Negotiations with **Russians** often involve flared tempers. During negotiations and meetings, temper tantrums and walkouts often occur. After the break up of the old Soviet Union, fifteen new independent states emerged. This number, however, is ever changing as boundaries are continually being modified.

The **French** are very aware of their presence, and are extremely proud of their heritage. They boast of their long history and their important roles in world affairs, as well as being known as a world center for culture.

Germany went through a unification process, bringing the East and the West together. Although there still continues to be sensitivities between the two regions, the integration both economically and technologically is moving forward.

In **China**, the tradition of digging up "dragon bones" (tortoise and cattle bones) has long been a part of Chinese culture. These bones are often used to predict the future. The bones are inscribed with questions then heated to reveal the answers. The tradition dates back as far as the Bronze Age (around 2100 BC during the Xia dynasty).

In business dealing with Westerners, the Chinese in **Hong Kong** often choose a nickname. Don’t be surprised if during your business dealing with the Chinese they ask to consult with a fengshui man (a geomacer). A fengshui man may be brought in determine good luck dates or the proper special arrangement for a building or office. This individual's opinion should be observed.

If you are not a Muslim, you may not enter **Saudi Arabia** without an invitation and you may not leave without an exit permit. Visitors to Saudi Arabia are subject to the same rigorous Islamic law as Saudis. It is not uncommon for Westerners to be imprisoned for possessing illegal substances such as alcohol, pornography, pork or narcotics. Thieves still have their hands amputated and capital crimes are punished by public beheadings.

The **Japanese** tend to be rather direct in their questioning of foreigners. You may be asked personal questions such as how much money you earn or how large your house is?

South Africans love success stories and many admire Americans because they believe in what is known as the "American Dream."

Argentina is a country of wide-open pampas and ancient forests, in addition to very sophisticated cities, such as its capital, Buenos Aires. Buenos Aires, has the largest number of Jews in Latin America; they are commonly referred to as los rusos (the Russians) because most of the early Jewish settlers emigrated from Czarist Russia. Argentina was the first Latin American country to send a contingent to the Middle East during the Persian Gulf War.

When holding business meetings in the **United Arab Emirates**, some foreign businesspeople suggest holding the meeting in the lobby of an international hotel rather than in an office. The advantages are that there will be fewer people wandering in and out of the meeting and your counterpart’s willingness to come to you demonstrates a true interest. You will also have access to refreshments that may be more to your taste.