.
1500 – 1808	Portuguese colonial administration of Brazil
1822	Independence from Portugal; Empire of Brazil began
1888	Abolition of slavery in Brazil
1889-1930	Military coup overthrew monarchy. First Republic was formed.
1930-1945	Getulio Vargas was President and dictator
1945-1964	Democratic regime of Juscelino Kubitschek & Janio Quadro
1964-1985	Rule by military junta after a coup
1985 –present	Civilian government resumed with President Jose Sarney
2003-2011	Term of President Lula da Silva
2011-2016	Term of President Dilma Rousseff ended in impeachment

## Government

Today Brazil's government is a democracy. However in the past, Portugal ruled Brazil for 300 years as part of the Portuguese empire. Although Brazil won its independence in 1822, the country still maintained a monarchy to govern. Only in 1888, one year after slavery was abolished, did the military declare Brazil to be a republic. In reality, Brazilian coffee growers ruled the country until Getulio Vargas came to power in 1930. Populist and military governments took turns running the country until 1985, when the military turned over power peacefully to a civilian government.

Due to a political scandal, President Dilma Rousseff was impeached and removed from office in 2016. Michel Temer, Rousseff's former vice president, served as president until Jan. 1, 2019 in order to complete Dilma Rousseff's second term.

Brazil has four principal political parties: the Workers' Party (PT), Brazilian Social Democracy Party (PSDB), Brazilian Democratic Movement (MDB), and Democrats Party (DEM). Smaller parties exist as well in the political system. Recently fifteen political parties have elected members who serve in Congress.

The President of Brazil is elected to serve a four-year term and appoints the Ministers of State who help govern. The legislative branch of the government is the National Congress, which consists of a Chamber of Deputies and Federal Senate.

Brazil has one of the highest homicide rates in the world, with high levels of violent crime and gun violence. Brazil incarcerates the third largest prison population in the world, after China and the United States.

## Sports and Pastimes

By far the most popular sport in Brazil is soccer. Brazilians love soccer and practice the sport widely. When Brazil plays in the World Cup, businesses in Rio de Janeiro, and elsewhere in Brazil, shut down so that people can concentrate on watching the game. The Brazilian men's national team ranks among the best in the FIFA World Rankings. They hold the record for the most World Cup championships. Brazil has won the World Cup a record five times: in 1958, 1962, 1970, 1994, and 2002. The Brazilian national soccer team is the only one that has qualified to play in every FIFA World Cup.

One of Brazil's most famous soccer stars is Pele, otherwise known as Edson Arantes do Nascimento. For a period of time when Pele played professional soccer, he was the highest paid athlete in the world.

In terms of international competitions, Brazil held the 2014 FIFA World Cup in soccer. Also, Rio de Janeiro hosted the 2016 Summer Olympics games, which was the first Olympics to be held in South America.

Other popular sports in Brazil include volleyball, basketball, Formula One auto racing and *capoeira*, a martial art. In volleyball, Brazil's second most popular sport, Brazilians have experienced great success on the world stage. The men's national team is the champion in three international competitions.

Brazil's third most popular sport is basketball. The most famous Brazilian male basketball player is Oscar Schmidt, while Hortencia Marcari is the most famous female player. In the US, nine Brazilians played on NBA teams in the 2015-16 season.

Formula One racing is also very popular in Brazil. Three Brazilians have won the world championship several times each. They are Emerson Fittipaldi (1972 and 1974), Nelson Piquet (1981, 1983 and 1987), and Ayrton Senna (1988, 1990 and 1991).

Another sport that many Brazilians enjoy is *capoeira*, a martial art founded on Afro-Brazilian tradition. *Capoeira* blends music and dance and has a strong acrobatic component. It was developed by enslaved people during the colonial period. Today its popularity is celebrated in Brazilian culture, movies and video games.

## The Arts

### Music, the Universal Language

"I was a beach boy, and I believe I learned my songs from the birds of the Brazilian forest."

Antonio Carlos Jobim, composer and singer

The music of Brazil blends elements from African and European music. Heitor Villa-Lobos (1887-1959) was a prolific Brazilian composer, cellist, pianist, and guitarist. At the time of his death, he had composed over 2,000 pieces. Some of his well-known pieces are *Bachianas Brasileiras* (1930-45) and *5 Preludes* (1940).

Bossa nova began in the 1950's and gained popularity in the 60's as a blend of samba and jazz. Antonio Carlos Jobim was a singer-songwriter

who helped to popularize the genre. His 1965 song *Garota de Ipanema* (The Girl from Ipanema) won record of the year, and is one of the most recorded songs of all time. Chico Buarque de Hollanda, Nara Leao, Astrud Gilberto, Caetano Veloso, Maria Bethania, Gilberto Gil, Gal Costa, Elis Regina and Milton Nascimento are some of the most well-known Brazilian singers/musicians of modern Brazilian popular music.

### Featured Musician: Antonio Carlos Jobim

Antonio Carlos Jobim (1927-1994), known as Tom Jobim, was a Brazilian singer-songwriter and pianist who popularized bossa nova around the world. In the 1960's, he created a new sound by blending bossa nova with jazz. He successfully collaborated with American saxophonist Stan Getz and singer Frank Sinatra. His *Getz/Gilberto* album won a Grammy Award for Album of the Year in 1965. Jobim wrote *A Garota de Ipanema* (The Girl from Ipanema) as a single for the album, which won Record of the Year. The song became one of the most recorded pieces in history.

In 1967 Antonio Carlos Jobim worked with Frank Sinatra on the album *Francis Albert Sinatra & Antonio Carlos Jobim*. It was nominated for Album of the Year.

Jobim became one of the most influential songwriters of the 20<sup>th</sup> century. Many of his songs became jazz standards.

### Brazilian Literature

Brazilian literature has a rich tradition. One of its most highly regarded authors is Machado de Assis, who is best known for his novels and short stories. He founded the Brazilian Academy of Letters in 1897, and became its first president. Among his works are *Dom Casmurro*, *Quincas Borba*, and *Memorias Postumas de Bras Cuba*.

Another famous Brazilian author is Carlos Drummond de Andrade (1902-1987), whose poem *Friendly Song* appeared briefly on Brazilian money, specifically the 50 *cruzado novo* bill. Author Jorge Amado (1912-2001) wrote passionately about Bahia and its region. He had several international bestsellers including *Dona Flor and her Two Husbands* and *Gabriela Clove and Cinnamon*. The writer Clarice Lispector (1920-1977) is known for her innovative short stories and novels. Among these are her works *The Passion According to G.H.* and *Agua Viva*. Author Joao Guimaraes Rosa (1908-1967) is known for his four volumes of short stories and one novel called *The Devil to Pay in the Backlands*. This novel

is considered by some to be among the 100 greatest books of all times. It has philosophical themes and uses the language of the Brazilian backlands.

## Cuisine

Brazilian cuisine is known around the world. Although each region has distinctive dishes, *feijoada* is widely recognized as the signature national dish. It is a stew of black beans with pork and beef that is typically prepared in a clay pot over low heat. *Feijoada* is usually served with rice and selected sausages such as *chourico* and *morcela*.

*Vatapa*, another popular Brazilian dish, comes from the Salvador Bahia region. The food has Afro-Brazilian origins, and is made from bread, shrimp, coconut milk, palm oil and finely ground peanuts. The ingredients are mashed together into a paste.

Perhaps the most typical Brazilian meal is rice and beans accompanied with beef, salad, French fries and a fried egg. Brazilians often add *farofa* (cassava flour) on top.

Brazil's national cocktail, the *caipirinha*, has gained in popularity in the US and countries around the world. *Cachaca*, the main ingredient in the *caipirinha*, is made from sugar cane.

## Culture with a Capital C

The National Museum of Brazil in Rio de Janeiro burned in a massive fire in September 2018. It was housed in a historic building that was 200 years old. Brazilian royalty had lived in the building, and the Brazilian constitution was written there. The museum had large collections of natural history and anthropology. It housed Greco-Roman artefacts, Egyptian mummies, dinosaur fossils as well as Luzia, the oldest human fossil in the region. Luzia was a human skull that dated back approximately 11,500 years. It was discovered in 1975 in a cave in Belo Horizonte.

## Education

According to Brazil's federal constitution, the federal government, the states, federal district and municipalities are required to manage their own education systems. In 2014, the literacy rate in Brazil of people 15 and older was around 91%. Illiteracy was higher among the rural poor in the northeast (20%) and lower among the urban population in the southeast (9%).

Children aged 6-14 must attend nine years of elementary school. Secondary education takes three years to complete. Students who wish to go on to study at a university must take the *vestibular*, a competitive entrance examination in their field.

*US News and World Reports* ranked universities in Brazil by their overall Best Global Universities rankings. The top three were Universidade de Sao Paulo (tied for #153), Federal University of Rio de Janeiro (tied for #338), and the State University of Campinas (tied for #344). QS World University Rankings ranked the University of Sao Paulo as the third best university in Latin America, and placed eight Brazilian universities in the top 20 universities in Latin America.

## Demographics

The population of Brazil is estimated at around 207 million people (2017). It is the world's fifth most populous nation. Most people live along the east coast by the Atlantic Ocean. The southeast has the largest cities of Sao Paulo, Brasilia and Rio de Janeiro. Ethnic groups in Brazil are categorized as white (48%), mulatto (mixed white and black) (43%), black (8%), Asian 1%, and indigenous .4% (2010 estimate.) By religion, around 65% of Brazilians are Roman Catholic, 22% are Protestant, 2% are Spiritist, and the rest are considered "other".

Current environmental challenges include deforestation in the Amazon basin, illegal wildlife trade and poaching, air and water pollution particularly in Rio de Janeiro, Sao Paulo and other large cities, land degradation and water pollution from mining, and major oil spills.

Over half of Brazil's population is considered middle class. Millions of people were lifted out of poverty by social programs such as public pensions for the elderly, and the *Bolsa Familia*. However, poverty and social inequality persist, and contribute to Brazil's high crime rate particularly in cities and *favelas* (slums). Portuguese is the official language of Brazil.

## Next Steps

To continue your cultural studies, think about what other information you would like to learn about Brazilian culture. Which areas interest you the most? Perhaps you would like to know more about soccer in Brazil. Follow your curiosity and do some research on the sport in an Internet search. Alternatively, you could talk about sports with a Brazilian friend or



colleague. Expand your knowledge about Brazilian sports and any other aspects that interest you.

## Brazilian Business and Economy

*“Great things in business are never done by one person. They’re done by a team of people.”*

*Steve Jobs*

By size and population, Brazil is the largest country in South America. The country has the eighth largest economy in the world by nominal GDP (IMF, 2017). The World Bank describes the Brazilian economy as upper-middle class. In addition, Brazil is a member nation of the United Nations, G20, BRICS, Organization of American States, and Mercosul.

As part of the BRICS group of emerging markets (Brazil, Russia, India, China and South Africa), Brazil’s economy is a major contributor to world economic growth. However, in 2013-2016, Brazil fell into an economic recession, and suffered high unemployment, a slowing economy, and high inflation. Corruption and scandals in the government and large corporations rocked Brazilian society and its economy. Some of these led to the impeachment and conviction of President Dilma Rousseff in 2016.

In addition, several of Brazil’s largest companies were penalized with sanctions as a result of their involvement in corruption. On one hand, the sanctions provided an opening for some foreign companies to enter the Brazilian market which previously had been closed to them. By 2017, the country had made significant progress in finding its way out of recession.

The unemployment rate is estimated at almost 12% (2017). Approximately 4% of the population lives below the “extreme” poverty line.

Brazil’s primary industries are textiles, shoes, chemicals, cement, lumber, iron ore, tin, steel, aircraft, motor vehicles and parts, and other machinery and equipment.

The country’s biggest export partners are China (22%), US (13%), Argentina (8%), and the Netherlands (4%). It exports primarily transport equipment, iron ore, soybeans, footwear, coffee, and automobiles.

In imports, Brazil’s largest trading partners include China (18%), US (17%), Argentina (6%), and Germany (6%). The nation imports mostly machinery, electrical and transport equipment, chemical products, oil, automotive parts and electronics.

Among Brazil's natural resources are bauxite, gold, iron ore, manganese, nickel, phosphates, platinum, tin, rare earth elements, uranium, petroleum, hydropower and timber. For the past 150 years, Brazil has been the world's largest coffee producer, growing about a third of all coffee. Most of its coffee plantations are located in the southeastern states of Minas Gerais, Sao Paulo and Parana.

On the negative side, Brazil consumes the second largest amount of cocaine in the world. The drug is produced primarily in Colombia, Bolivia and Peru. Brazil's financial system launders a significant amount of proceeds from illegal drugs.

Seven of the largest companies in the world are Brazilian; these are listed in the *Fortune Global 500*.

#### Brazilian Companies in the *Fortune Global 500* as of July 2018

Rank	Company	Industry	Headquarters
73	Petrobras	Petroleum Refining	Rio de Janeiro
133	Itau Unibanco	Banks	Sao Paulo
166	Banco Bradesco	Banks	●sasco
175	Banco do Brasil	Banks	Brasilia
199	JBS	Food Production	Sao Paulo
325	Vale	Mining	Rio de Janeiro
470	Ultrapar Holdings	Petroleum Refining	Sao Paulo

### Company Profile: Petrobras

Petroleo Brasileiro, known as Petrobras, is a semi-public Brazilian transnational company in the petroleum industry. Its headquarters is located in Rio de Janeiro. The company operates in six main businesses: refining, transportation and marketing, exploration and production, distribution, natural gas and power, international, and biofuels. It has assets in around 16 countries, mostly in South America but also in Africa, North America, Europe and Asia.

Ivan de Souza Monteiro became CEO of Petrobras in 2018. Before taking over as CEO, he served for three years as Petrobras' Chief Financial and Investor Relations Officer. Before coming to Petrobras, Monteiro worked from 2009-2015 as Vice President of Financial Management and Investor Relations at Banco do Brasil. At the bank he gained extensive international experience working as executive manager of the International Board, and general manager of Banco do Brasil's branches in Portugal and New York.

The largest corruption scandal in Brazil's history was uncovered in 2014. It was traced back to corruption among a number of top officials at Petrobras. The scandal resulted in at least 117 indictments, the arrest of several politicians, and criminal charges against over a dozen companies. Former Presidents Dilma Rousseff and Luiz Inacio Lula da Silva both served on Petrobras' board of directors.

### Next Steps

Continue to develop your cultural literacy about Brazilian business. Select a large company that interests you and research it on the web. By following your interests you can further develop your knowledge of the Brazilian business world and the country's economy.



*Trindade Beach, Rio de Janeiro state*

*Source: The CIA World Factbook*

## CHAPTER TWO

### MEXICO



*Teotihuacan*

*Source: The CIA World Factbook*

### Basic Business Spanish

The words and phrases below will add to your knowledge of basic business Spanish. You can hear how the words are pronounced on Google Translate, Siri or another assistant on your phone or computer. As you listen to the words and phrases, repeat after the speaker and imitate the accent.

Practice speaking the phrases aloud on a daily basis until they come easily to you. Test yourself by looking at the English words and translating them into Spanish. Then practice in reverse. Say the Spanish aloud, and think of the English translation.

(The original source of the Spanish translation is Google Translate with subsequent revisions by Wanda Lauterborn.)

1. Hi!  
*¡Hola!*
2. Good morning  
*Buenos días*
3. Good afternoon  
*Buenas tardes*
4. Good evening  
*Buenas tardes*
5. Goodbye  
*Adiós*
6. See you later  
*Nos vemos más tarde*
7. How are you?  
*¿Cómo estás?*
8. Fine, thanks.  
*Bien gracias.*
9. What's your name?  
*¿Cómo se llama?*
10. My name is Chris.  
*Me llamo Chris.*
11. Nice to meet you  
*Encantada de conocerte*
12. Thanks a lot  
*Muchas gracias*
13. You're welcome  
*De nada*
14. Where is the bathroom?  
*¿Dónde está el baño?*
15. Can you recommend a good restaurant?  
*¿Podría recomendarme un buen restaurante?*
16. Where are you from?  
*¿De donde eres?*
17. I'm from New York.  
*Soy de Nueva York.*
18. Can you help me please?  
*¿Puedes ayudarme por favor?*
19. What is your phone number?  
*¿Cuál es tu número de teléfono?*
20. What's your email?  
*¿Cuál es tu correo electrónico?*

21. Yes  
*Si*
22. No  
*No*
23. Maybe  
*Talvez*
24. Excuse me  
*Disculpe*
25. I don't speak Spanish.  
*No hablo español.*

## Next Steps

Make a list of other words and phrases that you would like to know how to say in Spanish. For example, learn how to tell time in Spanish. Translate the phrases you want to learn with Siri, Alexa or Google Translate. Check the translation with a native speaker to be sure it is accurate. Practice the phrases daily until you know them well. Use them with colleagues at work or in the community until you feel comfortable with the language.

## Mexican Cultural Literacy

This chapter introduces you to various aspects of the Mexican culture in order to broaden your knowledge and encourage you to discover more about the culture through research and/or conversations with Mexicans. Your curiosity and interest can motivate you to learn more, and help you to make a positive impression on Mexican colleagues at home and abroad. We'll begin by looking at the geography and history of Mexico.

## Get Your Bearings: Geography

Mexico is considered part of North America, rather than Central America. Its neighbors are the United States to the north, and Belize and Guatemala to the southeast. Mexico and the US share a border of approximately 1,952 miles along southern California, Arizona, New Mexico and Texas. Its border with Belize is 156 miles long, while the Mexican- Guatemalan border runs for 541 miles. The Rio Bravo del Norte, known as the Rio Grande in the US, runs along the Mexican-US border from Ciudad Juarez to the Gulf of Mexico.



*Map of Mexico*

*Source: The CIA World Factbook*

Mexico has a long coastline with the Pacific Ocean on its western and southwestern coasts. The Gulf of Mexico lies to the east, while the Caribbean Sea is on the country's southeastern shore. Mexico has major mountain ranges to the north and south, which include the Sierra Madres and the Peninsula range.

Located on top of three large tectonic plates, Mexico is one of the most active regions in the world for earthquakes and volcanoes. The country also faces challenges with deforestation, desertification and erosion due to cattle raising and agriculture. The extreme pollution levels in Mexico City and its surrounding valley pose additional challenges, compounded by the city's large population and location in a valley surrounded by mountains on three sides. The area's three million vehicles and numerous industrial plants add to the pollution. Water is scarce in the country's northern and central regions.

Mexico has an estimated 120 million people, for which it ranks as the most populous of Spanish-speaking nations, and the eleventh most populous country in the world. By area, it is the world's thirteenth largest country.

Mexico is a federation of 31 states and one federal district, which includes the capital Mexico City. With a population of around 20 million people, Mexico City is the largest city in the country. Guadalajara and Monterrey are next most populous with about 5 million inhabitants each, while Puebla and Toluca have between 2 and 3 million people each. Tijuana and Leon each have a population that numbers between 1.5 and 2 million people.

Mexico has the fifteenth largest economy by nominal GDP according to the IMF. The 2018 trade agreement called USMCA (United States-Mexico-Canada Agreement) connects Mexico closely to its trade partners the US and Canada.

## On the Road Again: Travel and Tourism

Pre-Columbian Mexico is considered one of the world's seven cradles of civilization. Among its advanced Mesoamerican civilizations are the Maya, Olmec, Teotihuacan, Toltec and Zapotec.

According to the United Nations World Tourism Organization (2016), Mexico attracts many tourists, and ranks as the world's eighth most visited country after France, the United States, Spain, China, Italy, the United Kingdom, and Germany. Tourists are drawn especially to the ancient Mesoamerican ruins, colonial cities, nature reserves, beaches and resorts. Most tourists come from the US and Canada, but significant numbers of visitors come from Europe and Asia as well.

All Mexican beaches are public by national law. On the east coast, the Yucatan peninsula attracts tourists to Cancun, the Riviera Maya, Isla Mujeres, Playa del Carmen, and Tulum. On the west coast, Acapulco and Cabo San Lucas are major attractions.

Mexico has an abundance of popular tourist sites. For example, Zihuatanejo has beautiful beaches and over 30 dive sites for divers and snorkelers to enjoy. On the Riviera Maya, Tulum has the world's only waterfront Mayan ruins. Many cruise ships visit Cozumel, an island famous for its coral reefs, Mayan culture and beaches. Playa del Carmen and Cancun offer a hip scene and many resorts that attract spring breakers. Mexico City is a popular place to visit for its ancient Aztec sites, history and culture, cuisine and excellent hotels. Oaxaca in southern Mexico is a beautiful colonial city with fascinating culture and traditions. Guanajuato, Puebla, Cabo San Lucas, San Miguel de

Allende and Guadalajara have much to offer the tourist in terms of culture, history, cuisine and natural beauty.

## Places of Interest

### The Zocalo

The Zocalo, the main square in Mexico City, is one of the largest squares in the world. It is bordered on four sides by the Metropolitan Cathedral of the Assumption of Mary, the National Palace, Federal District



buildings, and the Old Portal of Mercaderes. Before the colonial period, the Zocalo was an important ceremonial center in the Aztec city of Tenochtitlan.



*The Zocalo*

*Source: The CIA World Factbook*

## Teotihuacan

Teotihuacan is an ancient Mesoamerican city located approximately 25 miles northeast of Mexico City. Today it is an enormous and impressive archaeological site with a broad central avenue called “Avenue of the Dead.” This road is almost 2.5 miles long. It is lined with the Pyramid of the Sun, the third largest pyramid in the world, and the Pyramid of the Moon. Other monumental structures along the Avenue of the Dead include the Temple of the Feathered Serpent Quetzalcoatl and the Palace-Museum Quetzalpapálotl.

In Nahuatl, Teotihuacan is sometimes translated as “birthplace of the gods.” The city was at its peak around 450 AD, when it covered about 11.5 square miles. Its population at that time is estimated to have been between 150,000 -250,000.

## Cozumel

Cozumel is an island in the Caribbean Sea on the east coast of Mexico in the state of Quintana Roo. It is located just off the Yucatan Peninsula opposite Playa del Carmen. Its name means “the island of the swallows” in

Mayan. **Puerta Maya** is the cruise terminal and shopping area on the island of Cozumel.

## It's About Time: History of Mexico

### Abbreviated Timeline of Mexican History

5000 BC	Chiefdoms developed
1500 BC	●Imec culture developed on east coast; development of Teotihuacan, Toltec and Zapotec cultures
1521	Conquest and colonization by the Spanish Empire
1821	Mexican War of Independence overthrew the Spanish. Mexico became a nation state
1846-48	Mexican-American War. Cession of northern territories to the US
1910-20	Mexican Revolution (also known as the Mexican Civil War)
1917	The Constitution of Mexico was drafted in ●Querétaro
1920 – 2000	Stable government by one party: the PRI (Institutional Revolutionary Party)
2018	Andres Manuel Lopez ●brador elected as President

## Government

Mexico, whose full name in Spanish translates as the United Mexican States, is a federation with a representative government led by a president under the 1917 Constitution. The three levels of government consist of the federal union, the state governments, and the municipal governments. The constitution requires that each state has a government made up of three branches: the executive (led by a governor and appointed cabinet), legislative (made up of a congress) and the judiciary (state Supreme Court).

Three main political parties play a key role in Mexican politics: the PAN (the National Action Party), the PRI (Institutional Revolutionary Party), and the PRD (Party of the Democratic Revolution). The PAN has been winning elections at the local, state and federal levels since the 1980's. It is a conservative party that belongs to the Christian Democrat ●organization of America. Vicente Fox of the PAN party was elected President of Mexico in 2000 for a six-year term. Felipe Calderon, another PAN candidate, was elected President in 2006 directly following Fox's presidency.

Founded in 1929, the PRI held power for 71 years from 1929 to 2000. It is a center-left party that belongs to the group Socialist International. The election of PAN candidate Vicente Fox in 2000 broke the PRI's long grip on power. The PRD, founded in 1989, is a social democratic political party that is viewed as a left-wing party.

The current President of Mexico is Andres Manuel Lopez Obrador. He also is a member of the PRI party.

## Sports and Pastimes

Soccer is the favorite team sport in Mexico, while boxing is the most popular individual sport. Baseball also is extremely popular, particularly in Sonora, Sinaloa, and other places in the northwest and southeast. Major League Baseball teams in the US have had over 100 Mexican players. Other major team sports in Mexico include basketball and American football.

Many Mexicans also enjoy traditional sports such as *charreada*, a form of rodeo that dates back to the 1500's. *Charro* refers to cowboy, and the sport consists of a series of equestrian events.

Bullfighting is another popular traditional sport that came to Mexico from Spain during the colonization. Mexico City, in fact, has the largest bullring in the world.

The Summer Olympics of 1968 held in Mexico City marked the first time that Latin America hosted an Olympics game.

## Music, the Universal Language

"If music be the food of love, play on."

William Shakespeare

Mexican music is well known for a variety of genres including *banda*, *corridos*, *mariachi*, *norteno*, and *ranchera*. Traditional Mexican songs are well-known around the world, for example *Jurame* by songwriter Maria Grever. Other internationally known songs include *Cielito Lindo*, *Besame Mucho*, *Perfidia*, and *La Bamba*.

Mexican audiences listen to pop and rock in English and Spanish. Other popular musical forms are Mexican ska, electronic, and Latin alternative. The music industry in Mexico is the largest in Latin America, and Mexican artists reach audiences throughout Central and South America, Spain and other parts of Europe.

## Featured Singer-Songwriter: Consuelo Velazquez

Consuelo Velazquez (1916-2005) was a Mexican songwriter and concert pianist. She was born in Ciudad Guzman, Jalisco, a state in western Mexico. Her musical talent was evident early on, as she started to play the piano when she was just four years old. She began her career as a concert pianist, and later wrote the music and lyrics for many standards in Spanish including *Amar y vivir*, *Que seas feliz*, *Abuela abuela*, and *Verdad amarga*. Her biggest hit was *Besame mucho*, which in 1999 was recognized as the most frequently recorded Mexican song.

In addition to her musical career, she served in the Mexican Congress. She also held the office of President of the Society of Authors and Composers of Mexico, and served as vice president of the International Confederation of Societies of Authors and Composers.

### Classic Song: *Besame Mucho*

Consuelo Velazquez wrote the classic “Besame Mucho” (Kiss me again and again) in 1940. She claimed that she had never been kissed at the time she wrote the song. Trio Los Panchos sang a famous version of it. It also was sung in two American movies in the 1940’s: *Follow the Boys* (1944) and *Cowboy and the Senorita* (1944). The song was covered by artists ranging from Andrea Bocelli, Pedro Vargas, Placido Domingo, Dale Evans, and The Beatles. *Besame Mucho* is a bolero, a genre of slow-tempo Latin music and related dance that has been popular for over a century.

## Literature and Art

*“I have always imagined paradise will be a kind of library.”*  
*Jorge Luis Borges*

The story of Mexico’s literature began in prehispanic Mesoamerica. One of its most famous poets in the fifteenth century was Nezahualcoyoti, whose name translates to “Coyote who fasts.” He was the ruler of the city-state of Texcoco. Famous writers of the colonial period include Juan Ruiz de Alarcon and Sor Juana Ines de la Cruz.

A well-known Mexican author of the twentieth century, Alfonso Reyes Choa was nominated for the Nobel Prize in Literature five times. Another famous novelist, Carlos Fuentes, won many literary honors. He was the son of a Mexican diplomat. Later in life he became Mexico’s ambassador

to France. Fuentes also taught literature at several universities in the US. Several of his well-known novels are *The Death of Artemio Cruz* (1962), *Terra Nostra* (1975), and *The Old Gringo* (1985).

Octavio Paz, poet and diplomat, won the 1990 Nobel Prize in Literature. His works include *The Labyrinth of Solitude*, *Liberty under Oath* and *The Monkey Grammarian*.

A number of Mexican artists in the 20<sup>th</sup> century achieved worldwide acclaim with their paintings. This famous group includes Frida Kahlo, Jose Orozco, Diego Rivera, David Siqueiros, and Rufino Tamayo.

## Movies

The golden age of Mexican cinema occurred during the 1940's and 50's. The nation's output at that time was comparable to Hollywood's in terms of quality and quantity. Mexico's films were shown throughout Latin America and Europe. Director Emilio "El Indio" Fernandez was a prolific director of Mexico's golden age. One of his most famous films was *Maria Candelaria* (1944), which won an award at the Cannes Film Festival. According to Hollywood legend, Fernandez was the model for the Oscar statuette used in the annual Academy Awards ceremony of the Motion Picture Academy.

Actors who won acclaim during this period in Mexican cinema included Cantinflas, Dolores del Rio, and Maria Felix. Renowned Spanish director Luis Bunuel also worked in Mexico from 1947 to 1965, and produced some of his best work there, for example *Los olvidados* (1949) and *Viridiana* (1961).

In more recent times, the Mexican films *Como agua para chocolate* (1992), *Y tu mama tambien* (2001) and *Pan's labyrinth* (2006) won international acclaim. Mexican directors Alejandro González Iñárritu, Alfonso Cuarón, Guillermo del Toro and Carlos Carrera are counted among the world's leading filmmakers. Mexican actors such as Salma Hayek, Ricardo Montalban, Anthony Quinn, Gilbert Roland and Dolores del Rio also achieved stardom both in Hollywood and Mexico.

## Education

Mexico's Royal and Pontifical University of Mexico is the second oldest university in the Americas. It was founded in 1551, several months after the National University of San Marcos in Lima. Over the years, the Catholic Church and the Mexican state struggled with each other for control of the country's education. Eventually, the 1917 Constitution gave

the state more power over education. Subsequent presidents continued to increase public access to education. Today the Secretariat of Public Education regulates education throughout the country.

The Mexican education system consists of primary or elementary school (grades 1-6), middle school or junior high (grades 7-9), and high school (grades 10-12). While over 90% of Mexican children go to elementary school, only about 45% graduate from high school.

The National Autonomous University of Mexico (UNAM) and the Monterrey Institute of Technology and Higher Education are ranked among the best universities in the world. UNAM, the National Autonomous University of Mexico, was established in 1910. It offers world-class education in engineering, science and medicine.

## Demographics

According to estimates by Mexico's National Geographic and Statistics Institute (2017), Mexico's population is around 123.5 million. It is ethnically diverse. Depending on classification system, 5.4% of the population is indigenous if the criteria is the ability to speak an indigenous language. If self-identification is the criteria, 14.9% are indigenous. When counting the people who consider themselves part indigenous, the percentage rises to 21.5%. The censuses agree that most of Mexico's indigenous people live in the southern and south-eastern Mexican states, particularly in the rural areas. The states with the greatest percentage of indigenous people (predominantly Maya) are: Yucatan (59%), Quintana Roo (39%), and Campeche (27%). In Oaxaca, nearly 48% of the population belongs to the Mixtec or Zapotec people. In Hidalgo, about 24% are indigenous people, primarily Otomi.

In all states, the incidence of infant mortality is higher among indigenous people; in some places it is twice as high as among the non-indigenous population. Literacy rates are much lower than the national average. About 27% of indigenous children between 6 and 14 are illiterate, compared to the national average rate of 12% illiteracy among non-indigenous children in the same age group.

Historically, Mexico has united people of several ethnicities under the single national identity called "mestizaje." Mexican national identity includes the synthesis of cultures, in particular European and indigenous cultures. As a result, the majority of Mexicans traditionally have been classified as "mestizo." Today the term "mestizo" is viewed as a cultural identity rather than a racial one as in the past.

Estimates of the percentage of Mexicans of European descent vary from 10% to 47% of the population. The number of Afro-Mexicans is estimated to be 1,351,853 (2015). In the beginning of the twentieth century, groups of Arabs (mostly Christians) came to Mexico from the deteriorating Ottoman Empire. The largest group came from Lebanon. It is estimated that around 400,000 Mexicans have Lebanese ancestry. Other smaller ethnic groups immigrated to Mexico from South and East Asia, including Filipinos and Chinese.

Spanish is the national language of Mexico. An estimated 5.4% of the population speaks indigenous languages such as Nahuatl (about 1.45 million speakers), Yukatec Maya (about 750,000 speakers), Mixtec and Zapotec (each with about 400,000 speakers). The 2010 census found about 83% of the population to be Roman Catholic, and 10% to be other Christian denominations. About 5% responded that they had no religion.

## Next Steps

Develop your cultural literacy further by thinking of other questions you have about Mexican culture. Maybe you are curious about Mexican meals, popular food and drink, the timing of meals etc. Research this and other topics of interest online. In this way, you will continue to expand your knowledge about different subjects.

## Mexican Business and Economy

The economy of Mexico is the eleventh largest in the world by purchasing power parity (*CIA Factbook*, 2018), and fifteenth largest by nominal GDP (IMF, 2017). Income distribution remains “highly unequal”. Large gaps remain between the rich and the poor, the urban and rural, the northern and southern regions. Per capita income is about one third that of the US. In terms of poverty, the *CIA Factbook* says that 46.2% of the population is below the poverty line.

Since NAFTA (1994), manufacturing has become a more important part of Mexico’s economy. Tax revenues account for only 19.6% of the GDP (2013) which is the lowest among the 34 countries in the OECD (Organization for Economic Cooperation and Development). The OECD and WTO rank Mexican workers the hardest working in the world in terms of number of hours worked annually.

Mexico is the second largest export market for the US, and its third largest source of imports to the US. The US received 79% of Mexico’s exports (2017). Mexico’s import partners include the US (4%), China

(17%), and Japan (4%). More than 90% of Mexico's trade is under free trade agreements with over 40 countries.

In 2012, Mexico formed the Pacific Alliance with Peru, Colombia and Chile. President Enrique Peña Nieto led the country in major economic reforms to increase competitiveness and economic growth. He made a special effort to attract private investment into the energy sector to increase production.

Mexico's major industries are food and beverages, tobacco, chemicals, iron and steel, petroleum, mining, textiles, clothing, motor vehicles, and tourism. Its primary agricultural products include corn, wheat, soybeans, rice, beans, cotton, coffee, fruit, tomatoes, beef, poultry and dairy products.

Mexico's principle natural resources are petroleum, silver, copper, gold, lead, zinc, natural gas and timber. Mexico exports manufactured goods, electronics, vehicles and auto parts, oil and oil products, silver, plastics, fruits, vegetables, coffee and cotton. Mexico is the world's leading producer of silver. Mexico has the second largest stock exchange in Latin America, the Mexican Stock Exchange, after Brazil's.

Transnational issues include strained water-sharing agreements with the US, although recently rainfall has helped the shortage. The US is working to monitor and control the transport of legal and illegal personnel and goods across the border. Mexico is dealing with thousands of poor Guatemalans and other Central Americans who cross the border looking for work in Mexico and the US. Thousands of Venezuelans have claimed asylum. In addition,

Mexico is a major drug-producing and transit nation. It is estimated to be the third largest producer of opium. Mexico also is a major supplier of heroin and marijuana, and a major producer and supplier of ecstasy. An estimated 95% of all cocaine moving toward the US stops in Mexico. The country also is considered a major money laundering center.

The electronics industry in Mexico has grown extensively since 2008. It now ranks sixth in the world behind China, the US, Japan, South Korea and Taiwan. Electronics account for 30% of Mexico's exports. The country has become the second largest electronics exporter to the US.

The automobile industry is very important in Mexico, with plants operated by GM, Ford, Chrysler, VW, Nissan, Kia, BMW and Mercedes Benz. Telecommunications is dominated by Telmex, which privatized in 1990. Mexico controls energy production through its state-owned companies Federal Commission of Energy and Pemex. Mexico ranks sixth in world oil production.



Of the Global Fortune 500, four companies have their headquarters in Mexico as of July 2018.

<b>Mexican Companies Ranked in the Global Fortune 500 July 2018</b>				
<b>Rank</b>	<b>Company</b>	<b>Industry</b>	<b>Headquarters</b>	<b>CEO</b>
107	Pemex	Energy	Mexico City	Carlos Alberto Trevino Medina
180	America Movil Telecom		Mexico City	Daniel Hajj Aboumrad
454	CFE	Utilities	Mexico City	Jaime Francisco Hernandez Martinez
487	Femsa	Beverages	Monterrey	Miguel Eduardo Padilla Silva

The fourth Mexican company ranked in the Fortune Global 500 is Fomento Economico Mexicano (#487), also known as FEMSA. See the company profile below.

### **Company Profile: FEMSA**

FEMSA sells soft drinks, juices, bottled water and energy drinks such as Coca-Cola, Sprite and Powerade. It serves over 396 million customers. Coca-Cola FEMSA is the largest public bottler of Coca-Cola products in the world. They are the second largest shareholder of Heineken, and own almost 15% of the brewing company which operates in over 70 countries. Coca-Cola FEMSA does business in nine countries in addition to Mexico. These are: Argentina, Brazil, Colombia, Costa Rica, Phillipines, Guatemala, Nicaragua, Panama and Venezuela.

Eduardo Padilla Silva became CEO of FEMSA in January 2018. He has worked at the company since 1997. He earned a BS in Mechanical Engineering from the Tecnologico de Monterrey, an MBA from Cornell University, and a second masters from IPADE. His previous positions at FEMSA included Chief Financial and Corporate Officer, CEO of FEMSA Comercio, CEO of FEMSA Strategic Procurement, and Director of Planning and Control for FEMSA.

## Next Steps

Continue to work on developing your cultural literacy and knowledge of Mexican business and economy. For example, you might find out which are Mexico's most popular business news media sources. Then access the English language versions online to stay up to date with the latest trends and business news related to Mexico.



*Cozumel*

*Source: The CIA World Factbook*



CHAPTER THREE  
UNITED STATES OF AMERICA



*Washington Monument*

*Source: The CIA World Factbook*

## **Basic English Business Communication**

This section of the chapter discusses some basic principles of English business communication, in lieu of basic business language words and phrases as in the other chapters.

The goal is to provide you with some concrete tips that you can apply immediately in your oral and written business communication. We begin with tips to improve public speaking skills, and then follow up with some suggestions on how to write more effectively for business.

### **Public Speaking for Business**

Six basic tips can help people improve their public speaking skills in a US business context. These tips fall into the categories of organization, key points, audience focus, voice & intonation, you-viewpoint and visuals.

#### **Organization**

To make your speech easier for the audience to follow, remember to organize it into three sections: an introduction, body and conclusion. The introduction should let the audience know what you are going to talk about. A good introduction will catch their attention right from the beginning. A popular way to open a speech is to start with a personal story, joke, or a question. You may want to present your key points here as well. Then the body of the talk can cover the key points in more detail, while continuing as you continue to engage the audience. Finally, your conclusion should summarize what came earlier, emphasize your key points, and state what you want your audience to take away from your talk.

#### **Key Points**

Decide in advance on the two or three most important things that you want to communicate to your audience. What do you want them to take away from the speech? Introduce these points at the beginning of your talk. Then discuss them in more detail in the body. Finally, sum up the main points at the end of your speech. And don't forget to thank the audience for their attention.

## **Audience Focus**

In a speech, it isn't enough to cover your main points thoroughly. You may state the points, but if you don't have the audience's attention, they might not hear what you say. For a speech to be effective, you have to capture the audience's attention. If their minds wander during your talk, they can't go back to hear what they missed.

You also need to be clear, since they can't go back and replay a section they didn't understand. It helps to maintain eye contact with the audience. If you turn your back on the audience to read your slides, or look down at your monitor to read your speech or notes, you risk losing their attention.

## **Voice and Intonation**

Use the power of your voice to keep the audience interested in your talk. You can do this in several ways, such as by showing enthusiasm for your topic. Your interest in your own topic is contagious. If you're bored by your topic, your audience likely will be bored as well. Vary the pace of your talk, but don't speak too quickly. Place emphasis on certain words and phrases rather than speaking in a monotone. Speak slowly enough that your audience can follow what you say, but not too slowly as to lose their attention. Pause for effect to let an important idea sink in.

## **You-Viewpoint**

Use the you-viewpoint to connect with the audience and hold their attention. Think of what they want and need to know about the subject of your talk. Focus on the audience and use the pronouns "you" and "your" rather than "I", "me," "my," and "mine."

## **Visuals**

PowerPoint slides let you use pictures and graphics to support your message. Just try to avoid putting too many words on the slides. Remember that people don't have time to read too much information on slides as you speak. You want them to pay attention to your talk, rather than reading dense text on slides. It is difficult to listen to someone speak AND read their slides at the same time. So remember to use slides to support your talk with visuals, pictures and graphics rather than reading material.

## Writing for Business

Here are six tips to improve your business writing for a US audience. They involve techniques for making your writing clearer, more audience-centered, and easier to understand.

### Audience-Centered

First understand your audience and know who is going to read your email or report. What information does your reader expect to receive? What does your audience need to know? Be sure to include that information in your message.

### Brevity

*“Broadly speaking, the short words are the best, and the old words best of all.”*

*Winston Churchill.*

Brevity in your writing has numerous advantages. First, it shows respect for the reader’s time. It helps make your writing easier to read. Summarize key information and put the main points that you want to convey clearly visible in the first paragraph. Use the subject line to let the reader identify the topic and reason for the email right away. Your message should be easy to access and understand.

Keep in mind that the reader may not have a lot of time to spend on reading the message. Be concise and get straight to the point in your writing. In particular, avoid writing long sentences that are hard to follow, as readers can get lost in their complexity and excess words. Short, simple sentences tend to be easier to read and understand. Long paragraphs also can be hard to follow, so limit your paragraphs to a maximum of nine to twelve lines in length. Additionally, each paragraph should cover just one main point.

### Clarity

Clear writing is another way to respect the reader’s time. If any part of an email or report is unclear, the reader may miss part of the message, have to write back to ask for clarification, or simply give up trying to understand it.

To make writing clearer and easier to understand, put yourself in the reader's place. Proofread your work as if you were the intended audience. Also, choose simple language that everyone can understand, and avoid acronyms and jargon that might be unfamiliar to some readers.

## Easy to Understand

When writing an email, make sure that the subject line is clear. To organize your message, use headings that guide your reader through the content. Headings let the reader scan through an email or report quickly to find the desired information. They also make it easier for the reader to get the gist of the message.

## Organization

In writing, as well as in spoken communication, you can use an introduction, body and conclusion to organize your piece and communicate a clear message. Put the most important information up front in the introduction, and explain the details clearly in the body of the message. In the conclusion of your email or report, summarize the information, and outline any action that is required.

## Cohesion

To guide the reader smoothly through your message, use linking or connecting words. These serve as important cohesive devices that connect ideas sequentially or conceptually. Linking words indicate what lies ahead, show relationships to ideas, and connect the reader to previous thoughts. Some examples of linking words are *then*, *next*, *first*, *second*, *consequently*, *however*, *as a result*, *in contrast*, *similarly*, and *in conclusion*. They help a reader to understand a message.

These tips for written and oral business communication can help both native and non-native speakers of English to communicate more effectively in a US business context.

## Next Steps

How can you continue to improve your public speaking? You may have heard the expression that some people fear public speaking more than death! One way to overcome this anxiety is practice. Another technique to lessen fear of speaking in public involves thinking about the best public



speaker that you have heard. Consider what makes that person an effective speaker. Can you do the same thing(s) when you speak?

To continue your development as an effective speaker and writer, think about what else you would like to know about business communication. Write your questions down, and research them on the Internet. Also you could view videos of effective business speakers on YouTube.

*“Anyone can speak Troll. All you have to do is point and grunt.”*  
*J.K. Rowling*

## Cultural Literacy in the US

This section of the chapter introduces you to various aspects of culture in the United States. Some of the information may be new, while you may already be familiar with some of the rest. The section’s aim is to broaden your knowledge of US culture, and encourage you to discover more about cultural aspects that interest you through research or conversation with Americans. Discovering more about US culture will help you to better understand the people, economy and country as you do business from home or abroad.

We will cover a number of topics, some of which will be more interesting to you than others. Focus on the subjects that interest you and follow your curiosity to learn more about them. We begin with geography and history, and progress later to sports and the arts.



*Map of the US*

*Source: The CIA World Factbook*

## Get Your Bearings: Geography

The United States consists of fifty states that are located primarily in North America. Find a map on the internet such as Google maps to get the whole picture of the physical geography of the country. You will see that it is bordered on the north by Canada and on the south by Mexico. The country has 48 contiguous states. The two outliers are Hawaii and Alaska. Hawaii lies in the central Pacific Ocean. It is an archipelago made up of six main islands. Geographically, it belongs to the Polynesian region of Oceania. It is the only state to have an Asian plurality. Hawaii is influenced by North American, East Asian and indigenous Hawaiian cultures. It became the fiftieth state of the union in 1959.

Alaska is located in the far northwest of North America and borders the Canadian regions of the Yukon and British Columbia. By area, Alaska is the largest state. Yet it has the third smallest population. The US purchased Alaska in 1867 from Russia for \$7.2 million dollars. It became the forty-ninth state in 1959.

The US census divides the country into four main regions: Northeast, South, Midwest and West. Other terms for regional division are commonly used, although they have less precise bounds. The Northeast, for example, runs from Maine to Maryland and includes New England, which consists of Maine, Vermont, New Hampshire, Massachusetts, Rhode Island, and Connecticut. Rhode Island has the smallest area of any state in the country.

The mighty Mississippi River flows north to south from Minnesota to Louisiana. As long as the Mississippi River is, the Missouri River is slightly longer. It runs all the way from Montana to Missouri, where it finally empties into the Mississippi River.

The Northeast has the large population centers of Boston, New York City, Newark, Philadelphia, Washington, DC, and Baltimore. The Amtrak train line connects these cities, making it easy to travel between them. New York is considered the country's financial and cultural center. Washington DC is the nation's capital, and lies in the District of Columbia which technically is not a state.

The Midwest includes the heartland with Michigan, Indiana, Illinois, Iowa, Ohio, Minnesota, Missouri, and Wisconsin. Chicago, Illinois is an important financial center that is famous for its architecture as well. Detroit, Michigan has long been the center of US automobile production.

The South consists of states from Virginia to Florida, and west to Louisiana. North Carolina, South Carolina, Georgia, West Virginia, Kentucky, Tennessee, and Arkansas are considered part of the South. The

southern states of Alabama, Louisiana and Mississippi border the Gulf of Mexico.

Although definitions of the Southwest vary, generally the region includes Texas, Oklahoma, Arizona, New Mexico, Utah, Nevada and sometimes California. The east North Central States also cover the heartland and include Michigan, Ohio, Wisconsin, Indiana and Illinois. The western North Central States consist of North and South Dakota, Nebraska, Kansas, Iowa, Minnesota and Missouri. The largest metropolitan area in this region in Minneapolis-St. Paul, Minnesota.

The Pacific Northwest generally refers to Washington and Oregon. States in the Rocky Mountain area include Colorado, Wyoming, Montana, and Idaho.

With 39.5 million people, California has the largest population. It is the third largest state in area. California is famous for Hollywood in Los Angeles, a major film making center and Silicon Valley, home to many tech companies such as Apple and Google. The four largest cities in California are Los Angeles, San Diego, San Jose, and San Francisco. For the sake of comparison, Los Angeles ranks as the second largest city in the US after New York.

Ranked by GDP, the states with the largest economies are California, New York and Florida, while those with the lowest GDP are Vermont, Wyoming and Montana.

## On the Road Again: Travel and Tourism

*“A man travels the world over in search of what he needs and returns home to find it.”*

*George Moore*

As a business traveler to the US, you might consider spending a day or a weekend in one of the sixty national parks or historic sites across the country. Filmmaker Ken Burns called the US system of national parks “America’s best idea.” Philanthropist and oil magnate John D. Rockefeller donated great tracts of land to some of the most popular national parks including Acadia National Park in Maine, Grand Teton National Park in Wyoming, and St. Johns in the US Virgin Islands. He gave the land to the government on the condition that it would never be developed.

Yellowstone National Park in Wyoming and Montana was the first national park established in 1872. It was followed by Sequoia and Yosemite in California in 1890. The largest national park is Wrangell-St.

Elias in Alaska, and the next three biggest national parks also are located in Alaska.

In 2017, the Great Smoky Mountains National Park had the greatest number of visitors at 11.3 million, followed by the Grand Canyon National Park in Arizona which had 6.2 million visitors.

Some of the top US tourism sites include New York City's Times Square, Central Park, and Grand Central Station, Union Station in Washington DC, the Las Vegas Strip, Disneyworld in Orlando, Florida, Disneyland in Anaheim, California, and the Golden Gate Bridge in San Francisco

Other popular tourist attractions include the Statue of Liberty in New York City, New Orleans, Louisiana, Disneyworld in Orlando and Disneyland in Los Angeles, California's Hollywood, Napa Valley, Balboa Park in San Diego and Pier 39 in San Francisco, Faneuil Hall Marketplace in Boston, Pike Place Market in Seattle, Mackinaw Bridge in Michigan, and the Navy Pier in Chicago.

For suggestions of top local sites to visit when you are on business travel in the US, you can consult Tripadvisor on the internet. For just about any location, the popular website describes, ranks and offers reader reviews of top things to do, hotels, and restaurants. A valuable guide for business travel, Tripadvisor also lists restaurants that are near your current site, making it easy to find a place to eat while traveling.

#### Some Favorite Places to Visit in the US

**New York City:** Statue of Liberty, World Trade Center Memorial, New York Stock Exchange and Nasdaq, Greenwich Village, Lincoln Center

**Nashville, TN:** Grand Ole Opry, Bluebird Café, Vanderbilt University

**Miami, FL:** Fairchild Tropical Gardens, Miami Beach, Key Biscayne, Miami Zoo, Coral Gables, Matheson Hammock, the Everglades, Florida Keys

**Grand Canyon, AZ:** the rim, sunrise, hiking along the rim, Mule trip, Colorado River raft trip, Hopi House, historic inns at the canyon designed by architect Mary Colter

## Monticello

Monticello was Thomas Jefferson's home near Charlottesville, Virginia. Thomas Jefferson (1743-1826) wrote the Declaration of Independence and the Statute of Virginia for Religious Freedom. He was the third president of the United States, as well as the founder of the University of Virginia.

Jefferson finished building the original house at Monticello in 1772. In 1794, he began to rebuild his home, incorporating European designs with his own architectural style. He continued to remodel the house at various times for the rest of his life.



*Monticello*

*Source: The CIA World Factbook*

## The Washington Monument, Washington, DC

The Washington Monument is an obelisk in the nation's capital that commemorates George Washington, the first president of the United States. It is located in a prominent position on the National Mall. Work began on the monument in 1848, and was completed in 1888.

## Sunset in Key West, FL

Key West, FL is famous for its beautiful sunsets. Mallory Square in downtown Key West even holds a nightly Key West Sunset Celebration! People gather there to watch the sun go down and disappear into the horizon over the Gulf of Mexico. Jugglers, artists, food vendors and others join the locals and visitors on the square who come to celebrate the sunset.

## It's about Time: History

*“Geography has made us neighbors. History has made us friends. Economics has made us partners, and necessity has made us allies.”*  
*John F. Kennedy*

### Abbreviated Timeline of US History

15,000 BC	Settlement of indigenous people
1492	Arrival of Christopher Columbus (1451-1506) European colonization of the Americas begins
1600's	Most European colonies are established
1770's	13 colonies grow to 2.5 million people
1775	Revolutionary War against Great Britain. France supported the Colonists.
1776	Declaration of Independence
1789-1797	George Washington (1732-1799) 1st president of US
1861 -1864	American Civil War
1861-1865	Abraham Lincoln (1809-1865) 16 <sup>th</sup> president of the US.
Early 1900's	US becomes world's largest industrial power
1914-1918	World War I under President Woodrow Wilson (1856-1924)
1939-1945	World War II, under Presidents Franklin Roosevelt (1882-1945) and Harry Truman (1884-1972)
1950-1953	Korean War. Conflict between North Korea (with support of China & Soviet Union) & South Korea (with support of US). Under Presidents Harry Truman (1884-1972) & Dwight Eisenhower (1890-1969)
1960's	Civil rights movement and legislation, under President Lyndon Johnson
1965-1975	Vietnam War. Under Presidents John Kennedy and Richard Nixon.
2001- present	War in Afghanistan. Began by attacks on NYC and DC by Al-Qaeda. Under Presidents George Bush (1946 – present), Barack Obama (1961- present), and Donald Trump (1946 – present).

## Government

President Donald Trump is the forty-fifth president of the US. As the Republican candidate for president, he defeated the Democratic candidate Hilary Clinton. Wife of former President Bill Clinton, she worked as secretary of state under former President Barack Obama. The US government has a two-party system comprised of Republicans and Democrats. The three branches of the federal government consist of the Executive Branch (the President and about 5,000,000 employees), the Legislative branch (Senate and House of Representatives), and the Judicial branch (the Supreme Court and lower courts).

## Sports and Pastimes

The most popular sport in the US is football, followed by basketball, baseball and soccer. The market for professional sports is estimated to be about \$69 billion dollars. By revenue, the major professional sports leagues are Major League Baseball (MLB), the National Basketball Association (NBA), the National Football League (NFL), and the National Hockey League (NHL). Other popular sports include tennis, golf, wrestling and auto racing.

Most high schools and universities have organized sports. In some areas, college football and college basketball teams are as popular as professional teams.

The US government does not provide funding for sports or the Olympic teams, which contrasts with the policy of most other countries.

## The Universal Language: Music

*"If you have to ask what jazz is, you'll never know."*  
Louis Armstrong

US music enjoys worldwide popularity. Its many genres include blues, classical, country, gospel, heavy metal, hiphop, jazz, R & B (Rhythm and Blues), rock, salsa, soul, and techno among others. Popular female singers include Beyonce and Taylor Swift, while male singers include Bruno Mars and Chris Stapleton. Some well-known country music bands are Zac Brown Band, Little Big Town, Lady Antebellum, and Rascal Flatts.

The Grammy Awards recognize achievement in the music industry, and give awards for Record of the Year, Album of the Year, Song of the

Year, and Best New Artist. For example, the singer Bruno Mars won in three categories in 2016.

Other artists were recognized at the Country Music Association (CMA) Awards in 2017. Garth Brooks won Entertainer of the Year, while “Blue Ain’t Your Color” by Keith Urban, earned Single of the Year. Miranda Lambert was named Female Vocalist of the Year, while Chris Stapleton won the award for Male Vocalist of the Year. Little Big Town earned the title of Vocal Group of the Year.

A good way to get acquainted with popular music is to listen to the Grammy and CMA award winners on YouTube. You can select artists that you like, and listen to a sample of their music on YouTube.

Visit famous music venues when possible in order to experience the local music. When you are in New York City, you could try to catch a performance at Lincoln Center or the Metropolitan Opera. In Nashville, Tennessee, you could attend a performance at the Grand Ole Opry to soak up some country music by world-class performers. Or you could go to the Bluebird Café to hear singer-songwriters perform their own music.

## Books

*“There is no friend as loyal as a book.”*  
Ernest Hemingway

You could say that the road to cultural literacy is paved with books. And in the US, in many cities you can find a great selection of books at Barnes and Noble bookstores, Books a Million stores, and numerous private booksellers. And of course, Amazon and bamesandnoble.com provide excellent access to books through online bookstores with easy ordering and shipping, reader reviews and e-books.

Don’t forget to check out the *New York Times* bestseller list that comes out every week in the Sunday paper. There you can learn which are the bestselling books in a variety of categories, and get ideas of interesting new books to read.

## Movies

Hollywood and the US have long produced movies that entertain people around the world. At the Academy Awards annual ceremony, movies and actors receive Oscars in recognition of their excellence in the industry in categories such as Best Picture, Best Actor/Actress in a Leading Role, Best Actor/Actress in a Supporting Role etc. To find out



which movies and actors were judged excellent by the Motion Picture professional organization, you can consult [Oscar.go.com/winners](https://www.oscar.go.com/winners). For example, the 2017 candidates for the Oscar for the Best Picture included “Darkest Hour,” “Dunkirk,” “Lady Bird,” “The Post,” “Three Billboards outside Ebbing Missouri,” and the winner “The Shape of Water.”

Among the actors and actresses up for Oscars for 2017 performances were Daniel Day-Lewis, Gary Oldman (the winner), Denzel Washington, Frances McDormand (the winner), Meryl Streep and Mary J. Blige.

## Culture with a Capital C: Institutions

The [culturetrip.com](https://www.culturetrip.com) website provides a list of the twelve best cities in the US to see art. The country’s center of art is considered to be in New York City. Its three best-known museums are the Metropolitan Museum of Art, the MoMa (Museum of Modern Art) and the Guggenheim. On the west coast, San Francisco is another important center for the arts with its Museum of Modern Art and other institutions.

Other cities also have excellent centers for the arts. For example, Washington DC has the National Gallery of Art, the Smithsonian, the Corcoran Gallery and many others. Santa Fe is known for the Georgia O’Keefe Museum. In addition, Chicago is the home of the Art Institute of Chicago. Houston’s Art and Museum District has a collection of approximately twenty museums and cultural organizations. Los Angeles also has numerous art museums including the Getty Center.

To become more familiar with the art collection in a specific museum, you can visit its website. However, the best way to experience the various art collections is still to visit the museum in person.

## Education

Education in the US is mandatory from five to eight years of age until age sixteen to eighteen, depending on the state’s law. Elementary school typically includes kindergarten through fifth or sixth grade. Children usually start kindergarten when they are five years old. Middle school goes from sixth or seventh through eighth grade, while high school runs from ninth to twelfth grade. Students can continue their education in two-year community colleges (associate degrees), or colleges and universities for a bachelor’s degree which is normally completed in four years.

The eight Ivy League colleges in the US are considered very prestigious, and are ranked among the best universities worldwide by *US*

*News and World Report*. These universities include Brown, Columbia, Cornell, Dartmouth, Harvard, Penn, Princeton, and Yale.

In addition, the United States is the location of half of the top 100 Global MBA programs as ranked by the *Financial Times* (2018). Twelve US business schools are ranked in the top twenty Global MBA programs. These are Stanford Graduate School of Business #1; University of Pennsylvania: Wharton #3; Harvard Business School #5; University of Chicago: Booth #6; Columbia Business School #7; MIT: Sloan #9; University of California at Berkeley: Haas #10; Northwestern University: Kellogg #12; Yale University #15; Dartmouth College: Tuck #16; Cornell University: Johnson #17; and Duke University: Fuqua #19.

## Demographics

Life expectancy in the US (2015) is 78.74 years. The population of the US is estimated to be around 325.7 million (2017). In comparison, Canada has 36.29 million people (2016) while Mexico has around 112 million (2016). China, the world's most populous country, has around 1.379 billion (2016) people. Looking at the population of individual states, California and Texas are the most populous in the country.

With respect to religion, over half of the US is Protestant, and about a quarter is Catholic. Almost two percent are Jewish, while fewer than one percent of the population is Buddhist, Muslim or Hindu.

English is the official language of the United States. It is spoken by about 80% of the population. Around 12% of the people speak Spanish. Over 3 million people speak Chinese, while over 1 million people speak each of the following: Tagalog, Vietnamese, Arabic, French, and Korean. The next most commonly spoken languages in the US with over a half million speakers each are: Russian, German, Haitian Creole, Hindi, Portuguese, Italian, and Polish.

## Next Steps

Pick a state or region that you would like to visit, and research it on the web. Why are you interested in that area? What would you like to see or do there? Remember that you can develop your cultural literacy simply by following your curiosity and learning more about subjects that you find interesting.

## US Business and the Economy

*“In the business world, the rearview mirror is always clearer than the windshield.”*  
*Warren Buffett*

The GDP in the US is 18.57 trillion USD (2016), and GDP per capita is 57,466.79 USD (2016). In 2018, the unemployment rate in the US was around 4% according to the Bureau of Labor Statistics. Taxpayers in the US fall into seven brackets according to their taxable income. The lowest tax bracket is 10% for individuals who earn up to \$9,700, while the highest tax bracket is 37% for individuals who earn more than \$510,300.

The percentage of the population in poverty in the US is estimated at 12.7%, according to the US Census Bureau (2016). According to the US Department of Health and Human Services (2018) an income of \$20,780 is considered the poverty guideline for a family/household with 3 people, while an income of \$25,100 is the guideline for a family/household with 4 people.

### Famous CEO's in the US

Jeff Bezos, CEO of Amazon, named his company after the Amazon River in Brazil because it is the biggest river in the world. Since he wanted to develop the largest store in the world, he decided to call it Amazon. He has a reputation of being a demanding employer. Recently he launched a national search to find a suitable location for Amazon's second world headquarters. He decided to locate the new headquarters in two cities rather than just one, and selected New York City and Arlington, Virginia. He also made news when he bought Whole Foods and *The Washington Post*.

Tim Cook, Apple's CEO, is the successor to Steve Jobs, the legendary founder of Apple. Recently Apple achieved a trillion dollar valuation for its worth. The headquarters of the company is in Cupertino, CA in the heart of Silicon Valley.

Warren Buffett, CEO of Berkshire Hathaway, has the nickname “The Wizard of Omaha.” Almost 90 years old, he continues to give sage advice on stocks and his investment strategy. Buffett's annual report for Berkshire Hathaway is considered a model for corporate reports and is studied in business communication classes for its clarity. He claims that he writes his annual report with his sister in mind, and visualizes her as his audience. He uses simple, direct language that everyone can understand.

Buffett has a reputation for being thrifty. He has driven the same car for years, and lived in the same house in Omaha for decades.

## Global Fortune 500 Companies

As of July 2018, the US had 126 companies on the Global Fortune 500 list of the world's largest companies. That is the most for any one country on the list. China comes in second place with 120 companies. Then Japan places third with 52 companies, followed by Germany with 32. In fifth place is France with 28 companies. South Korea comes in seventh with 16 companies on the list.

<b>Top Ten US Companies on the Fortune Global 500 List</b>			
<b>Rank</b>	<b>Company</b>	<b>Industry</b>	<b>CEO</b>
1	Walmart	Merchandisers	Douglas McMillon
9	Exxon Mobil	Petroleum Refining	Darren Woods
10	Berkshire Hathaway	Insurance	Warren Buffett
11	Apple	Computers	Tim Cook
13	McKesson	Pharma Distribution	John Hammergren
15	UnitedHealth	Health Care	David Wichmann
17	CVS Health	Health Care/Pharmacy	Larry Merlo
18	Amazon	Internet & Retailing	Jeff Bezos
20	AT&T	Telecomm	Randall Stephenson
21	General Motors	Motor Vehicles/Parts	Mary Barra

## Company Profile: Walmart

Walmart's history began in 1950 when Sam Walton opened Walton's 5 and 10 store in Bentonville, Arkansas. Twelve years later, he opened the first Walmart in Rogers, Arkansas. Eventually, his store grew to become the world's largest retailer. Now Walmart is a multinational company with 11,200 stores in 27 countries, as well as e-commerce sites that want to rival Amazon. The company employs 2.2 million employees around the world. Walmart's mission remains "save money, live better."

Doug McMillon became Walmart's fifth CEO in 2014. His family moved to Bentonville, Arkansas where Walmart's headquarters is located when he was just sixteen. Doug McMillon attended the University of Arkansas as an undergraduate and earned an MBA from the University of Tulsa. He began his career at Walmart as a summer associate unloading trucks while he was still in high school. As he rose in the ranks of the company, McMillon held various positions. He worked as president and

head of Sam's Club from 2005 to 2009. After that he served as president and CEO of Walmart International from 2009 to 2013. His leadership transformed Walmart International. First, its sales growth rate surpassed that of Walmart US. Second, Walmart International became responsible for 29% of the company's total sales. Finally, Doug McMillon grew Walmart International from 3,300 stores in 14 countries (2009) to 6,300 stores in 26 countries (2013).

### **Company Profile: General Motors**

General Motors manufactures cars and trucks in 35 countries. It was the world's largest automobile manufacturer from 1931 -2007. Its brands include Buick, Cadillac, Chevrolet, GMC, Holden & HSV (in Australia), Jie-Fang, Wuling & Baojun (in China), and Ravon (in Uzbekistan).

Mary Barra, CEO of General Motors, is the first female CEO of a major global auto manufacturer, and one of only 24 female CEOs of Fortune 500 companies. She grew up in Detroit. Her father worked in GM's Pontiac factory as a diemaker for about forty years. Barra started her career at GM at age 18 as a co-op student with the GM Institute. She earned a degree in electrical engineering at Kettering University in Flint, Michigan. After that she received an MBA from Stanford Graduate School of Business. Ms. Barra now serves on Kettering University's Board of Trustees.

Before becoming CEO in 2014, Mary worked at various jobs in the company. She managed an assembly plant, worked as VP of Global Human Resources, and then was promoted to Executive Vice President of Global Product Development, Purchasing and Supply Chain. In that position, she traveled around the world to meet with design team members and engineers who worked in the region. Each year she would go on eight or nine major trips abroad and many shorter overnight trips as well.

### **Business**

In 2017 the top ten trading partners of the US were China, Canada, Mexico, Japan, Germany, South Korea, UK, France, India and Italy. The biggest partners are China, Canada, and Mexico. The second tier of trading partners consists of Japan, Germany and South Korea.

Automobiles count for one third of all Japanese imports into the US. The top port of entry is Los Angeles. Germany's leading gateway in to the US is Charleston, SC since BMW builds autos in South Carolina. 64% of South Korea's imports enter the US through airports. The leading airport

entry points for Korean trade are San Francisco International, Dallas-Ft. Worth International and Chicago's O'Hare International.

## Natural Resources

The US has the world's largest coal reserves with around 27% of the total supply. With respect to other natural resources, the US holds significant amounts of the world's copper, lead, molybdenum, phosphates, rare earth elements, uranium, bauxite, gold iron, mercury, nickel, potash, silver, tungsten, zinc, petroleum, natural gas, timber and arable land.

## Next Steps

To further develop your cultural literacy and knowledge of American business, you could conduct research on a US company or CEO whom you admire. You might look at the company's website, or listen to an interview with the CEO on YouTube. Alternatively you could read the company's annual report on the website. With many resources available on the Internet, you can find many ways to continue learning about US business and the economy.



*Key West Sunset*

*Source: The CIA World Factbook*



**ASIA**

**CHINA**

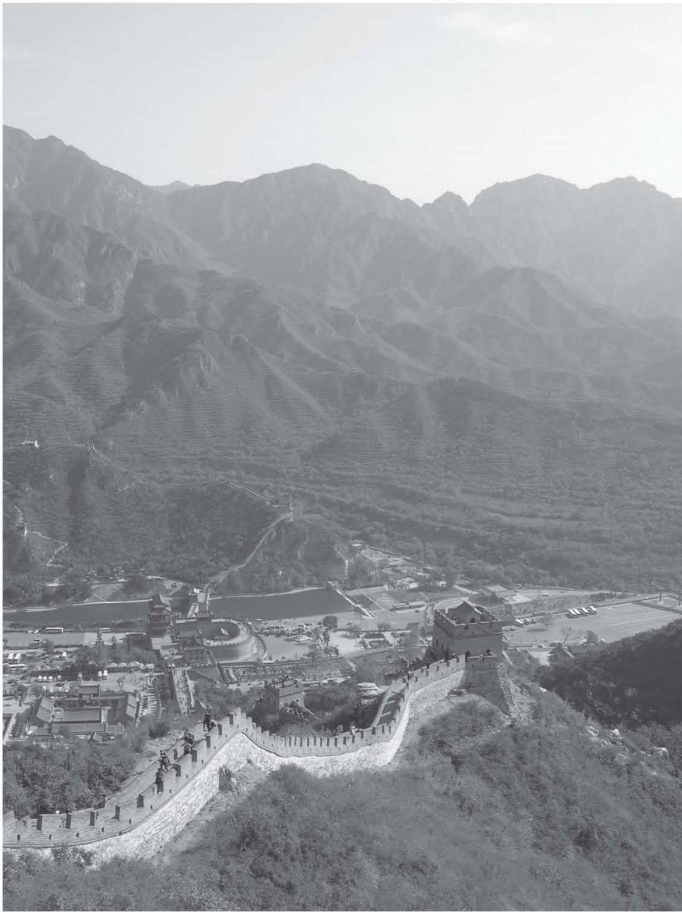
**SOUTH KOREA**





# CHAPTER FOUR

## CHINA



*Great Wall of China*

*Source: The CIA World Factbook*

## Basic Business Chinese

The words and phrases below will add to your knowledge of basic business Chinese. You can hear how the words are pronounced on Google Translate, Siri or another assistant on your phone or computer. Repeat the words after the speaker, and imitate the accent. Practice speaking the phrases aloud on a daily basis until they come easily to you. Test yourself by looking at the English words and translating them into Chinese. Then practice in reverse. Say the Chinese aloud, and think of the English translation. (The original source of the Chinese translation is Google Translate with subsequent revisions by Jane Kuo.)

*“If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.”*  
Nelson Mandela

### ENGLISH SIMPLIFIED CHINESE

1. Hi!  
*Hāi!*
2. Good mornin  
*Zǎoshang hǎo*
3. Good afternoon  
*xiàwǔ hǎo*
4. Good evenin  
*wǎnshàng hǎo*
5. Goodby  
*zàijiàn*
6. See you later  
*húttóu jiàn*
7. How are you?  
*nǐ hǎo ma?*
8. Fine, thanks.  
*Hěn hǎo, xièxiè.*
9. What’s your name?  
*Nǐ jiào shénme míngzì?*
10. My name is Chris.  
*Wǒ de míngzì shì kè lǐ sī.*
11. Nice to meet you  
*Hěn gāoxìng jiàn dào* (“jiàn dào” is used when you see the person, here “rèn shì” is better.) nǐ

12. Thanks a lot.  
*fēicháng gǎnxiè.*
13. You're welcome  
*Bié kèqì*
14. Where is the bathroom?  
*xǐshǒujiān zài nǎlǐ?*
15. Can you recommend a good restaurant?  
*Nǐ néng tuījiàn yījiā hǎo cānguǎn?*
16. Where are you from?  
*Nǐ cóng nǎlǐ lái de?*
17. I'm from New York.  
*Wǒ láizì niǚyuē.*
18. Can you help me please?  
*Nǐ néng bāng wǒ ma?*
19. What is your phone number?  
*Nǐ de diànhuà hàomǎ shì duōshǎo?*
20. What's your email?  
*Nǐ de diànzǐ yóujiàn shì shénme?*
21. Yes  
*Shì*
22. No  
*méiyǒu*
23. Maybe  
*yěxǔ*
24. Excuse me.  
*dǎrǎo yīxià.*
25. I don't speak Chinese.  
*Wǒ bù huì shuō zhōngwén.*

## Next Steps

Make a list of other words and phrases that you would like to know how to say in Chinese. Say, for example, you want to learn more about Chinese names and introductions. You can research them on the internet. Translate words or phrases you want to know with Siri, Alexa or Google Translate. Remember to check the translation with a native speaker for accuracy. Practice the phrases daily until you know them, and if possible, practice speaking with colleagues at work or in the community.

## Chinese Cultural Literacy

This chapter will introduce you to various aspects of Chinese culture in order to broaden your knowledge, as well as encourage you to discover more about the culture through research or conversations with Chinese. The more you know about the Chinese culture, the more you will want to know. Your curiosity and interest will drive you to learn more, as well as make a positive impression on your Chinese colleagues at home and abroad. We begin by having a look at the geography and history of China.



*Map of China*

*Source: The CIA World Factbook*

## Get Your Bearings: Geography

China's official name is the PRC, which stands for the People's Republic of China. China has the world's largest population, which is estimated to be approximately 1.4 billion people. By area, the PRC is either the third or fourth largest country after Russia, Canada and the US, depending on how total area is defined. China is one of the world's greatest powers, and a major regional power within Asia.

The People's Republic of China consists of twenty-two provinces, five autonomous regions, the four municipalities of Beijing, Tianjin, Shanghai, and Chongqing, and special administrative regions Hong Kong and Macau. The country counts Taiwan as its twenty-third province. The term "mainland China" excludes Hong Kong and Macao, and consists of China's thirty-one divisions (provinces, autonomous regions, and municipalities). The divisions are grouped into six regions: North China,

Northwest China, Northeast China, East China, South Central China, and Southwest China.

The largest cities in China are Shanghai (over twenty million), Beijing (over sixteen million), Chongqing (over eleven million), Guangzhou (over ten million), Shenzhen (over ten million), and Tianjin (over ten million).

China shares a border with fourteen other countries, as does Russia. They are tied for having the greatest number of neighboring countries. By region, China's neighbors include: 1) Laos, Myanmar and Vietnam in Southeast Asia; 2) Afghanistan, Bhutan, India, Nepal and Pakistan in South Asia; 3) Kazakhstan, Kyrgyzstan, and Tajikistan in Central Asia; 4) and Mongolia, North Korea, and Russia in Inner and Northeast Asia.

One of the world's earliest civilizations developed in China along the Yellow River in the North China Plain. The geography of China is varied, ranging from subtropical forests in the south to the vast Gobi and Taklamakan Deserts in the north. Mountain ranges, including the Himalaya, Karakoram, Pamir and Tian Shan, lie between China and the rest of South and Central Asia. Two of the world's great rivers, the Yangtze (third-longest in the world) and the Yellow (sixth-longest) flow from the Tibetan plateau to the heavily populated eastern coast into the Pacific Ocean.

## On the Road Again: Travel and Tourism

*"Wherever you go, go with all your heart."*

*Confucius*

China is the fourth most visited country in the world after France, the US, and Spain. Over half of China's foreign tourists, who spent more than one night in the country, came from Hong Kong, Macao, and Taiwan.

China has many tourist attractions, including Beijing's Forbidden City and Imperial Palace. For 560 years until 1911, the Imperial Palace was home to twenty-four emperors of the Ming and Qing dynasties. The ancient palace has over 8,000 rooms. Its picturesque roofs are painted in red and yellow.

Another well-known tourist site is Shanghai's Bund, or Waitan ("Outer Beach") which runs along the Huangpu River. The buildings in the area are famous for their colonial architecture. The Bund was Shanghai's most prosperous area in the late nineteenth and early twentieth centuries.

Perhaps the most famous natural scenery in China lies along the Li River in Guilin. This area has been the subject of countless painters and

poets. Today it attracts many photographers. The fifty-one mile stretch between Guilin and Yangshuo is considered the most beautiful.

The Yellow Mountain Scenic Area in east China is another important tourist attraction. It is known for its sunrises, rock formations, twisted pine trees and hot springs. The Yellow Mountain National Park is the most accessible of China's three most visited national parks, which include Zhangjiajie National Forest Park, famous for its unusual rock pillars, and Jiuzhaigou National Forest Park, known for its lakes and fall foliage.

Hangzhou also attracts many visitors with its spectacular landscape and scenic West Lake park which features pagodas, Chinese-style arched bridges, tree-lined walks and gentle hills. It has earned the nickname of "Paradise on Earth."

The Great Wall of China is one of the most well-known tourist sites in China. The longest wall in the world, it runs from China's east coast all the way to the western frontier. The Great Wall of China is regarded as one of the world's greatest architectural achievements. It consists of approximately 3,889 miles of wall and 1,387 miles of natural barriers such as rivers and hills. The Juyongguan section of the Great Wall is well-preserved, and the closest part of the wall to Beijing. As a result, it is the most visited portion.

The Great Wall was built during the time of the Ming Dynasty, between the fourteenth to seventeenth centuries. The purpose of the Great Wall was to protect the Chinese Empire's northern borders. After the Manchus conquered the Empire in the mid-seventeenth century and the Qing Dynasty was established, the Empire grew far beyond the Great Wall. As a result, it was no longer needed by the Empire as protection from invaders.

China's Giant Pandas draw many tourists as well. They are considered China's National Treasure, and are deeply loved by the Chinese and foreigners alike. Three good places to see the pandas at close range are in Chengdu. These are the Chengdu Panda Breeding and Research Center, Dujiangyan Panda Valley, and the Bifengxia Panda Base.

In addition, the Chongqing Zoo works to protect and conduct research on the animals in its exhibits like the giant pandas, red pandas, South China tiger, white tiger, and African elephant. The zoo, which was established in 1953, is located on 111 acres in Chongqing.



*Panda eating bamboo in Chongqing Zoo Source: The CIA World Factbook*

One of China's most famous tourist destinations is the Terra Cotta Army in Xi'an. This army of terra cotta statues lay buried underground for over 2,000 years. The Terra Cotta Army was found in the mausoleum of the first Chinese Emperor Qin Shi Huang (221-210 B.C.) The statues were buried with the emperor with the purpose of protecting him in the afterlife. Local farmers discovered the tomb in 1974 under an earthen pyramid when they were digging a well. It is now considered one of the greatest archaeological sites in the world. Excavations of the site are ongoing. The number of figures in the Terra Cotta Army is estimated at over eight thousand soldiers, one hundred chariots with four hundred horses, and three hundred cavalry horses. The statues are life-size, and each warrior has a unique face.





*Terra Cotta Warriors*

*Source: The CIA World Factbook*

### **It's about Time: History**

“History is a cyclic poem written by time upon the memories of man.”  
Percy Bysshe Shelley.

#### **Abbreviated Timeline of Chinese History**

c. 2100 BC	Xia dynasty emerged as 1st dynasty, according to Chinese tradition
200 BC	The Qin unified China and began the first Chinese dynasty
210 BC	Terra Cotta Army outside Mausoleum of 1st Qin Emperor in Xi'an
206BC–219AD	Han dynasty, invention of papermaking & the compass. Land route of Silk Road replaced earlier route over Himalayas to India

618-907AD	Tang dynasty, invention of gunpowder & printing, new maritime Silk Route & trade with Mesopotamia, Horn of Africa et al
1205	Genghis Khan begins small Mongol invasions of China
1279	Mongol leader Kublai Khan rules all China, establishes Yuan dynasty
1912	Xinhai Revolution ends dynastic rule. Republic replaces Qing dynasty.
1937-45	Second Sino-Japanese War between Japan and China. Invasion of China
1949	Chinese Civil War ends with division of territory. Communist Party establishes the People's Republic of China on Mainland China. Kuomintang-led government retreats to Taiwan.
1966-76	Cultural Revolution: led by Mao Zedong to preserve "true Communist ideology" by purging capitalist & traditional elements from Chinese society
1978	Introduction of economic reforms. Annual growth rates of over 6%
2012	Xi Jinping becomes President of PRC. Begins large-scale economic reforms.

## Government

The People's Republic of China is a one-party sovereign state in East Asia that is governed by the Communist Party of China. The leader of the country is President Xi Jinping, who also serves as the General Secretary of the Communist Party of China and Chairman of the Central Military Commission. The premier of the PRC is Li Keqiang, who is also a member of the Communist Party's Politburo Standing Committee.

Although elections are held in villages and towns, the Communist Party controls government appointments. There is no significant opposition, so the Communist Party wins almost all of the time. In the same vein, when asked, 80-95% of Chinese citizens say they are satisfied with the central government.

Under the One-China policy, China demands that a country recognize China's claim to Taiwan before it will establish diplomatic relations with that country. China has other territorial disputes with India (a disputed border) and Bhutan (an undefined border.) Additionally, China claims ownership of several small islands in the East and South China Seas.

China has a long and rich history. A succession of dynasties ruled China for thousands of years. In the early twentieth century, change occurred when the Xinhai Revolution overthrew the Qing dynasty and replaced it with a republic.

The two biggest political concerns in China are government corruption and the growing gap between rich and poor. In addition, state-sponsored slavery is part of the Chinese penal system. Over a thousand slave labor prisons and camps, known collectively as the Laogai, house approximately 3.3 million people who are forced to work for no pay, and their family must send them money. Many are political or religious dissidents.

The US State Department issued a Level 2 travel advisory for China in 2018 that urges travelers and tourists to exercise increased caution due to “the arbitrary enforcement of local laws and special restrictions on dual US-Chinese nationals.” The Chinese authorities can prohibit travelers from leaving China with exit bans, and also detain them for questioning. US citizens have been detained and/or deported for sending emails that are critical of the Chinese government. On occasion, authorities have denied the US citizenship of dual US-Chinese nationals.

## Sports and Pastimes

China has a long tradition with sports. There is evidence that archery was practiced in the first half of the Zhou dynasty which ran from approximately 1046-771 BC. Swordplay and a sport related to soccer were practiced in the early dynasties as well.

In modern China, gyms and fitness clubs are growing in importance. Basketball is the most popular team sport today. The PRC’s soccer league, known as the Chinese Super League, has the largest market and following in Asia.

The Chinese also enjoy martial arts, pingpong, badminton, swimming and snooker. Snooker differs from billiards and pool in the number of balls used. Snooker uses twenty-two balls, while billiards is played with just three, and pool uses nine balls.

On the world stage in sports, China hosted the 2008 Summer Olympics in Beijing. In 2022 Beijing will host the Winter Olympics, at which point it will become the first city in history to hold both the summer and winter Olympic games.

## Music, the Universal Language

*“A bird does not sing because it has an answer. It sings because it has a song.”*

*Chinese Proverb*

From ancient times, Chinese has had a well-developed culture of music. Bone flutes dating back 8,000 years were found in Henan. In addition, musical instruments made out of clay from 6,000 years ago were found in Xi'an. In the Zhou dynasty (1046-771 BC), the term “yayue” referred to “elegant music” that was played in court and for ceremonies. The word “yue” in ancient China referred to both music and dance. In the Confucian system, “yayue” was considered morally uplifting, and the symbol of a good leader and stable government. Confucius believed that good music helped to refine and cultivate a person.

Founded in 1927, the Shanghai Conservatory of Music became the first music institution of higher education. Interest in western music grew during the 1910's and 1920's. During the 1920's, Li Jinhui helped to develop “shidaiqu”, a new genre that fused Chinese and western pop music. The popularity of “shidaiqu” continued to grow in the 1930's and 1940's with the work of singers Zhou Xuan, Li Xianglan and Yao Lee. Later in the 1940's the Communists promoted the adoption of folk songs into revolutionary anthems. For example, a folk song from Shaanxi was adapted into a nationalistic song called *The East is Red*. During that time period, any music that was considered superstitious or anti-revolutionary was suppressed. Xian Xinghai composed the patriotic piece *Yellow River Cantata* in this period, which was orchestrated with a combination of western and Chinese instruments.

Today rock music is popular in Beijing and Shanghai, and to a lesser degree in Wuhan and Sichuan as well. In the rest of China, it has limited appeal.

Chinese folk music is played in other areas. It is based primarily on the pentatonic scale, and thus is quite different from traditional western music. Popular folk instruments include string instruments, flutes, woodwinds, cymbals, gongs and drums.

## Chinese Culture

Cultural beliefs in China traditionally viewed calligraphy, poetry and painting as higher art forms than dancing or drama.

## Movies

The first Chinese movie, *The Battle of Dingjunshan*, was made in 1905. The first golden period of Chinese cinema developed in Shanghai in the 1930's. In 1931, China produced its first sound movie called *Sing-Song Girl Red Peony*. A second golden age of Chinese cinema also took place once again in Shanghai in the 1940's. During that period, *Spring in a small town* (1948) won the award for the best Chinese Language film at the Hong Kong Film Awards. The cinema industry experienced a virtual halt to its production during the Cultural Revolution of 1967-1972.

In the 1980's, Chinese cinema gained worldwide attention with movies such as *The Story of Qiu Ju* (1992) and *Farewell My Concubine* (1993). In the new millennium, films such as *Crouching Tiger, Hidden Dragon* (2000) and *Hero* (2002) had great international success. Recently some of the highest-grossing Chinese films have been *Monster Hunt* (2015), *The Mermaid* (2016), and *Wolf Warrior 2* (2017).

## Education

Since 1978, China has mandated nine years of compulsory education for all children between the ages of nine and fourteen. In 2006, the government agreed to provide the nine years of primary and junior secondary school at no cost to students. About 82% of the students go on to three years of high school.

In its annual rankings of the best global universities, *US News and World Report* placed the following five Chinese universities on its list: Tsinghua University in Beijing (#64 of Best Global Universities), Peking University in Beijing (#65), University of Science and Technology of China in Anhui (#145), Fudan University in Shanghai (tied for #148), and Shanghai Jiao Tong University (tied for #156).

China also has seven of the top 50 Global MBA programs as ranked by the *Financial Times* (2018). These are: Ceibs #8; HKUST Business School #14; University of Hong Kong #33; Shanghai Jiao Tong University: Antai #34; Renmin University of China School of Business #39; Fudan University School of Management #42; and CUHK Business School #43.

## Demographics

China's national census of 2010 recorded 1.37 billion people, of whom the majority (about 70%) were between 15 and 59 years old. In 2016,

China's one-child policy (1979-2013) was changed to a two-child policy, allowing families to have two children.

The Han Chinese are the largest of fifty-six ethnic groups in China, and account for almost 92% of the entire population. The Han is the world's largest single ethnic group. The rest of China's population (about 8%) are ethnic minorities. Of the half million foreign citizens living in China, most are from South Korea, the US and Japan.

The most commonly spoken languages in China are Mandarin (spoken by 70%), and other varieties of Chinese including Cantonese, Taishanese, Shanghaiese and Suzhounese. The official language of China is standard Mandarin, based on the Beijing dialect. In the Pinyin system, Chinese characters are Romanized. The written script of Chinese characters allows Chinese speakers of mutually unintelligible dialects to communicate with one another through writing.

Officially China's government is atheist. However, historically the "three teachings" of Chinese Buddhism, Confucianism, and Taoism have played a major role in Chinese culture. Chinese religious traditions still influence local folk religious practices.

## Next Steps

Follow your curiosity to learn more about Chinese culture. For example, which of the Chinese arts and sports interest you the most? Research them on the Internet, and develop your cultural literacy as you expand your knowledge about a variety of cultural subjects.

## Chinese Business and Economy

*"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage."*  
Jack Welch

China is a dominant player on the world stage. For decades, its economy has grown at the rate of six percent or more, the fastest growth in the world. However, these figures are subject to some speculation that the government has been inflating the economic data. The *Wall Street Journal* (2015) surveyed 64 economists and found that 94% of them felt that China's GDP numbers did not accurately represent the Chinese economy.

The People's Republic of China is the world's second largest economy by nominal GDP (2017). However, in terms of nominal GDP per capita, at US\$7,589 China ranked behind about 80 countries out of 183 on the IMF

list. China has a high level of income inequality that is increasing. The top 1% has more than 25% of China's wealth. In fact, the number of billionaires in China has risen to 250, putting China in second place for having the most billionaires in the world.

The fast-growing Chinese economy has lifted hundreds of millions of people out of poverty since 1978. Presently, about 10% of the population live below the poverty line, which is defined at around US\$1 per day. In 2011, China set a new poverty line at around \$400 per year. This compares dramatically to the 1978 statistic of 64% living in poverty.

China has become the world's largest market for automobiles. It is also the world's largest exporter of goods, and the second largest importer. The PRC maintains the world's biggest standing army, and has the second largest defense budget. China also has nuclear weapons. The PRC is a permanent member of the UN Security Council, and an active, leading member of the WTO, BRICS, APEC and the G20.

China has the largest number of cell phone users in the world, as well as the largest number of internet and broadband users. China Telecom and China Unicom, the two largest broadband providers in the world, held around 20% of all broadband subscribers.

China's natural resources include coal, iron ore, petroleum, natural gas, mercury, tin, tungsten, antimony, manganese, molybdenum, vanadium, magnetite, aluminum, lead, zinc, rare earth elements, uranium, hydropower potential (the world's largest), and arable land.

### Fortune Global 500 List (July 2018)

China has 120 companies on the Fortune Global 500 list. It is in second place for the largest number of companies on the list, behind the US which has 126. According to this list, three of the ten largest companies in the world are Chinese, and three are American. The largest Chinese companies and their rankings are: State Grid #2, Sinopec Group #3, and China National Petroleum #4.

The second largest company in the world, State Grid is the state-owned power company that supplies power to around 1.1 billion people. It is the world's largest utility, which also owns and operates assets around the world. Australia recently rejected a business offer from State Grid in the interest of national security.

Sinopec Group (#3) is China's state-owned oil and gas company, also known as China Petroleum and Chemical. Its sales are tied to China's phenomenal growth, as well as international acquisitions such as the purchase of some of Chevron's business in Africa. In response to trade

tensions between China and the US, Sinopec stated in mid-2018 that it would double imports of US oil. China National Petroleum (#4) is listed on the NYSE as PetroChina (PTR) and China Petroleum and Chemical Corporation (NYSE: SNP) or Sinopec.

As the Chinese economy expands, so do its two huge oil companies. Both companies have similarities: each is enormous and vertically integrated. That means they both have upstream and downstream/midstream operations. The chief difference lies in their focus, that is the area from which each company derives most of its revenue. PetroChina tends to focus more on upstream operations, while Sinopec focuses more on downstream.

## Environmental issues

Regulations such as those of the 1979 Environmental Protection Law are rarely enforced and routinely ignored in an ongoing push for continued rapid economic development. Air pollution is a serious issue highlighted by the World Bank's estimate (2013) that China has 16 of the world's 20 most polluted cities. China also has the highest death rate due to pollution. An estimated 1.4 million Chinese die each year due to exposure to air pollution.

In addition, China is the world's largest carbon dioxide emitter. Water pollution by industrial and agricultural waste presents another major problem. Heavy metals such as lead, chromium, arsenic, cadmium and mercury are other sources of significant pollution. China has over 1.5 million sites with some level of heavy metal pollution.

China also is dealing with water scarcity and pollution. According to data from the WHO and UNICEF (2015), around 36% of the people in rural China do not have access to improved sanitation.

China is a major transshipment point for heroin made in the Golden Triangle of Southeast Asia. In addition, the PRC produces methamphetamine. Although it has implemented new regulations for its drug industry, China is believed to convict and execute more people for drug offenses than any other country.

## CEO Profile: Jack Ma

*"I'm not a tech guy. I'm looking at the technology with the eyes of my customers, normal people's eyes."*

*Jack Ma*



Jack Ma is the charismatic Executive Chairman of Alibaba Group Holding (#300 on the Fortune Global 500 list). Alibaba is a technology conglomerate that provides internet services and retailing. *Fortune* ranked Jack Ma number 2 of the “World’s 50 Greatest Leaders.”

Jack Ma graduated in 1988 with a degree in English language education at Hangzhou Teacher’s Institute, which is now Hangzhou Normal University. In 1999, he co-founded his company and based it in Hangzhou, China.

One of the richest men in China and the world, Jack Ma is also one of China’s biggest philanthropists. He created a charitable trust in 2014 to focus on health care, education and the environment in China. In 2013, he became chairman of the Board for The Nature Conservancy’s China branch.

## Company Profile: Alibaba.com and Alibaba Group

Alibaba.com serves millions of buyers and suppliers around the world. The company was founded by Jack Ma and a team of 18 people in 1999, and became the world’s leading platform for global wholesale trade. Jack Ma, who started out as an English teacher from Hangzhou, China believed that the internet could help small businesses to grow and compete more effectively domestically and overseas.

Alibaba.com is part of the Alibaba Group whose mission is to make it easy to do business anywhere in the world. The site offers hundreds of millions of products in over 40 categories such as apparel, machinery and consumer electronics. Buyers at Alibaba’s site come from over 190 countries.

Alibaba Group consists of businesses in the core commerce area, digital media and entertainment, cloud computing and innovation initiatives. The Group’s vision is to be around for at least 102 years. Daniel Yong Zhang became CEO of the Alibaba Group in 2015, after serving as CEO of Taobao and president of Tmail.com. Jack Yun Ma is the Executive Chairman of the Alibaba Group.

## Next Steps

Read about a Chinese company on the internet. Go to its website and learn all you can about its business and presence on social media. Find an interesting recent news story about the company to learn more about its current operations.

## CHAPTER FIVE

## SOUTH KOREA



*Great Southern Gate*

*Source: The CIA World Factbook*

### **Basic Business Korean**

The words and phrases below will add to your knowledge of basic business Korean. You can hear how the words are pronounced on Google Translate, Siri or another assistant on your phone or computer. Repeat after the speaker and imitate the accent.

Practice speaking the phrases aloud on a daily basis until they come easily to you. Test yourself by looking at the English words and

translating them into Korean. Then practice in reverse by saying the Korean words and phrases aloud while thinking of the English translation.

(The original source of the Korean translation is Google Translate with subsequent revisions by Sonia Kim Uber.)

*“Mastery of language affords one remarkable opportunities.”*  
*Alexandre Dumas*

Korean uses different forms of expressions and different speech levels depending on the person you are talking to, as well as the person you are talking about. These expressions and speech levels reflect interpersonal differences in terms of relative age, kinship, social status, etc.

1. *Hello. How are you?*  
***Annyeong hahsehyo?***  
*How do you do?*  
***Annyeong hahsehyo?***  
*Nice to meet you.*  
***Annyeong hahsehyo.***

Note: In Korean, ***Annyeong hahsehyo?*** literally means *Are you in peace?*

It is used as a greeting at any time of the day, for example, *Good morning, good afternoon, or good evening*. It can also be used for *How are you?* or *Nice to meet you*.

*Yes, how are you too?*  
***Neh, annyeong hahsehyo?***

***Neh*** means yes, how are you too?

2. Goodbye.

There are two different ways to say *goodbye* to each other, depending on who is leaving or who is staying.

- a. When you leave a person **behind** or when you end a phone conversation, this expression is used to say *goodbye*:

*Goodbye.*  
***Ahn nyeonghee gyesehyo.***

It literally means *please stay in peace*.

- b. When your guest or visitor leaves, or when people part with each other, this expression is used to say *goodbye*.

*Goodbye.*  
***Ahn nyeonghee gasehyo.***

It means *good-bye* and *please be careful on your way back home*. Literally it means *go safely* and *please go in peace*.

3. *See you later.*  
***Najungeh bwahyo.***
4. You say *how have you been?* this way to a person whom you have not seen for a few days.
- (1) *How have you been?*  
***Jal jinaetsuhyo?***
- (2) *Fine, thanks.*  
***Neh, jal jinaetsuhyo.***
5. *What's your name?*  
***Neo ileumi mwoni?***

Please note that this expression cannot be used with a senior or business partner.

With a senior or business partner, use this honorific expression to ask:

*What's your name?*  
***Seonghahmi mwuh yehyo?***

6. When you introduce yourself to someone for the first time, use these expressions.

Chris: *How do you do?*

***Cheoheum boepgetsummida.***

*I'm Chris.*

***Jeohneun Chris immida.***

Bill: *Nice to meet you!*

***Mahnnahseo bangahpsummida.***

*I'm Bill.*

***Jeohneun Bill immida.***

7. *Thank you!*  
***Gamsa hahmmida(h).***

More generally, you also can say this to express appreciation.

8. *You're welcome.*  
***Cheonmahnehyo.***

It also means *don't mention it* and *not at all*.

9. *Where is the bathroom?*  
***Hwahjanhgsil uhdie itsuhyo?***
10. *Can you recommend a good restaurant?*  
***Joheun sikdangeul chucheonhaeh jusehyo?***
11. *Where are you from?*  
***Uhdiseo ohsyuhtsyuhyo?***
12. *I'm from New York.*  
***Jeohneun New York ehseo wahtsummidah.***
13. *Can you help me please?*  
***Jeoreul dauwah julsu itseoyo?***
14. *What is your phone number?*  
***Jeonhwa beonhogah mwojiyo?***
15. *What's your email?*  
***Imeileun mwojiyo?***
16. *Yes.*  
***Ye*** or ***neh.***
17. *No.*  
***Ahniyo.***

18. *Maybe.*  
*Uhjyuhmyeonyo* or *ahmah dauyo.*
19. *Excuse me.*  
*Silryeh hammidah.*
20. *I don't speak Korean.*  
*Jeohneun hangukmahleul maut hammidah.*
21. *I'm sorry.*  
*Miahn hahmida.*
22. *I am OK! Never mind. That's fine.*  
*Kwehnchahnsumida.*  
It also means *I am not afraid.*

## Next Steps

Make a list of other words and phrases that you would like to learn in Korean, for example words and expressions that deal with numbers and money. Translate them with Siri, Alexa or Google Translate. Check the translation with a native speaker to be sure it is accurate. Practice the phrases daily until you know them well. Use them with colleagues at work or in the community until you feel totally comfortable with the language.

## Korean Cultural Literacy

This chapter will introduce you to various aspects of Korean culture in order to broaden your knowledge, as well as encourage you to discover more about the culture through research or conversations with locals. The more you know about the Korean culture, the more you will want to know. Your curiosity and interest will drive you to learn more, as well as make a positive impression on your Korean colleagues at home and abroad. We'll begin by having a look at geography and history.

## Get Your Bearings: Geography

South Korea extends for 680 miles down to the southern end of the Korean Peninsula. It is separated from North Korea by a heavily militarized border. The Yellow Sea lies to the west of the peninsula, while the Sea of Japan is on the east. To the south lie the Korea Strait and East China Sea. Korea also has around 3,000 small and uninhabited islands. Jeju-do, the largest of these islands, has around 712 square miles and is located off the southern coast.



*Map of Korea*

*Source: The CIA World Factbook*

South Korea can be divided into four general geographic regions. The eastern region is characterized by mountainous land and narrow coastal plains. In contrast, the western region has hilly terrain, wide coastal plains and river basins. The southwestern region is made up of mountains and valleys, while the southeastern region features the Nakdong River and its wide basin. Most of South Korea is mountainous territory that cannot be used to grow crops. Only about 30% of the country is lowlands.

South Korea has a population of 51.25 million (2016) according to the World Bank. In comparison, North Korea has a population of 25.37 million (World Bank, 2016). Seoul, the capital and largest city in Korea, has around ten million people. After Seoul, the next largest cities are Busan with 3.4 million people, Incheon with 2.8 million, Daegu with 2.4 million, and Daejeon and Gwangju each with 1.5 million.

Known officially as the Republic of Korea, the country is divided into eight provinces, one special self-governing province, six metropolitan self-governing cities, one special city, and one metropolitan autonomous city.

The environment suffered during the first twenty years of Korea's rapid economic growth. Urban development and rapid industrialization had an adverse impact on the environment and caused deforestation and harmful effects on wetland areas. Today South Korea has implemented a five-year green energy strategy, and committed \$84 billion to the green growth effort. This comprehensive national strategy includes the following initiatives: the development of a nationwide bike system, greater use of

wind and solar energy, switching to daylight savings time, and changing over to environmentally friendly technologies like LED lights. In addition, the country plans to build a new network that is ten times faster than the existing one in order to save energy.

Air and water quality are ongoing challenges for South Korea. Its proximity to China brings air pollution through acid rain, sulfur oxides and yellow dust storms. As an example of the serious issues South Korea is addressing, only recently did Seoul's tap water become safe to drink.

### **On the Road Again: Travel and Tourism**

About seventeen million tourists came to South Korea in 2016. Culture, cuisine and nature have become major draws to bring tourists to the country. K-pop, the South Korean pop music, and Korean Wave tv dramas are attracting tourists, especially from East and Southeast Asia.

Other attractions include South Korea's twenty national parks. Its most popular natural spots are Boseong Tea Fields, Suncheon Bay Ecological Park and Jirisan, which was the country's first national park. The Korean countryside is known for its green, rolling hills with occasional cherry trees and ancient Buddhist temples. Some special features of South Korea are the coastal fishing villages, the high-tech capital of Seoul, and the sub-tropical islands off the coast.



*Gyeongbokgung Royal Palace*

*Source: The CIA WorldFactbook*



## Gyeongbokgung Royal Palace

Gyeongbokgung Royal Palace is located in northern Seoul. It was built in 1394 as the main palace of the Joseon dynasty. The royal palace was destroyed by fire during the Imjin War which lasted from 1592 to 1598. In 1867, Prince Regent Heungseon led the reconstruction of the palace's 7,700 rooms located in about 500 buildings on 100 acres. Today the complex houses the National Palace Museum of Korea and the National Folk Museum.

## Bridge of No Return

The "Bridge of No Return" is located in the Demilitarized Zone (DMZ) between North and South Korea. In 1953 the bridge was used for prisoner exchanges at the end of the Korean War. Prisoners could either stay in the country of their captivity or return to their home country. Once they crossed "the bridge of no return," they would never be allowed to return even if they changed their minds.

## Great Southern Gate

Namdaemun (Sungnyemun) is one of the Eight Gates in the Fortress Wall of Seoul which was built around the city in the fourteenth century at the time of the Joseon Dynasty. Namdaemun, also known as the Great Southern Gate, was built in the traditional pagoda-style. Unfortunately, the wooden upper portion of the gate was destroyed by arson in 2008. Restoration of this national treasure of South Korea was completed in 2013, at which time the gate was re-opened to the public.

## It's about Time: History

### Abbreviated Timeline of Korean History

c.2333 BC	Korean history begins with founding of Gojoseon by King Dangun
57 BC-668 AD	Three Kingdoms of Korea (Baekje, Silla & Goguryeo) with 78 tribal states in south & several larger states to the north & Manchuria
7 <sup>th</sup> century	Unification of Korean Peninsula by Silla with Tang dynasty of China

676	Silla forces rid the Peninsula of the Tang military government
668-935	Unified Silla period
918-1392	Korea was ruled by the Goryeo dynasty
1392-1910	Korea was ruled by the Joseon dynasty
1910	The Japanese Empire annexed Korea
1945	End of WWII, Korea divided into US & Soviet zones of occupation
1948	Southern (US-administered) zone became Republic of Korea. Northern (Soviet-administered) zone became the Democratic People's Republic of Korea
1950-1953	Korean war. North Korea invaded South Korea.
1963-1979	President Park Chung-hee transformed the economy. South Korea became member of G-20
2013-2017	Park Geun-hye, eldest daughter of Park Chung-hee, served as 18 <sup>th</sup> President of South Korea

## Government

Like many democratic nations, South Korea's government is divided into executive, legislative and judicial branches. The country's first direct election took place in 1948. A series of military dictatorships held power from the 1960's until the 1980's. For example, Park Chung-hee took over as President in 1963. Some criticized him as a ruthless military dictator. He created a new constitution in 1972 that permitted him to run for an unlimited number of six-year terms. In 1979 he was assassinated by the head of national intelligence. However, during his term Park transformed the economy through export-oriented industrialization. His government also supported the development of a national system of highways and a subway system in Seoul.

In 1988, Seoul hosted the Olympic Games which boosted its prestige worldwide. Several years later in 1991, South Korea was invited to join the United Nations. The country made the transition from autocracy to democracy in 1997 when Kim Dae-jung was elected President. The Asian Financial Crisis of 1997 hit Korea hard, but President Kim took advice from the IMF on how to restructure the economy. He subsequently led the country back to the path of economic growth.

Park Geun-hye, the daughter of former President Park Chung-hee, was elected Korea's first female President in 2012. Several years later, she was accused of corruption and bribery. She was impeached and removed from office.

In 2017, Moon Jae-in was elected the President of South Korea. He has worked toward improving relations with North Korea. In addition, he oversaw the successful 2018 Winter Olympics in Pyeongchang.

## Sports and Pastimes

The most popular team sport in South Korea is soccer, with second place going to baseball. Next in popularity is basketball.

South Korea also is world famous for its martial art taekwondo, which translates to “the way of foot and fist”. Taekwondo may date back as far as the first century BC. At the end of WWI and the Japanese occupation, taekwondo became very popular. It was accepted as an Olympic sport in 2000. South Korea hosted the 1988 Summer Olympics in Seoul, as well as the 2018 Winter Olympics in Pyeongchang.

ESports, a form of competitive video gaming, has gained popularity among the younger generation in South Korea. Professional competitions and corporate sponsored teams play games such as League of Legends and Starcraft. A number of Korean tv stations broadcast the eSports games.

## Music, the Universal Language

*“Where words fail, music speaks.”*  
Hans Christian Anderson

K-pop, an abbreviation of Korean pop, blends elements from many genres such as Western pop, rock, Japanese pop, jazz, Latin, R & B and hip hop with traditional Korean music. The boy band H.O.T. revitalized K-pop idol culture in 1996, and helped K-pop grow into a subculture that is massively popular with teenagers and young adults in East Asia and particularly Japan. K-pop continues to grow in popularity internationally via YouTube music videos and other social media. Korean TV shows have also become enormously popular, thanks to online social media networks.

The Korean Wave (*Hallyu* in Korean) refers to many aspects of Korean culture including film and tv, in particular K-drama, K-pop, Korean fashion, the Korean language, and Korean cuisine. The wave is sweeping over Asia and many other parts of the world, spreading popular culture and entertainment from Korea’s thriving industry. The South Korean government recognizes the power of K-pop and the Korean Wave to popularize Korean culture, and has begun to award subsidies to encourage

its development and to fund start-ups. South Korean art forms are growing in popularity particularly in China, Japan and Taiwan.

### Popular Singer: PSY

Korean singer PSY became world famous in 2012 when his song “Gangnam Style” reached the top of music charts from Korea to Australia. “Gangnam Style” was the first music video on YouTube to get one million views. Gangnam style refers to the trendy, hip style found in the Gangnam district of Seoul. According to PSY, Gangnam is a district similar to Beverly Hills. His song and dance poke fun at the wannabes who aspire to living an upper-class life, and try to be something they are not.

### Art

Buddhism and Confucianism have played a major role in the development of Korean art. The influence of these religions can be seen in traditional Korean ceramics, paintings, sculpture and the performing arts. Korea’s traditional performing arts include the tea ceremony (*darye*), musical storytelling (*pansori*), mask dance dramas (*talchum*), and fan dance (*buchaechum*).

### Education

The national obsession with education is called “education fever” in South Korea. Korean families view education as a high priority that conveys status on their children. It is viewed as a necessity for upward mobility in South Korean society. People without college degrees face a social stigma and are often viewed as second class citizens. Perhaps due to this cultural attitude and family pressure, 80% of Korean high school graduates go on to college. 68% of the population between 25 and 34 hold a bachelor’s degree, which is the highest percentage in the Organization of Economic Cooperation and Development (OECD).

Critics of the system point to the competitive college entrance exams as a cause for South Korea’s high suicide rate, especially among people aged ten to nineteen. South Korea’s suicide rate is the highest in the G-20. Critics also say that the system is producing an oversupply of educated workers, and creating a labor shortage in blue collar and vocational jobs due to the social stigma associated with these careers.

As a result, students face significant social and academic pressure to get into one of the top three Korean universities, which are known

collectively as “SKY.” The acronym stands for Seoul National University, Korea University, and Yonsei University.

In the 2014 Organization of Economic Cooperation and Development (OECD) rankings of student math and science scores, South Korea placed second after Singapore. It has one of the world’s best educated labor forces.

Korea has one university in the top 100 Global MBA programs as ranked by the *Financial Times* (2018). That is Sungkyunkwan University, which ranked #51 on the list.

## Demographics

The population of South Korea is estimated at about fifty-one million people. It is one of the most densely populated countries in the world, at about ten times the global average. Most people live in cities. South Korea’s capital Seoul is the largest city and industrial center. Approximately half the country’s population (24.5 million people) live in the Seoul National Capital Area.

Immigration from North Korea has shaped the nation’s demographics. Around four million North Koreans crossed the border to South Korea after World War II and the division of the Korean Peninsula. Emigration to the US and Canada over the past forty years also has affected the population of the country. Additionally, about 28,500 military personnel from the US are stationed in South Korea for tours of duty that typically last one year.

One of the most ethnically homogeneous populations in the world, about 96% of South Korea’s population is ethnic Korean. About three percent of the population is foreign nationals, half of whom come from the People’s Republic of China. Many of these citizens from the PRC have Korean ethnicity. Of all the OECD nations, South Korea has the biggest decline in working age population.

The official language of South Korea is Korean, which linguists view as a language isolate due to its lack of similarity with other languages. Although Korean has borrowed words from Chinese, as well as from English and other European languages, it is not related to any Chinese language. Most South Korean students learn English in school, while some opt to study Japanese or Mandarin as well.

According to the Korean census of 2015, over half the population does not have a religious affiliation. Some of them may follow Korean shamanism, the native religion of the Korean people. About 27% are Christians, and about 15% are Buddhists. Approximately 150,000 people

are Muslim, mostly guest workers from Pakistan and Bangladesh. The constitution of South Korea guarantees freedom of religion. There is no official national religion.

## Next Steps

Follow up with research on a topic about South Korea that interests you. For example, you might want to learn more about Korean cuisine. You can find out which foods and drinks are most commonly served for breakfast, lunch and dinner, and the times when Koreans typically have their meals. To develop your cultural literacy, identify other topics that you are curious about, and research them on the web.

## Korean Business and Economy

Part of the G-20 group of developed nations, South Korea also is the most industrialized member country of the OECD. The South Korean economy ranks eleventh in the world in size by nominal GDP (IMF, 2017). South Koreans refer to their fast growing economy and transformation into a global power as the Miracle on the Han River. Their economy is very dependent on international trade. Its industrial and technological sectors are highly developed, and contribute to South Korea's leadership in these areas. As a result, South Korea is the fifth largest exporter and eighth largest importer in the world. Primarily the country exports electronics, automobiles, ships, machinery, petrochemicals and robotics.

In the 1960's and 1970's, President Park Chung-hee implemented policies that spurred the double-digit growth of the Korean economy. Specifically, he promoted savings and investment over consumption, kept wages low, and encouraged the import of technology and raw materials. In 1997-1998, Korea suffered heavily from the Asian financial crisis, particularly due to its extensive short-term borrowing. As a result, its GDP dropped by seven percent. South Korea recovered by implementing tough reforms such as the restructuring of some *chaebols* (large industrial conglomerate run by an owner or a family) and increasing foreign investment and imports. South Korea also entered into more free trade agreements to bolster exports.

Consumer confidence got a boost with the election of President Moon Jae-in in 2017. With the support of his government, he increased wages, government spending, and grew exports. This resulted in a three percent rise in GDP.

Today South Korea is a high-income economy, with only about 14.4% of the population living below the poverty line. Jobs in the South Korean conglomerates Samsung, Hyundai and LG Electronics are highly sought after. Education is viewed as the ticket to a well-paid and prestigious white-collar job in banking, government or a conglomerate.

According to *The World Factbook* of the CIA, Korea's main export partners are: China (accounting for 25% of the exports), the US (12%), Vietnam (8%), Hong Kong (7%), and Japan (5%). Its primary exports are semiconductors, petrochemicals, automobiles and parts, ships, wireless communication equipment, flat displays, steel, electronics, plastics and computers. China (accounting for 20% of the imports) is also South Korea's largest import partner, followed by Japan (11%), the US (10%), Germany (4%), and Saudi Arabia (4%). The country imports crude oil and petroleum products, semiconductors, natural gas, coal, steel, computers, wireless communication equipment, automobiles, fine chemicals and textiles. South Korea's natural resources include coal, tungsten, graphite, molybdenum, lead and hydropower potential.

South Korea ranks seventh on the Fortune Global 500 list of the world's largest companies. It has sixteen companies on the list.

<b>South Korean Companies on Fortune Global 500 list (July 2018)</b>			
<b>Rank</b>	<b>Company</b>	<b>Industry</b>	<b>Headquarters</b>
12	Samsung	Electronics	Suwon
78	Hyundai	Motor vehicles & parts	Seoul
84	SK Holdings	Petroleum refining	Seoul
178	LG	Electronics	Seoul
184	POSCO	Metals	Seoul
188	Korea Electric	Utilities	Jeollanam-do
219	Kia Motors	Motor vehicles & parts	Seoul
244	Hanwha	Insurance	Seoul
380	Hyundai Mobis	Motor vehicles & parts	Seoul
421	Samsung Life	Insurance	Seoul
438	GS Caltex	Petroleum refining	Seoul
442	SK Hynix	Semiconductors	Gyeonggi
458	Samsung C & T	Trading	Seoul
471	KB Financial	Banks	Seoul
483	LG Display	Electronics	Seoul
493	CJ Corp	Specialty retailers	Seoul

## Company Profile: Samsung Electronics

Samsung's underlying corporate vision is to "create the future." The company believes in a "greener future together," "value creation in the field of society and environment," and "people first."

Samsung's business falls into three main areas: consumer electronics, IT and mobile communications, and device solutions. In 2006, Samsung Electronics earned the top global market share for the first time. The company's strengths in technology and innovative design helped to establish their leadership in flat-panel TVs and monitors. The company is also well known for inventive and well-designed home appliances.

Samsung Electronics sells over four hundred million mobile devices globally. In 2016, the company took top market share for global smartphones. Samsung's telecommunications devices powered the global expansion of 4G, and look now to playing a leading role in the development of 5G.

Samsung Electronics appointed three new CEOs in 2018: Ki Nam Kim, Hyun Suk Kim and Dong Jin Koh. Ki Nam Kim served as President and Head of Device Solutions from 2017 to the present. Previously he held the position of President and Head of Samsung's Semiconductor and Memory Business. From 2012-2013 he was CEO of Samsung Display Co.

Hyun Suk Kim has been President and Head of Consumer Electronics from 2017 to the present. Prior to that, he served as Head of the Visual Display Business and Product Strategy Team.

Dong Jin Koh has been President and Head of IT and Mobile Communications from 2017 to the present. Before that, he served the company as President and Head of the Mobile Communications Business.





*Bridge of No Return*

*Source: The CIA World Factbook*

**EUROPE**

**FRANCE**

**GERMANY**



## CHAPTER SIX

### FRANCE



*Mont-Saint-Michel*

*Source: The CIA World Factbook*

### **Basic Business French**

The words and phrases below may add to your knowledge of basic business French. You can hear how the words are pronounced on Google Translate, Siri or another assistant on your phone or computer. Repeat after the speaker and imitate the accent.

Practice speaking the phrases aloud on a daily basis until they come easily to you. Test yourself by looking at the English words and translating them into French. Then practice in reverse by saying the French aloud while you think of the English translation.

(The original source of the French translation is Google Translate with subsequent revisions by David Uber.)

*“To have another language is to possess a second soul.”*  
*Charlemagne*

1. Hi!  
*Bonjour!*
2. Good morning  
*Bonjour*
3. Good afternoon  
*Bon après-midi*
4. Good evening  
*Bonsoir*
5. Goodbye  
*Au revoir*
6. See you later  
*À plus tard*
7. How are you?  
*Comment allez-vous?*
8. Fine, thanks  
*Très bien merci*
9. What’s your name?  
*Comment vous appelez-vous?*
10. My name is Chris.  
*Je m’appelle Chris.*
11. Nice to meet you.  
*Enchanté.*
12. Thanks a lot.  
*Merci beaucoup.*
13. You’re welcome.  
*De rien.*
14. Where is the bathroom?  
*Où se trouvent les toilettes?*
15. Can you recommend a good restaurant?  
*Pouvez-vous recommander un bon restaurant?*
16. Where are you from?  
*D’où êtes-vous?*
17. I’m from New York.  
*Je suis de New York.*
18. Can you help me please?  
*Pouvez-vous m’aider s’il vous plaît?*
19. What is your phone number?  
*Quel est votre numéro de téléphone?*

20. What's your email?  
*● Quel est votre e-mail?*
21. Yes  
*● Oui*
22. No  
*Non*
23. Maybe  
*● Peut être*
24. Excuse me.  
*Excusez-moi.*
25. I don't speak French.  
*Je ne parle pas français.*

## Next Steps

Make a list of other words and phrases that you would like to know how to say in French, such as those related to ordering food or drinks at a restaurant. Translate them with Siri, Alexa or Google Translate. Check the translation with a native speaker to be sure it is accurate. Practice the phrases daily until you know them well. Use them with colleagues at work or in the community until you feel comfortable with the language.

## French Cultural Literacy

This chapter will introduce you to various aspects of French culture in order to broaden your knowledge and encourage you to discover more about the culture through research or conversations with the French. The more you know about French culture, the more you will want to know. Let your curiosity and interest motivate you to learn more. It can help you make a positive impression on French colleagues at home and abroad. We'll begin by having a look at geography and history.

## Get Your Bearings: Geography

France, whose official name in French translates as the French Republic, consists of the sovereign nation in western Europe and overseas territories which include the Caribbean islands of Guadeloupe, Martinique, Saint Barthelemy and Saint Martin, as well as French Guiana, French Polynesia, Reunion among others.



*Map of France*      *Source: The CIA World Factbook*

France is considered to be one of the world's great powers. It ranks fourth in the world in aggregate household wealth. The country also ranks highly in terms of health care, education, and life expectancy.

The borders of France are formed by Belgium and Luxembourg in the northeast, Germany and Switzerland to the east, Italy and Monaco to the southeast, and Andorra and Spain to the south and southwest. Metropolitan France includes the island of Corsica. With respect to bodies of water, the North Sea borders France on the north, the English Channel lies to the northwest, the Atlantic Ocean is on the west, and the Mediterranean Sea is to the Southeast.

The Alps, Jura, and Pyrenees mountains form a rough outline of France's border on the south and southeast. The Rhine River runs along the eastern border.

France is the tenth most environmentally conscious nation in the world according to Yale and Columbia University's Environmental Performance Index (2017). It was one of the first countries to create a ministry of the environment in 1973. The nation also uses nuclear power to produce 75% of its electricity, thus causing less pollution. Like the rest of the European Union members, France has agreed to decrease carbon emissions by twenty percent by 2020.

The largest city in France is Paris with a population of around 2.2 million. It is followed in size by Marseille (about 850,000 people), Lyon (about 480,000), Toulouse (about 440,000), and Nice (about 340,000.)

French is the official language of France. Freedom of religion is a constitutional right, and France is considered a secular country with a strict separation of church and state. A survey by the Institut Montaigne and the Institut Francais d'Opinion Publique (2017) found that over half the population (51%) were Christian, 39% were atheist or agnostic, 5% were Muslim, 3% were in other or undecided categories, and 1% was Jewish. France has the third largest Jewish community in the world after Israel and the US.

### On the Road Again: Travel and Tourism

*“The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.”*

*Marcel Proust*

The ancient cave drawings of Lascaux, the Roman theater of Lyon and the Palace of Versailles are just a few of the reasons why France is the number one tourist destination in the world. Recently it attracted 83 million tourists. The US won second place for the greatest number of tourists with 67 million. Third place went to China with 58 million tourists. The number of visitors excludes people who stay in the country for less than 24 hours.

The top tourist sites in France are the Eiffel Tower, Chateau de Versailles, Museum National d'Histoire Naturelle, Pont du Gard, Arc de Triomphe, Mont Saint-Michel, Sainte-Chapelle, Chateau du Haut-Koenigsbourg, Puy de Dome, Musee Picasso, and Carcassonne.

Paris is well-known for its fashion houses and classical art museums such as the Louvre, in addition to its monuments like the Arc de Triomphe and Eiffel Tower. The provinces also are especially famous for their wine, chateaux, and cuisine.

Paris' famous museums include the Louvre, which is the most visited art museum in the world. Other popular museums are the Musee d'Orsay, which focuses on Impressionism, and the Centre Georges Pompidou, which specializes in modern art. Many tourists also go to Disneyland Paris, the most visited theme park in Europe.

For visitors, the French Tourist Bureau promotes “the most beautiful villages of France,” as well as “the remarkable gardens,” a list of over two hundred gardens designated by the Ministry of Culture. The castles of the Loire Valley are another important tourist attraction. In terms of the number of tourists, the French Riviera located in the southeast is second to

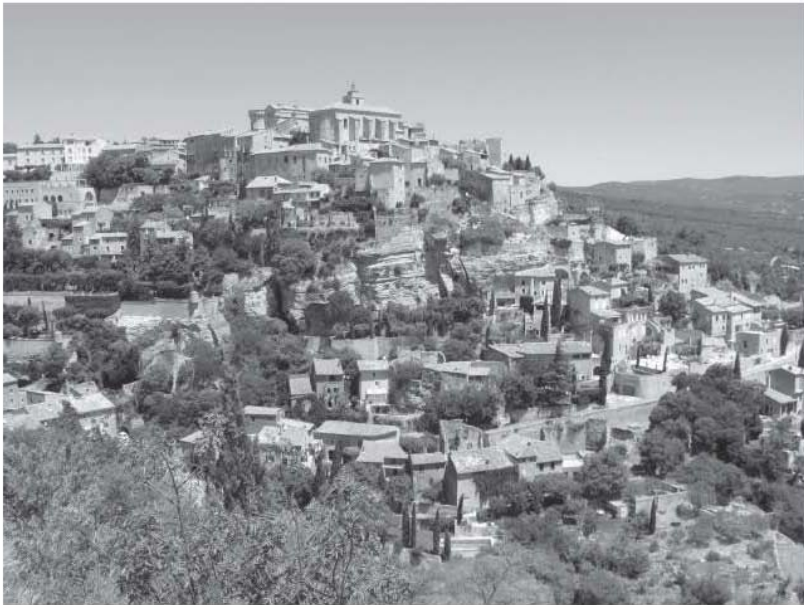


Paris. The weather is a factor in the Riviera, as the region enjoys about three hundred days of sunshine per year.

The wine regions of Chateauf-neuf-du-Pape, Burgundy, Champagne, and Bordeaux produce some of the best wines in the world. Also, French cuisine with its Michelin starred restaurants is considered one of the best in the world. Some of its most famous dishes are quiche, boeuf bourgignon, foie gras, French onion soup, crême brulee, mousse au chocolat, and crepes to name just a few.

## Gordes

Gordes is a beautiful village perched high on a hill in Provence in the south of France. Its distinctive houses, built with white stones, rise in neat levels overlooking the Imergue Valley located on the edge of the Vaucluse Plateau.



*Gordes*

*Source: The CIA World Factbook*

## Mont-Saint-Michel

The remarkable island abbey of Mont-Saint-Michel lies off the coast of Normandy. In years past, the abbey would be cut off from the coast at high tide. Nowadays, the buildup of silt over time has reconnected the island to the mainland. Currently, there is an effort being made to desilt the area around the island.

The first monastic establishment appeared on the island in the eighth century. During the Hundred Years War, the French kept the English from capturing the island. The popularity of the Mont declined during the Reformation. At the time of the French Revolution, it was turned into a prison. Finally, the prison at the Mont was closed in 1863. Soon afterward in 1874, the government declared Mont-Saint-Michel a historic monument. About a hundred years later in 1979, UNESCO designated Mont-Saint-Michel a World Heritage Site.

## Carcassonne

The fortified town of Carcassonne has preserved many of its massive ancient walls. The fortress was restored in 1853. UNESCO designated the picturesque, historic town as a UNESCO World Heritage Site in 1997.



*Carcassonne*

*Source: The CIA World Factbook*

## It's about Time: History

*“France has more need of me than I have need of France.”*

*Napoleon*

### Abbreviated Timeline of French History

c. 18,000 BC	Best preserved decorated caves of early man in Lascaux
600 - 200 BC	France was inhabited by the Gauls
600 BC	Phoenicians found a colony in present-day Marseilles
125 to 51 BC	Rome conquered and annexed the area
476 AD	Germanic Franks arrived & created Kingdom of France
800-1000	Viking invasions throughout France
1337-1453	France won Hundred Years War & became major power
15 <sup>th</sup> - 17 <sup>th</sup> century	French Renaissance. France established a global empire
16 <sup>th</sup> century	Religious civil wars between Catholics & Huguenots
643-1715	Reign of Louis XIV. France became dominant power in Europe
Late 18 <sup>th</sup> century	French Revolution overthrew the monarchy. Established a republic
19 <sup>th</sup> century	Napoleon seized power & started First French Empire
1803-1815	Napoleonic Wars
1815	Collapse of the French Empire
1870	French Third Republic was established
1914-1918	France fought in World War I
1939-1944	France fought on the Allies side in World War II
1944	French Fourth Republic established after liberation
1958-present	French Fifth Republic was formed by Charles de Gaulle
1960's	Most of the French colonies became independent
1970's	Thousands of immigrants settled in France, mostly from the Maghreb
2017-	Emmanuel Macron, President

## Government

France is a democratic republic with a long history of democracy. The executive branch is led by the President and Prime Minister. The President serves a five-year term, and appoints the Prime Minister. The French Parliament consists of a National Assembly and a Senate. In the French legal system, judges don't make law; rather they interpret it from written statutes.

President Emmanuel Macron was elected in May 2017, and subsequently appointed Edouard Philippe to serve as Prime Minister. Macron campaigned on labor reform, and passed legislation that made it easier for companies to hire and fire employees. He cut the budget in public spending, taxes, and social security contributions in order to promote economic development and private investment. His government plans to reduce the corporate tax rate from 33.3% to 25% by 2022.

## Sports and Pastimes

*“In France, cooking is a serious art form and a national sport.”*  
*Julia Child*

Thanks to the efforts of two Frenchmen, the Olympics was re-started after many centuries. In addition to a passion for the Olympics, the French enjoy a variety of sports. However, the most popular sport by far is soccer. There are over 18,000 registered football (soccer) clubs in France.

Rugby is another popular national sport, especially in Paris and the southwest of France. The national soccer and rugby teams are both nicknamed “Les bleus” (the blues) in honor of the color of the teams’ shirts, and the blue in the French national tricolor flag. The flag’s colors are “bleu, blanc et rouge” (blue, white and red).

The French adore tennis as well, and hold the French Open every year. The tennis tournament is also known as the Roland-Garros, as it takes place in Paris in the spring in the Stade Roland-Garros. It has the reputation as the world’s premier tennis event that is held on a clay court.

France also excels in basketball, and has produced world-class players such as Tony Parker. He played two years in the French league before being drafted in 2001 by the NBA team the Charlotte Hornets thanks to the efforts of two Frenchmen.

## The Arts

*“Music expresses that which cannot be said and on which it is impossible to be silent.”*  
*Victor Hugo*

For centuries France has been a world icon of culture and the arts, excelling in music, literature, fashion, cinema, theater, and art. The country is a style leader, with its joie de vivre and aplomb. Its museums,

symphony halls, theaters and music halls preserve and present French culture for the world to admire.

Beginning with music, many French composers and musicians are legendary. In the seventeenth century, King Louis XIV introduced the golden age of music when he brought a large group of France's most talented musicians to his court. The court composers of that period included Charpentier, Couperin, Lully and Marais.

In the nineteenth and early twentieth century, French Romanticism took over. During that period, the classic opera *Carmen* was composed by Georges Bizet, Hector Berlioz wrote *Symphonie Fantastique*, and Gabriel Faure created *Pavane* and *Requiem*. Gounod composed his famous opera *Faust*, while Offenbach wrote his operettas as well as the opera *The Tales of Hoffmann*. Massenet and Saint-Saens were among the famous composers of the period.

The Impressionist composers achieved fame in the late nineteenth and early twentieth centuries, and brought beauty to the world with their music. Maurice Ravel wrote *Bolero*, *Pavane pour une infante defunte*, and *La valse*, a piece that George Balanchine used years later for his dramatic ballet for the New York City Ballet. Claude Debussy in his turn composed many memorable pieces including the opera *Pelleas et Melisande*, *Prelude a l'apres midi d'un faune*, and *La fille aux cheveux de lin* (1909-1910).

The French impressionist movement had a profound impact on painting with the bold works of artists like Monet, Degas, Pissarro, Morisot and Sisley. Their pieces hang now in museums around the world.

Although Paris was the capital of culture for many years, some say that New York has overtaken it in the past century. Still Paris remains a vibrant center for the arts. Artists and expats congregated in Paris in the 1920's, led by Gertrude Stein, Ernest Hemingway, and F. Scott Fitzgerald. The famous salons of Paris attracted les beaux artes and artists from all over the world.

The wistful line from the movie *Casablanca* (1947) spoken by Humphrey Bogart to Ingrid Bergman is often quoted, "we'll always have Paris." It sums up the feeling that many people have about Paris, the City of Lights.

Two French brothers, Auguste and Louis Lumiere, created cinema in 1895. France long has been a leader in filmmaking. The Cannes Film Festival provides a glamorous venue for directors and producers to show their new movies and gauge the audience reaction. Cannes and the French Riviera are havens for international movie stars, directors, producers and others in the industry.

France has produced many stars including Simone Signoret, Jeanne Moreau, Alain Delon, Romy Schneider, Gerard Depardieu, Miou-Miou, Yves Montand and Jean-Paul Belmondo. Brigitte Bardot, a famous French actress in the 1960's, became an animal rights activist in her later years.

## Literature

*“The world is a book, and those who do not travel read only a page.”*  
*St. Augustine*

The history of French literature began in the Middle Ages, when many languages were still alive and spoken in what is now France. The oldest work that survives from this period is the epic poem *La Chanson du Roland* (The Song of Roland). It celebrates the Battle of Roncevaux Pass in 778 during the time of Charlemagne. Written sometime between the mid eleventh and early twelfth century, the poem was popular from the twelfth to the fourteenth centuries. In the sixteenth century, two French writers in particular embodied the spirit of the Renaissance. They were Francois Rabelais who lived during the first half of the sixteenth century, and Michel de Montaigne, who lived during the second part of that century. Montaigne wrote and revised his famous *Essais* (Essays) over a period of twenty-two years. First published in 1580, *Essais* is part anecdote and part autobiography. It is rich with philosophical insights. Montaigne was known for his skepticism. “*Que sais je?*” (what do I know?) is an oft-cited quote from his *Essais*.

France has produced a great number of world-renowned authors over the centuries. Voltaire is remembered for his advice of “*cultivons notre jardin*” (let us care for our own garden) in *Candide* (1759). In the satirical short novel, he criticized the contemporary optimistic worldview that people lived in the best of possible worlds. He urged people to work hard and avoid the three biggest evils: boredom, vice and poverty. He warned against getting too involved in external affairs, and cautioned people not to worry too much about metaphysical thoughts.

Jean Paul Sartre's work embodied the movement of existentialism. He won the Nobel Prize for Literature in 1964. Another French author, Guy de Maupassant is best known for his short stories. Charles Baudelaire published the beautiful lyric poem *Les Fleurs du Mal* (The flowers of evil) in 1857. He was one of the Symbolist poets along with Mallarme, Rimbaud and Verlaine. Among other famous French authors are Victor

Hugo, Alexandre Dumas, Jules Verne, Stendhal, Marcel Proust, Albert Camus, and Antoine de Saint-Exupéry.

Of course, France is known around the world for fashion. Haute-couture got its start in Paris in the 1860's. Today Paris is regarded as one of the four fashion capitals that include New York, London and Milan. The houses of Chanel, Dior, Yves St. Laurent, and Givenchy perpetuate the legacy. In the 1960's Yves St. Laurent caused a scandal by starting his *pret-a-porter* (ready to wear) line. His revolutionary move opened up luxury fashion to the mass market.

In the 1980's and 1990's, other French designers such as Christian Lacroix, Claude Montana and Sonia Rykiel turned their focus to marketing. They began producing luxe fashion for the greater public. Eventually, the multinational LVMH (Moët Hennessey Louis Vuitton) consolidated a number of the brands and couture houses and further expanded the global reach of French fashion and luxury goods.

French perfumes also enhance the image of France as a fashion and luxe powerhouse. The large perfume industry is based in Grasse, a town north of Cannes in the French Riviera.

## Education

Schooling in France is compulsory from age six to sixteen, and consists of primary, secondary and higher education. Public schools are free of tuition and secular. The state also funds higher education, so tuition and fees are very low. The higher education system is made up of public universities and Les Grandes Ecoles (the most selective and prestigious universities in France). Private engineering and business schools can charge as much as 15,000 euros per year.

In the top 100 ranking of Best Global Universities, *US News and World Report*

Includes three French universities including Pierre and Marie Curie University (#38), Université Paris-Sud (#93), and Université Paris Diderot (#100). France also has five of the top 100 Global MBA programs ranked by the *Financial Times* (2018) which are: Insead of France and Singapore #2; HEC Paris #21; Edhec Business School #75; Essec #96; and EM Lyon Business School #99.

## Demographics

France has approximately 67 million people, with 65 million in metropolitan France, and 2 million in the overseas territories. It is the third

most populous nation in Europe, and twentieth in the world. It is estimated that around 85% of the population is of Celtic descent, with a mix of Italic (Romans) and Germanic (Franks) groups. The regions reflect the diverse origins of the population. For example, there is Breton influence in the north, Aquitanian in the southwest, Ligurian in the southeast, Alemannic in the northeast, and Scandinavian in the northwest. About 10% of the French come from Northwest African origin, while 3.3% are Sub-Saharan African, and 1.7% are Asian. One estimate emphasizes the impact of immigration on the demographics of France, claiming that around 40% of the French population descended from immigrants who arrived between the early 20<sup>th</sup> century and the present.

## Next Steps

Which aspects of French culture interest you the most? What questions do you have about specific topics, such as which regions produce various types of wine? Research topics that you find interesting on the Internet to continue developing your French cultural literacy.

## French Business and Economy

France has the world's seventh largest economy by nominal GDP. It is one of the five permanent members of the UN's Security Council. It is also an official nuclear weapon state. The country is a major power in the European Union and the Eurozone, and belongs to the Group of 7, the North Atlantic Treaty Organization, the Organization for Economic Cooperation and Development, and the World Trade Organization. According to *The World Factbook* of the CIA, France is the sixth largest exporter in the world after China, the US, Germany, Japan, and South Korea. Unemployment was around 9.5% in 2017.

France and eleven other members of the European Union launched the euro in 1999, eventually phasing out the French franc as its currency in 2002. The economy of France blends private enterprise with a significant amount of state enterprise and government intervention. The French government owns majority stakes in its aircraft, defense, electricity, nuclear power, and the railways. However, since the 1990's the government has been privatizing many large companies such as Air France, France Telecom and Renault.

The aerospace industry in France, led by Airbus, a European consortium, plays a major role in its economy, as do financial services, banking and insurance. The French company AXA is the world's largest



insurance company, while French banks BNP Paribas, Credit Agricole, and the Societe Generale group are among the largest in the world.

The stock exchanges of Paris, Amsterdam, and Brussels merged into Euronext in 2000. Then in 2007, Euronext merged with the New York Stock Exchange (NYSE) to form NYSE Euronext. Today, Euronext Paris is Europe's second largest stock market behind the London Stock Exchange.

Metropolitan France's natural resources include coal, iron ore, bauxite, zinc, uranium, antimony, arsenic, potash, feldspar, fluorspar, gypsum, timber, arable land and fish. Its territory French Guiana has the following natural resources: gold deposits, petroleum, kaolin, niobium, tantalum, and clay.

The chief agricultural products are wheat, cereals, sugar beets, potatoes, wine grapes beef, dairy products and fish. France's principal industries include machinery, chemicals, automobiles, metallurgy, aircraft, electronics, textiles, food processing and tourism.

Germany is both France's largest export and import partner. Other major export partners include Spain, Italy, the US, Belgium and the UK, while significant import partners are Belgium, Netherlands, Italy, Spain, the UK, the US and China.

## Fortune Global 500 List

France has 28 companies on the Fortune Global 500 list, making it the country with the fifth greatest number of large companies after the US, China, Japan, and Germany. Six French companies made it into the top 100 of the list.

### French Companies on Fortune Global 500 List (July 2018)

Among the top 100 companies

AXA #27	insurance	Paris
Total #28	petroleum refining	Courbevoie
BNP Paribas #44	banks	Paris
Carrefour #68	food & drug stores	Boulogne- Billancourt
Credit Agricole #82	banks	Paris
Electricite de France #94	utilities	Paris

## Company Profile: LVMH

The conglomerate LVMH Moët Hennessey Louis Vuitton SE is also known as LVMH, the world's largest luxury good company. It is headquartered in Paris in the 8<sup>th</sup> arrondissement. LVMH is comprised of around sixty subsidiaries, mostly prestigious brands such as Christian Dior SE, Sephora, Hennessy, Moët & Chandon, Givenchy, TAG Heuer, Bulgari, Fendi, and Guerlain. Many of the subsidiaries continue to be managed independently. The Dorchester Group, a luxury hotel company owned by the Brunei Investment Company, owns about 41% of LVMH's shares and controls 59% of its voting rights.

LVMH was founded in 1987 with the merger of Louis Vuitton's fashion house with Moët Hennessy. Moët Hennessy itself was formed in 1971 after a merger of the iconic brands Moët & Chandon (champagne) and Hennessy (cognac).

Bernard Arnault has served as LVMH's CEO since January, 1989. According to *Forbes* magazine, he is the richest person in Europe and the fourth wealthiest person in the world. He is an avid art collector who has led LVMH to become a major patron of art in France. Under Arnault's leadership, LVMH has sponsored at least ten exhibitions at Le Grand Palais des Champs Elysee, and additional art events at Centre Georges Pompidou.

## Next Steps

Choose a French company that interests you to learn more about doing business in France and how French multinationals operate globally. Do research on the company on its website and study its presence on social media. Read a recent news story about the company to understand some of the current issues that it faces.



# CHAPTER SEVEN

## GERMANY



*Neuschwanstein* Source: *The CIA World Factbook*

### **Basic Business German**

The words and phrases below may add to your knowledge of basic business German. You can listen to the pronunciation of the words on Google Translate, Siri or another assistant on your phone or computer. Imitate the accent as you repeat after the speaker.

Practice speaking the phrases aloud on a daily basis until they come easily to you. Test yourself by looking at the English words and translating them into German.

Then practice in reverse by saying the German aloud as you think of the English translation.

(The original source of the German translation is Google Translate with subsequent revisions by Diane Widmer.)

1. Hi  
*Hallo*
2. Good morning  
*Guten Morgen*
3. Good afternoon  
*Guten Tag*
4. Good evening  
*Guten Abend*
5. Goodbye  
*Auf Wiedersehen*
6. See you later  
*Bis später*
7. How are you?  
*Wie geht es ihnen?*
8. Fine, thanks  
*Danke, gut*
9. What's your name?  
*Wie heißen Sie?*
10. My name is Chris.  
*Mein Name ist Chris.*
11. Nice to meet you!  
*Es freut mich.*
12. Thanks a lot  
*Danke vielmals*
13. You're welcome  
*Bitte schön*
14. Where is the bathroom?  
*Wo ist die Toilette?*
15. Can you recommend a good restaurant?  
*Können Sie mir bitte ein gutes Restaurant empfehlen?*
16. Where are you from?  
*Woher kommen Sie?*
17. I'm from New York.  
*Ich komme aus New York.*
18. Can you help me please?  
*Können Sie mir bitte helfen?*
19. What is your phone number?  
*Wie ist ihre Telefonnummer?*

20. What's your email?  
*Wie ist ihre E-mail Adresse?*
21. Yes  
*Ja*
- 22.No  
*Nein*
23. Maybe  
*Vielleicht*
24. Excuse me.  
*Bitte entschuldigen Sie!*
25. I don't speak German.  
*Ich spreche kein Deutsch.*

*"The limits of my language are the limits of my universe."  
Goethe*

## Next Steps

Make a list of other words and phrases that you would like to know how to say in German, such as those that relate to dates, time and making business appointments. Translate them with Siri, Alexa or Google Translate and check the translation with a native speaker for accuracy. Practice the phrases daily until you know them well. If possible, use them with colleagues at work or in the community until you feel comfortable with the language.

## German Cultural Literacy

This chapter will introduce you to various aspects of the German culture in order to broaden your knowledge, and encourage you to discover more about the culture through research and conversations with Germans. The more you know about the German culture, the more you will want to know. Let your curiosity and interest guide you to learn more, and make a positive impression on your German colleagues at home and abroad. We'll begin by having a look at geography and history.



*Map of Germany*      *Source: The CIA World Factbook*

## Get Your Gearings: Geography

Germany's official name is the Federal Republic of Germany (*Bundesrepublik Deutschland*). It is referred to as *Deutschland* in the German language. It is located in central-western Europe, with nine neighboring countries on its borders. To the north lies Denmark, and to the south are Switzerland and Austria. Germany's eastern neighbors are Poland and the Czech Republic. On its western border are the Netherlands, Belgium, Luxembourg and France. By area, Germany is the seventh largest country in Europe.

The North Sea lies to the north of Germany, while the Baltic Sea is on its northeastern coast. The highest elevation in Germany is found in the Alps mountain range at the Zugspitze with an elevation of 9,718 feet. Three major rivers, the Danube, Elbe and the Rhein, cross through Germany. River cruises down the Danube and Rhein River have become very popular, offered by companies such as Uniworld, Viking River Cruises, and Avalon Waterways.

With a population of about 83 million people, Germany is the most densely populated country in the European Union. It is divided into sixteen states, two of which are the city states of Berlin and Hamburg. Bremen is the only state that consists of two cities, which are Bremen and Bremerhaven. The largest city in Germany is the capital Berlin with

around 3.7 million people. Berlin is also the second largest city in the EU after London.

Berlin dates back to the thirteenth century. After World War II the city was divided into East and West Berlin, and Bonn became the capital of the former West Germany. After German reunification in 1990, Berlin resumed its role as capital of the whole country.

Other major cities with over one million people each are Hamburg, Munich and Cologne. German cities with over half a million people each include Frankfurt, Stuttgart, Dusseldorf, Dortmund, Essen and Leipzig.

To learn more about Germany and its geography, select a city, state or region that interests you and learn more about it. Remember that you can develop your cultural literacy further by following your curiosity about.

## On the Road Again: Travel and Tourism

*“Not until we are lost do we begin to understand ourselves.”*  
*Henry David Thoreau*

To learn more about famous tourist sites in Germany, you can do research on various websites and apps. For example, Tripadvisor.com is an excellent source of travel information for hotels, restaurants and sightseeing. Also, Expedia is helpful for flight and hotel information, as are booking.com, hotels.com, Kayak and Google.

Germany attracts many tourists each year, and one of the most popular road trips in the country is The Romantic Road. It was created as a marketing concept in 1950 to help rebuild Germany’s tourism after the end of the occupation, and following the start of the Federal Republic of Germany. Today the Romantic Road consists of 220 miles of roads between Wurzburg and Fussen in Bavaria and Baden-Wurtemberg. The route roughly coincides with a medieval trading route that connected the center of Germany to the south. The Romantic Road takes travelers past the picturesque towns of Rothenburg ob der Tauber, Dinkelsbuhl, Nordlinden, Wurzburg, Augsburg, and castles such as Burg Harburg and Neuschwanstein.

One of Germany’s most popular castles is Linderhof Palace in Bavaria, a region in southern Germany. Linderhof was built by King Ludwig II, whose nickname was Crazy King Ludvig. King Ludvig also built Neuschwanstein Castle in the mountains of Bavaria, not far from Munich. It is rumored to be the castle that served as the model for Disney World’s Cinderella Castle in its Magic Kingdom. To explore the castle, you can



take a thirty-minute walk up the path from the ticket counter, ride up in a horse and carriage, or take a bus.

Other castles that are sought out by visitors include Burg Eltz, a privately owned castle on the Romantic Road, located in Wierschem, Rhineland-Palatinate. A beautiful castle named Schloss Herrenchiemsee also was built by King Ludvig. It is situated on an island in Lake Chiemsee in Bavaria, fairly close to Munich.

About six million people a year come to Oktoberfest. It is considered the world's largest Folk Festival. Oktoberfest is held annually in Munich, and runs for sixteen to eighteen days from late September to early October. The festival, which has been held since 1810, starts with a twelve-gun salute and the tapping of the first keg of Oktoberfest beer at noon by the Mayor of Munich. He then offers the first liter of beer to the Minister-President of the Bavaria.

Other well-known cities in Germany include Cologne and Stuttgart. In Cologne, the Cathedral is a major sight. Under construction for over 500 years, the enormous Gothic cathedral was completed in 1880. In Stuttgart, the Mercedes Benz Museum is another popular tourist attraction. It is a specialty museum located in a modern building that focuses on the car that Carl Benz invented in 1886.

Berlin draws many visitors as well. Its famous Brandenburg Gate was built in the eighteenth century during the rule of King Friedrich Wilhelm II. During the Cold War, it was relegated to the no man's land between East and West German. Today it stands as an iconic symbol of the city's division and subsequent reunification.

The Holocaust Memorial in Berlin presents a poignant tribute to the six million murdered Jews of Europe. Built in 2003-2004, it stands where the Berlin Wall once stood. Other sites of remembrance around Germany educate the public and honor the victims of the Holocaust including the former concentration camps of Dachau, Sachsenhausen, Buchenwald, and Bergen-Belsen.

The city of Heidelberg is located in Baden-Wurttemberg on the River Neckar. It was settled early by the Romans, as evidenced by the remains of a Roman fortress and settlements in the area that were abandoned in A.D. 260. The earliest recorded reference to Heidelberg was made in 1196. For this reason, 1196 is considered the date that the city was founded. The city is well known for the University of Heidelberg, which is the oldest university in Germany established in 1386.

*Heidelberg**Source: The CIA World Factbook*

Another historic place sought out by tourists is Wittenberg. Martin Luther started the German Reformation there. He did most of his preaching in the *Stadt Kirche* (City Church), which is also known as *Marienskirche* (St. Mary's Church). For this reason, the *Stadt Kirche* is considered to be the Mother Church of the Reformation. Some parts of it date back to the thirteenth century. In 1517, Martin Luther nailed his famous 95 Theses on Wittenberg's *Schloss Kirche* (Castle Church). Today the *Schloss Kirche* contains the tombs of Luther, Melancton, and Frederick the Wise.

### **It's about Time: History**

*"History will be kind to me for I intend to write it."  
Winston Churchill*

### Abbreviated Timeline of German History

1700 -500 BC	Settlement of Germanic tribes in northern Germany
100 AD	Documentation of region called Germania
800	Charlemagne was crowned emperor.
843	Frankish lands divided among Charlemagne's heirs. German territories eventually became part of Holy Roman Empire for next 900 years.
1600's	Parts of northern Germany became center of Protestant Reformation
1815	German Confederation was formed
1871	Germany became a nation state as Prussian-dominated German Empire
1914-1918	World War I
1918-1919	Revolution. The Weimar Republic replaced the Empire
1933-1945	Nazis came to power with Adolph Hitler (1889-1945)
1933-1945	The Holocaust- genocide of seven million Jews & others
1939-1945	World War II
1945-1949	Allied-occupied Germany, divided into four zones under the US, UK, France & the Soviet Union
1990	Reunification of Germany following revolutions of 1989 that ended communist rule in Central & Eastern Europe
2005-	Angela Merkel, Chancellor (1954- )

## Government

After the 2005 federal election, Angela Merkel became the Chancellor of Germany. She was appointed Germany's first female Chancellor with a coalition of the Christian Democratic Union (CDU), Christian Social Union, Social Democratic Party of Germany. She earned a doctorate in quantum chemistry in 1986, and worked for three years as a research scientist. She became a protégé of Chancellor Helmut Kohl.

The German Chancellor is the head of government and holds a role similar to prime minister in other parliamentary democracies. The parliament holds federal legislative power through the Bundestag and Bundesrat. Members of the Bundestag are elected directly, while members of the Bundesrat come from the state cabinets and represent the governments of the sixteen states.

The Christian Democratic Union and the Social Democratic Party of Germany have been the major parties in the government since 1949. Every Chancellor to date has been a member of one or the other. Today, smaller

parties such as the Free Democratic Party, Alliance 90/The Greens and the Alternative for Germany are playing a bigger role in the country's political system.

## Sports and Pastimes

Sports are an important part of German culture. The country has around 91,000 sport clubs with over 27 million members. Competing on the world stage, Germany won the greatest number of medals in the Winter Olympic games of 1992, 1998, 2002 and 2006. Friedrich Ludwig Jahn, a German citizen, is credited with being the father of gymnastics in the early 1800's.

The most popular sport in Germany (and much of Europe) is soccer, known also as *fussball* or football. Around 26,000 clubs and 178,000 teams are dedicated to the sport. Soccer receives financing from state funding, contributions, volunteers, private sponsors and membership fees. The Bundesliga, the top level of the soccer league, has the highest average attendance of any association football league in the world. Bayern Munich has won twenty-five national championships, making it the number one German soccer club. The German women's national team also has been very successful in world competitions, winning the FIFA Women's World Cup in 2003 and 2007. Germany is the only country to win the men's and women's World Cup and European titles.

Denmark and Germany together are considered the birthplace of handball. The German trainer Carl Schelenz came up with most of the rules for modern handball. The first modern match was played in Berlin in 1917. Handball is considered the second most popular team sport in Germany.

German motorsport is also popular, and has produced Formula One world champion drivers such as Michael Schumacher, Sebastian Vettel and Nico Rosberg (German-Finnish). Among them, they have won twelve championships. German auto manufacturers BMW, Mercedes, Porsche and Audi support the popularity of the sport.

Germans also enjoy playing golf, ice hockey, basketball, handball, tennis and skiing. The most popular spectator sports are football, ice hockey, handball and basketball. Dirk Nowitzki is a popular German basketball player who plays for the Dallas Mavericks team in the US. World famous German tennis players include Steffi Graf and Boris Becker.

## Music, the Universal Language

*“Music is the mediator between the spiritual and the sensual life.”*  
*Ludvig van Beethoven*

Well-known German classical composers include Johann Sebastian Bach, Georg Friedrich Handel, Wolfgang Amadeus Mozart, and Ludvig van Beethoven (who is quoted above). Carl Maria von Weber and Felix Mendelssohn ushered in the Romantic period with their music, while Johannes Brahms and Robert Schumann also are considered leading composers of the Romantic era. Richard Wagner (1813-1883) wrote both the libretto (text) and music for his operas, unlike most composers. He is highly regarded for his Ring series of four operas based on Norse sagas.

In the second half of the nineteenth century, Viennese waltzes by Johann Strauss became very popular. Richard Strauss was also a leading composer of the late Romantic and early modern period. He is known for his operas including *Salome* and *Der Rosenkavalier*, as well as his tone poems. Gustav Mahler, another leading composer of the day, wrote nine complete symphonies and several song cycles. The twentieth century saw the rise of composers Alban Berg, Anton Webern, Kurt Weill, Paul Hindemith, and Carl Orff.

Modern German popular music covers a wide range of genres such as rock, jazz, electronic music, techno, heavy metal, and punk. Kraftwerk, a band founded by Raif Hutter and Florian Schneider in Düsseldorf in 1970, has had a profound influence on international electronic pop music. The group Rammstein won a Grammy award for Best Metal Performance twice. The six-man band formed in Berlin in 1994.

To hear samples of popular music, you could listen to any of the four singers below. Sarah Connor, a German singer songwriter, has sold over fifteen million records. Her first hit was “*From Sarah with love*”, and her first album was “*Green Eyed Soul*.” Some of her other hit albums were “*Mother Tongue*” and “*How beautiful you are*”.

Another popular singer is Lena Meyer-Landrut, who writes many of her songs in English. In the 2010 Eurovision Song Contest, she represented Germany and won with her song “*Satellite*.” One of her popular songs is “*Pirate Grandpa Fabian*”.

Herbert Grönemeyer is popular in Germany, Austria and Switzerland. He is also an actor, famous for his role in the film “*The Boat*”. His album “*Man*” was a number one hit. His songs “*To the sea*” and “*The way*” are well-known.

German singer Xavier Naidoo, also known as “Kobra”, is famous for his R & B and soul music. His popular songs include “*Everything can get better*” and “*Say it loud*”.

## Books

*“When I have a little money. I buy books; and if I have any left, I buy food and clothes.”*

*Erasmus*

German goldsmith and printer Johannes Gutenberg brought printing to Europe. In 1439, he invented a printing press that used mechanical movable type. He printed 180 copies of the *Gutenberg Bible* in 1455, mostly on paper with some on vellum. This invention played a vital role in the development of the modern era in human history, ushering in the Renaissance, Reformation, Age of Enlightenment, and the scientific revolution.

In the eighteenth century, German authors Johann Wolfgang von Goethe and Friedrich Schiller initially were associated with the *Sturm und Drang* (Storm and Stress) movement, and later Weimar Classicism. German Romanticism became a popular literary movement throughout the late eighteenth and early nineteenth centuries. G. W. F. Hegel, ETA Hoffmann, and Arthur Schopenhauer were among the authors who participated in the movement.

Postmodern German literature includes authors such as Frank Schätzing who writes science fiction and is best known for his novel *The Swarm* (2004). One of the most prolific contemporary German authors, Wolfgang Hohlbein has written over 200 books, mostly science fiction and fantasy, and sold over 43 million copies. German TV station RTL II produced a reality show about his family in 2014 called “*The Hohlbeins, a fantastic family*.”

The Nobel Prize in literature has been awarded to German language authors thirteen times. Among these internationally acclaimed authors are Thomas Mann (1929), Herman Hesse (1946), and Gunter Grass (1999). Mann wrote “*Buddenbrooks*”, “*Death in Venice*”, and “*The Magic Mountain*”. Hesse’s works “*Steppenwolf*” and “*Siddhartha*” won him fame. Among Grass’ works are “*The Tin Drum*”, “*My Century*” and “*Crabwalk*”.

Non-digital bookstores are thriving in Germany. For example in Berlin, independent bookstores increased in number from 299 to 352 between 2011 and 2016, according to the German Publishers and

Booksellers Association. The Ministry of Culture in Germany supports the bricks and mortar bookstores through an annual competition that makes awards to bookstores that encourage reading, especially among young people. The top three bookstores each win 25,000 euros. 117 bookstores in total won awards from the Ministry.

## Movies

German cinema traces back to the late nineteenth century. Expressionism contributed to the popular horror film *“The Cabinet of Dr. Caligari”* (1920), about a mad hypnotist who convinces a sleepwalker to commit murders. German director, producer and actor Ernst Lubitsch became famous with period-drama films such as *“Madame DuBarry”* (1919) and *“Anna Boleyn”* (1920).

Germany’s first talking film, *“The Blue Angel”* (1930) was directed by Josef von Sternberg. It launched the international career of lead actress Marlene Dietrich. The film was shot in both English and German.

*“The lives of others”* (2006) is about life in former East Germany under communist rule. A Stasi captain has to spy on a playwright, and in the process becomes disillusioned with his own government. *“Good Bye Lenin!”* (2009) is a comedy about a woman who falls into a coma in East Germany in 1989 right before the fall of the Berlin Wall. When she wakes up, her son tries to shield her from another heart attack by keeping her from learning about all the drastic changes in her world.

Another famous film *“The bitter tears of Petra von Kant”* (1972) is directed by the director Rainer Werner Fassbinder. Set in Bavaria, the film is about jealousy and a dreamlike world of madness.

Other classic German films include *“The Boat”* (1981), *“Run Lola Run”* (1998), *“The Downfall”* (2004), *“Nowhere in Africa”* (2002), *“Barbara”* (2012), and *“The Baider-Meinhof Complex”* (2008.)

Domestically, German movies attract only about twenty to twenty-five percent of market share in movie theaters. The German Film Awards, known as the Lola Awards after the role that Marlene Dietrich played in *“The Blue Angel”*, offer cash prizes of around 3 million euros. It is the largest award made by the German Federal Commission for Cultural and Media Affairs. Members of the German Film Academy select the winners of the award.

## Cultural Institutions

Art museums in Germany include the Staedel Museum in Frankfurt. Considered to be the finest art museum in the city, the Staedel has works of art from the fourteenth century to the present. The Gemaldergalerie Alte Meister in Dresden has paintings by old masters such as Rubens and Titian. Its most famous painting is Rafael's "*Sistine Madonna*". The collection of Folkwang, a museum in Essen, focuses on nineteenth and twentieth century art by Van Gogh, Chagall, Klee, Kandinsky, Monet, Rodin, among others.

The Pergamon Museum in Berlin is one of the most famous in Germany. Its three main collections are the Classical Antiquities, Islamic Art and the Ancient Near East. The Pergamon also features classical sculptures and monumental architecture from ancient Greece, Rome, Babylon, and the Middle East. Some of its best-known pieces include such the Ishtar Gate of Babylon (575 BC), the Roman Market Gate of Miletus (Second Century AD), and the Pergamon Altar.

## Education

The states in Germany take primary responsibility for education, while the federal government plays a smaller role. Kindergarten (nursery school) is optional for children from one to six years old. Although the system varies from state to state, most children attend school from age six through eleven, and education is compulsory for a minimum of nine years. Secondary education is available at five types of schools, including vocational. Students must pass an exam to qualify for admission to one of over one hundred institutions of higher education. These public universities are state-funded and charge little or no tuition.

Germany has some of the oldest universities in the world. Heidelberg University, its oldest university, was founded in 1386. Leipzig University, the University of Freiburg, the University of Munich, and the University of Tübingen were founded in the fifteenth century. Other famous German universities are the Technische Universität München, Ludwig-Maximilians Universität München and Ruprecht-Karls Universität Heidelberg.

Germany has three of the top 100 Global MBA programs as ranked by the *Financial Times* (2018). These are Mannheim Business School (ranked #61), ESMT Berlin (ranked #88), and WHU Beisheim (ranked #94).



## Demographics

Germany's population is about 82 million people (2015). It is the most populous country in the European Union, and the sixteenth most populous in the world. Germany has the second highest number of international migrants after the United States. The Turks comprise the second largest ethnic group in the country, after Germans. It is a primarily middle-class society, with a PPP (purchasing power parity) of around \$41,370 per year. Under its social welfare system, Germans receive universal health care, unemployment compensation, child benefits and other social programs.

Almost sixty percent of Germans are Christian, while Islam is the second largest religion with around six percent. Judaism, Buddhism and Hinduism each have fewer than one percent of the population.

German is the only official language, while English is the most commonly taught second language. About two thirds of Germans have at least a basic knowledge of English.

## Next Steps

Think of other questions you might have about German culture, and research them on the Internet. This way you may continue to expand your knowledge about different cultural topics. Follow your curiosity, and look up the answers to your questions or ask a German.

## German Business and Economy

*"A friendship founded on business is better than a business founded on friendship."*

*John D. Rockefeller*

Germany has the largest economy in Europe, and the fourth largest in the world by nominal GDP. According to the IMF (2017), Germany is responsible for twenty-eight percent of the euro area economy. According to *The World Factbook* of the CIA, Germany is the world's third largest exporter. China is first, the US is second, Japan is fourth, South Korea fifth, France is sixth, and Mexico is eleventh.

Germany's economy is based on high tech firms, but pharmaceuticals, biomedical engineering, tourism and electronics also play important roles. Germany is the world's third largest exporter and importer of goods. The top ten exports of Germany are vehicles, machinery, chemical goods, electronic products, electrical equipment, pharmaceuticals, transport

equipment, basic metals, food products, and rubber and plastics. Germany's largest export trading partners (2016) are in order of importance: the US, France, the UK, Netherlands, and China.

Germany's largest import trading partners (2016) are in order of importance: China, Netherlands, France, the US, and Italy. Germany's natural resources include coal, lignite, natural gas, iron ore, copper, nickel, uranium, potash, salt, construction materials, timber and arable land.

Germany was one of the founding members of the European Union in 1993, and also was a co-founder of the Eurozone in 1999. The country belongs to the United Nations, NATO, the G7, the G20, and the OECD (Organization for Economic Cooperation and Development). Germany is the largest contributor to the budget of the European Union; it contributes twenty percent of the budget. It also is the third largest contributor to the UN, contributing eight percent of its budget.

Germany's declining birthrate is among the lowest in the world. It poses the greatest threat to its future economic development as the population ages. The government's cost of supporting retirees and healthcare will increase, while the supply of workers potentially will decrease.

## German Companies on the Fortune Global 500 List

Thirty-two of the Fortune Global 500 companies (July 2018) are headquartered in Germany. Thirty of these are included in the DAX, the German stock market exchange. Some of Germany's largest companies include Adidas, Audi, Allianz, Bayer, BASF, BMW, Mercedes-Benz, Nivea, Porsche, Siemens, and Volkswagen.

Volkswagen earned a ranking as the world's seventh largest company on the *Fortune Global 500* list. Germany ranks fourth among countries with the most companies on the list. The top seven countries and the number of companies that made the list are: 1) the US with 126 companies; 2) China with 120; 3) Japan with 52; 4) Germany with 32; 5) France with 28; and 7) South Korea with 16.

## Famous German CEOs in the US

Several Germans have taken on the role of CEO at large US companies. For example, Benno Dorer, originally from the Black Forest in southern Germany, is currently CEO of Clorox. Another German who runs a large US company is Marc Bitzer, the CEO of Whirlpool. In terms of sales, Whirlpool is the largest US company led by a German. Another

example is Martin Richenhagen, who has been CEO of Agco, a large US agricultural machinery maker, for 14 years. A fourth example of a German at the helm of a large US company is Andreas Mattes. He is CEO of Diebold Nixdorf, a major US maker of ATMs.

### Company Profile: BMW

BMW is a German multinational corporation that produces luxury automobiles and motorcycles in Germany, Brazil, China, India, South Africa, the UK and the US. It is the world's twelfth largest producer of motor vehicles. Founded in 1919, the company's name originally was *Bayerische Motoren Werke* (Bavarian Motor Works). It produces BMW cars and sub-brands BMW M (performance vehicles) and BMW I (plug-in electric cars), as well as the Mini, Rolls-Royce, and BMW *Motorrad* motorcycles. BMW has played an important role in motorsports with its touring cars, Formula 1, sports cars and the Isle of Man TT annual motorcycle racing event.

Since May 2015, Harald Kruger has been the CEO of BMW. He attended the Braunschweig University of Technology and RWTH Aachen University, and earned a degree in mechanical engineering. He began his career at BMW in 1992, when he took a position in the Technical Planning/Production division. Next he worked as a project engineer at the BMW plant in Spartanburg, SC. His next job was in Munich, where he worked as personnel officer at the Research and Innovation Center. In 2008, he joined the BMW Board of Management with responsibility for the HR Department. At the time, he was the youngest member of the board. Then, in 2012 he took over management of the MINI, Motorrad, Rolls Royce and after-sales areas. A year later, he became the Board Member for Production. Two years later, he became the CEO.

### Next Steps

Continue developing your knowledge of German business and economy by reading about a German company or industry that interests you. Do some research on the web to learn more about its operation in Germany and internationally.

# CHAPTER EIGHT

## TEMPLATE FOR BASIC BUSINESS LANGUAGE TRAINING

*“Twenty years from now you will be more disappointed by the things you didn’t do than by the ones you did. So throw off the bowlines, sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover.”*  
*Mark Twain*

To enhance your ability to communicate, you can build on the basic business language lessons that appeared in six chapters of this book. Using this template as a guide, you may increase your basic knowledge of a language. Here are a series of twenty-four short conversations that you can practice alone, with a partner, or in a small group. You might find it very helpful for you and your group to work with a tutor.

These short dialogs focus on casual conversation in a business environment. You can study the conversations in a variety of ways. As time permits, you might spend ten or fifteen minutes to work on each conversation. Review and practice them as often as your schedule allows. These conversations are in English, ready to be translated into the language of your choice. Here are some suggestions to help you translate the conversations into the language you want to learn

- 1) Work with a tutor to translate the phrases into the target language and help you learn them.
- 2) Use Google Translate for an instant written translation of the phrases and audio recording of how to pronounce them. Ask your tutor to review the Google translation for accuracy and revise it as necessary.
- 3) Ask Siri or Alexa how to say each phrase in the language you are learning. Then repeat after the AI assistant.

Here are the conversations.

**1. Greetings**

- A Hi
- B Hello
- A How are you?
- B Fine, thanks. Any you?
- A Doing well
- B What are you up to today?
- A Not much.

**2. Introductions**

- A Hi Sarah. I'd like you to meet Jonathan Goodwell.
- B Hi Jonathan. Nice to meet you.
- A Same here.
- B How do you know Peter?
- A He was my classmate at Princeton.
- B Really. What a coincidence. I went there too.

**3. Small Talk**

- A Where are you from?
- B Texas originally. But I grew up in Oklahoma.
- A Where'd you go to school?
- B I'm a Longhorn. I went to UT Texas.
- A Where is that?
- B It's in Austin.
- A I've never been there.
- B You should go sometime. It's a great place.

**4. An Invitation**

- A Hi Jonathan. What are you doing later today?
- B I have meetings at 2 and 4.
- A Would you like to have dinner with me?
- B Sure. Thanks, Peter.
- A What time could you be ready to go?
- B I can meet you at 6 in your office.
- A Sounds good. See you then.

## 5. Saying Goodbye

- A Glad you could come to Tucson this week.  
B Thanks. It's been nice to meet you.  
A Same here.  
B I enjoyed seeing your company too.  
A Well, you just have to come back soon.  
B I'll do that.  
A Take care.  
B Goodbye. See you later.

## 6. Family

- A Hi Joe, how's your family?  
B My wife is well, thanks. How's your husband?  
A He's fine, thanks.  
B How are your kids?  
A Alan has his own business now.  
B What about your daughter?  
A She's getting married on New Year's Eve.  
B Good choice!

## 7. Origin

- A Hi Danielle. I understand you just moved to Phoenix.  
B That's right. We got here last week.  
A Where were you before this?  
B We lived in San Jose for the past five years.  
A Where are you from originally?  
B I'm from Charleston.  
A Nice place.

## 8. Name

- A Hi. What's your name?  
B My name is Madeline Unterwood.  
A How do you spell your first name?  
B M-A-D-E-L-I-N-E  
A And your last?  
B U-N-T-E-R-W-●-●-D  
A Is that Ms. or Mrs.?  
B Ms. Thank you.

### 9. Expressing Thanks

- A Sarah, thank you very much for your help on the project.  
B You're welcome.  
A I appreciate the time and effort you put into it.  
B It was a pleasure.  
A You did a great job.  
B No problem.  
A We'd like you to accept this bonus for all your hard work.  
B Thanks a lot!

### 10. Plans for the Weekend

- A Hi Jeremy, what are you doing this weekend?  
B I don't have any plans.  
A How about going to the Festival at Fairchild Tropical Gardens?  
B When is it?  
A All day Saturday.  
B I'd love to go.  
A Let's meet over there around 10 am.  
B Sounds like a plan.

### 11. Languages

- A How many languages do you speak?  
B Only five.  
A Five! Which ones?  
B English of course. Then Spanish, French, Portuguese and a little German.  
A How'd you learn so many?  
B I learned English and Spanish at home. The rest I learned at school.  
A How fluent are you?  
B Like a native speaker in all except German.

### 12. Calendar

- A When are you taking vacation?  
B I get time off in August.  
A When is your training?  
B It's in May and June.

- A What is the busiest time of year?
- B September and October.
- A When's your birthday?
- B In February.

### 13. Time

- A What time is it?
- B It's 3 o'clock.
- A Already? What time do you get off work?
- B At 6 o'clock usually.
- A When do you start work?
- B We open at 8 am.
- A That's a long day. When's lunch?
- B We go out from noon to 1.

### 14. Personal Information

- A What is your cell number?
- B It's 602-978-4521.
- A Where do you live?
- B My address is 31 Melville St. in north Phoenix.
- A What's your email?
- B Tom.Blass@gmail.com
- A Do you have a website?
- B Yes, it's www.autoworks.com

### 15. Hotel

- A Can you recommend a place to stay nearby?
- B There are lots of choices.
- A I prefer a Marriott or Hilton.
- B We have a Residence Inn five blocks from here.
- A What about a Hilton?
- B There's a Conrad Hotel within walking distance.
- A That sounds good.
- B I'll make a reservation for you.



**16. Breakfast**

- A Where do you usually have breakfast?
- B There's a place around the corner.
- A Do they have bacon and eggs?
- B Pancakes are their specialty.
- A That's fine.
- B ● check out their daily special.
- A When do they open?
- B Around 5 am.

**17. Lunch**

- A Do you have plans for lunch?
- B No. Where would you like to go?
- A My favorite place is Biscuits Café.
- B What do they have?
- A American style food. Sandwiches and salads.
- B I'd like a BLT with a side salad.
- A Me too.
- B I'm hungry! Let's go.

**18. Dinner**

- A Where do you recommend that we have dinner?
- B What type of food do you like?
- A Something local would be nice.
- B We have seafood or steak restaurants nearby.
- A Let's do seafood tonight.
- B That's a good choice.
- A Do we need a reservation?
- B It's a good idea. I'll make one online.

**19. Coffee**

- A Hi Chris. Do you have time for coffee?
- B Sure. When do you want to go?
- A How about now?
- B In five minutes is better for me.
- A Where should we go?
- B Is Starbucks ok?

- A Yes, that's fine.
- B See you in a few minutes.

## 20. Hotel Reservation

- A I have a reservation for three nights.
- B What name is it under?
- A Margot Stanford.
- B I have your reservation right here.
- A Do you have my Marriott Rewards number?
- B Yes, it's on file.
- A What type of room is it?
- B Our standard room with city view and king-sized bed.

## 21. Transportation

- A How do I get from the airport to your office?
- B We'll send a car for you.
- A No. Don't bother. I'll take a cab.
- B Why don't you get an Uber?
- A Sure. Is it less expensive?
- B Most times it is.
- A How long will it take to get there?
- B Around 30 to 40 minutes, depending on traffic.

## 22. Meetings

- A I'd like to set up a meeting with the CEO.
- B For when?
- A Tomorrow at 9 am.
- B Sorry. He's not free then.
- A How about something later in the day?
- B Like when?
- A Around 2:00 pm?
- B That's fine. I'll put it on his calendar.

**23. Email**

- A Hey Marcus, did you get my email?  
B No, I haven't seen it.  
A Could you check your email?  
B ●k. I'm in my gmail now.  
A Is it there in your inbox?  
B Got it.  
A Shoot me an email when you've read it, ok?  
B For sure.

**24. Shopping**

- A Hi, may I help you?  
B Yes, thanks. I'm looking for a sweater.  
A For yourself?  
B No, it's a gift for my son.  
A What color?  
B Something in beige, gray or black.  
A Wool or cotton?  
B Cotton would be good.

*“I never travel without my diary. One should always have something sensational to read in the train.”*

*●scar Wilde*



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## RESOURCES AND REFERENCES

### *CIA World Factbook*

<https://www.cia.gov/library/publications/the-world-factbook/>

This website provides up-to-date information on virtually every country in the world. In addition to offering copyright-free photos and maps in return for citation of source, the site gives an overview of the following data fields for almost every country: introduction, geography, people and society, government, economy, energy, communications, transportation, military and security, and transnational issues. The *economy* section provides data for many topics including an overview of the economy, the GDP and country comparison to the world, agriculture products, industries, trading partners, exports and imports, unemployment rate, population below the poverty line, and exchange rates.

### *US Department of State. Bureau of Consular Affairs. Travel.state.gov*

<https://travel.state.gov/content/travel/en/international-travel/International-Travel-Country-Information-Pages.html>

This website provides travelers with safety and security information for every country in the world. It offers country specific travel advisories and warnings, which are rated on four levels. Level 1 is Exercise Normal Precautions, while Level 2 is Exercise Increased caution. Level 3 is Reconsider Travel, and Level 4 is Do Not Travel. As of this writing, the advisory for South Korea carries a travel advisory of Level 1: Exercise Normal Precautions, while Mexico receives a travel advisory of Level 2: Exercise Increased Caution. The website provides the date of issue of each advisory and explains the rationale for it.

### *Tripadvisor*

[www.tripadvisor.com](http://www.tripadvisor.com) and the Tripadvisor app.

When traveling, business people need to have quick access to local information regarding hotels, restaurants, and important sights to see. This adds immeasurably to their experience in another country, and brings them into contact with the people, culture and place that they are visiting. The time spent in hotels, restaurants and places of interest contributes to their knowledge of a country and its people, and consequently their cultural literacy.



Tripadvisor offers a travel website and app that assists with identifying places for the traveler to stay, eat, and visit. Among other functions, it offers the user access to lists of places, maps, photos, rankings and reviews of hotels, restaurants and things to do in cities and countries around the world. Tripadvisor has a special “Nearby” function that shows hotels and restaurants in the user’s immediate vicinity.

### *Travel Guides*

Online or printed travel guides can provide valuable information that helps the business traveler with local advice to help with travel. Three popular series that cover countries and regions around the world are *Fodors* at [www.fodors.com](http://www.fodors.com), *Frommers* at [www.frommers.com](http://www.frommers.com), and *Lonely Planet* at [www.lonelyplanet.com](http://www.lonelyplanet.com). Their guidebooks provide information about regions, cities, itineraries, top places of interest, hotels, restaurants and country-specific travel advice.

### *Media*

You can search for additional cultural, business and economic information about the country you plan to visit in the media. Current news articles may provide important up-to-date information and background knowledge. Some excellent sources include *The Economist* at [www.economist.com](http://www.economist.com), the *Financial Times* at [www.ft.com](http://www.ft.com), the *New York Times* at [www.nytimes.com](http://www.nytimes.com), and the *Wall Street Journal* at [www.wsj.com](http://www.wsj.com).

### *Intercultural Business*

Two classic books give an interesting overview of cross-cultural information and business etiquette for a large number of countries. These are.

Morrison, T., & Conaway, W. A. (2006). *Kiss, bow, or shake hands: The bestselling guide to doing business in more than 60 countries* (2nd ed.) Avon, Mass.: Adams Media.

Walker, D. M., Walker, T., Schmitz, J., and Brake, T. (2003). *Doing business internationally: The guide to cross-cultural success* (2nd ed.). New York: McGraw-Hill.

### *Fortune Global 500 Companies*

[www.Fortune.com/global500](http://www.Fortune.com/global500) and [www.Fortune.com/global500/list/](http://www.Fortune.com/global500/list/)

Knowledge of a country’s largest and most important companies is an important part of basic business literacy. You can find out which companies are on the Fortune Global 500 list of the world’s largest companies. On the website, you also can find basic information about the

company, its CEO, industry, headquarters location etc. If you want to know more, you can search the company's website or search for information about the company online.

*Financial Times Global MBA Rankings*

[www.Rankings.ft.com/exportranking/global-mba-ranking-2018.pdf](http://www.Rankings.ft.com/exportranking/global-mba-ranking-2018.pdf)

In terms of finding out about the business education available in a country that you will visit, you could check the *Financial Times* global MBA rankings to see which of its business schools are on the list. Familiarity with a country's educational system, especially its business education, enhances your cultural literacy.

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