

or lawyer Ibáñez). In Mexico, managers that hold a university degree are called *Licenciado* (Licenciado Martinez). In Germany it is common the use of titles: the managing director of the company is presented as *Herr Direktor* and an engineer as *Herr Ingenieur*. In Asia, the only country where titles are used is India.

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

Titles in Six Countries of the European Union

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

Organizing Meetings

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

The first issue to consider is the agenda of the meeting. In some cultures (Germany, Japan) have a prior agenda is a prerequisite for conducting a negotiation and the negotiators must follow strictly the agenda; other behavior is considered unprofessional. In other countries, such as US, the need for an agenda is accepted but it is handled with considerable flexibility. For example, while a Japanese shall comply strictly with each of the items on the agenda and will not negotiate aspects that are not included in it, an American manager will be more flexible and have no problems jumping from one point to another, breaching the established order as it considers