

**МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РЕСПУБЛИКИ  
КАЗАХСТАН  
УНИВЕРСИТЕТ ИНОСТРАННЫХ ЯЗЫКОВ И ДЕЛОВОЙ КАРЬЕРЫ**



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**«ENGLISH FOR BUSINESS COMMUNICATION»**

Учебное пособие

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Данное учебное пособие предназначено для студентов экономических специальностей высших учебных заведений, а так же для специальностей, в которых предусмотрен курс делового иностранного языка. Представленный в пособии материал позволяет расширить знания о социокультурных особенностях представителей международного сообщества.

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## ПРЕДИСЛОВИЕ

Тенденции к интеграции многих общественных явлений, экономики, образования и перспективы развития этих тенденций ставят перед обществом необходимость более гибко и эффективно проводить языковую политику в сфере иноязычного образования. В последние десятилетия деловой иностранный язык вызывает пристальный интерес тех, кто желает изучить его для успешного общения. Деловой английский язык рассматривается в общем контексте иностранного языка для специальных целей (LSP), что предполагает выделение специфического языкового корпуса и конкретные виды коммуникации в профессиональном контексте, связанные с умениями эффективно общаться в различных деловых ситуациях.

Данное пособие предназначено для студентов экономических специальностей высших учебных заведений, а так же для специальностей, в которых предусмотрен курс делового иностранного языка. Представленный в пособии материал позволяет расширить знания о социокультурных особенностях представителей международного сообщества.

По своей структуре пособие представляет собой два раздела, организованных по тематическому принципу. Тематика и характер учебных материалов, представленных в пособии, обеспечивают формирование у студентов профессионального словаря, а также навыков чтения и говорения в рамках таких профессиональных сфер как Interview tips, Business Meetings, Negotiations, Companies, Exchanging information.

Первый раздел включает учебную деятельность по созданию словаря терминологической лексики экономической направленности. Формирование и совершенствование коммуникативной компетенции, навыков и умений общения осуществляется за счет аутентичных текстов, коммуникативных упражнений и ситуаций, усиления элементов проблемности, способствующих развитию механизмов мышления. В пособии представлены образцы делового стиля речи (резюме, деловые письма, сообщения по электронной почте и др.) и инструкции по их составлению.

Во втором разделе представлены различные виды деловых игр и кейсов, направленных на решение коммуникативных задач в конкретных ситуациях ведения бизнеса. Кейс-технология обучения используется для описания реальных экономических, социальных и бизнес - ситуаций. Метод case-study относится к неигровым имитационным активным методам обучения. Применение кейс-метода на занятиях преследует две взаимодополняющие цели, а именно: дальнейшее совершенствование коммуникативной компетенции (лингвистической и социокультурной) и формирование профессиональных качеств обучаемых.

Предлагаемое пособие призвано помочь студентам совершенствовать межкультурную коммуникативную компетенцию, навыки и умения, осуществлять общение в различных ситуациях профессионального взаимодействия.

# CHAPTER I

## UNIT 1. INTERVIEW TIPS

### Starting up

*What is job application?*

*What sort of job do you want?*

### 1. Translate the following words.

abilities (capabilities), accomplishments, advertisement, application, employer, experience, classifieds, functional resume. covering letter (US cover letter), curriculum vitae (CV ), driver's license, job search, promising, recruit (employ), recruitment agency, reliability, responsibility, job advertisements (want ads) , skillful, wage (salary), charge, labour contract (agreement), experimental period ( term of probation), required and preferred qualifications, supervisor (superior), job interests and concerns, to apply for a job, targeted resume

### 2. Study the following definitions.

A *résumé* is a document used by persons to present their backgrounds and skills. Résumés can be used for a variety of reasons, but most often they are used to secure new employment. A typical résumé contains a summary of relevant job experience and education. A simple résumé is a summary typically limited to one or two pages of size A4 or Letter-size, highlighting only those experiences and qualifications that the author considers most relevant to the desired position. Academic CVs in the US are typically longer.

*Curriculum vitae (CV – жизнеописание)* provides an overview of a person's experience and other qualifications. In some countries, a CV is typically the first item that a potential employer encounters regarding the job seeker and is typically used to screen applicants, often followed by an interview, when seeking employment.

### 3. Match the British and American equivalents.

flat	apartment
holiday	vacation
coach	long-distance bus
driving licence	driver's license
traveller	traveler
centre	center
luggage	baggage
post	mail
motorway	highway

lift	elevator
chemist's	drugstore
city/town centre	downtown
time-table	schedule
underground	subway
cinema	movies
ground floor	1 <sup>st</sup> floor
lawyer	attorney

**4. Match the definitions in B with the correct adjectives in A.**

<b>A</b>	<b>B</b>
1. sensitive	a) someone who has skill at something
2. creative	b) reacting quickly
3. ambitious	c) having a lot of imaginations and new ideas
4. independent	d) very active
5. energetic	e) determined to become successful, rich, famous
6. patient	f) not depending on other people
7. experienced	g) someone who is able to wait for a long time or deal with a difficult situation without becoming angry or upset
8. punctual	h) in charge of someone or something
9. clever	i) good at learning and understanding
10. responsible	j) to arrive at the time

**5. Read the text paying attention to the key words.**

***Error - proofing the job application process***

A recent study found that many job applicants make the biggest mistakes during the initial stages - the cover letter, the resume, and the interview.

According to a survey developed by Robert Half Finance & Accounting, a specialized recruitment service in Menlo Park, California, 32% of CFOs polled found the actual interview rife with problems. About 21% said they found substantial errors with resumes and nearly 9% pointed to the cover letter as being a weak area.

"A resume is a calling card," says Cassandra Jennings-Outlaw, recruiter who works at a telecommunications company in New Jersey. She says if a resume has an error, this indicates the applicant's lack of attention to detail. Likewise, "If the duties are not written in complete thoughts, that tell me the applicant will probably work in that manner as well," says Jennings-Outlaw, who often conducts workshops on resume writing and interview skills at business schools. "When first year MBAs at Cornell show me their resumes, I have higher expectations because B-school students have a few years of experience under their belt," explains Jennings-Outlaw. "I don't expect someone applying for a VP position to have typos or margin inconsistencies," she score high marks on your next application.

Avoid these common errors and build your skills with these tips:

**On Cover Letters:** Do all you can to prevent errors, says DeLynn Senna, executive director of Robert Half Finance & Accounting. "Take the approach that no error is acceptable." Marlon Cousin, a managing partner of The Marquin Group, an Atlanta-based executive search firm, points out that the cover letter is the area that typically has the least amount of errors because most recruiters zoom-in on resumes. But Senna recommends that applicants still exercise due diligence at every phase of the process.

**On Interviews:** "There's one question you'll always get," says Cousins. And that's, "Tell me about yourself." He advises that applicants start practicing their response to that question. "It's the perfect context in which you can articulately deliver three to five things about yourself that you want the company to know," says Cousins. Speak about past experiences that relate to the position to which you are applying. Approach the interview process with openness and integrity, says Cousins. He advises that applicants be prepared to discuss past work experiences. "The fact that a candidate is willing to be frank about his job experiences says a lot about that person," notes Cousins.

**On Resumes:** "Most people develop their resume when they're losing, hating, or have lost their job," notes Cousins. "Lose the negative mindset and rethink your resume with a clear mind," he advises. Don't overlook the obvious. "I recently got a resume without a name," shares Jennings-Outlaw, who says the applicant's name was only on the cover letter. "Be sure to include pertinent information such as your name, phone numbers, and e-mail address. Don't make it difficult for a hiring manager to track you down," she says. Resumes that are easy to read float to the top, says Jennings-Outlaw. "Paragraphs are a big no. Bullet points are best," she offers. "It's often as simple as explaining breaks or loops in your employment history," he adds.

Throughout the entire process, says Sharon Hall, managing director at Spencer Stuart Atlanta, an executive search firm, "Don't put down a degree you don't have or say you drove a project when you only supported it," she expands. "We do deep referencing so inconsistencies and overstatements like those are bound to come out."

*(By Brenda E. Campbell  
Source: Black Enterprise, Jul2006, Vol. 36 Issue 12, p72, 1p.  
Item Number: 21535387)*

**6. Answer these questions.**

- 1) What is a resume? Give all possible definitions of it.
- 2) What are the basic requirements for a good resume?
- 3) What information is recommended to exclude from your resume?
- 4) Which of special suggestions for writing a perfect resume are the most important?

**7. Study a sample of general thank-you letter.**

	Your name
	Your address
	Your City, State, Zip code
	Your Phone Number
	Your E-mail
Date	
Name	
Title	
Organization	
Address	
City, State, Zip code	
Dear Mr./Ms.	
Thank you for taking the time to discuss .....(the subject) ...with me. After meeting with you and observing the company’s operations, I am further convinced that my background and skills coincide well with your needs.....	
In addition to my qualifications and experience, I will bring excellent work habits and judgment to this position.....	
I look forward, Mr. Omarov (interviewer), to hearing from you concerning your hiring decision. Again, thank you for your time and consideration.	
Sincerely,	
Your signature	
Your name	

**8. Read and discuss the text.**

***A Job-Seeker's Guide to  
Successfully Completing Job Applications***

*New to job-hunting? This article is designed to provide you with the critical information you need to successfully complete a job application. If you have a resume, you should have just about all the information you need. If you don't have a resume, now might be the time to create one.*



When are job applications used by employers? For many part-time, entry-level and blue collar jobs, employers use applications to screen potential employees. They use information from the applications to determine who they are going to call for a job interview. For other types of jobs, applications are simply the paperwork the Human Resources department requires of all job applicants; employers often ask you to complete an application after they have invited you for an interview.

Why do employers use job applications? Many employers use applications as a way of standardizing the information they obtain from all job-seekers, including some things that you would not normally put on your resume. Your goal is to complete the application as completely and honestly as you can - all the time remembering that the application is a key marketing tool for you in the job-hunting process. Remember that some employers will use your application as a basis for deciding whether to call you for an interview.

So, armed with this knowledge, here are the ins and outs of completing job applications.

*Arrive prepared with the information you need.* Be sure to bring your resume, social security card, driver's license, etc. You probably will also need addresses and phone numbers of previous employers, as well as starting and ending salaries for each previous job. It's always better if you have too much information than not enough.

*Read and follow instructions carefully.* Always take a few minutes to review the entire application. Some applications ask for information differently - and all have specific spaces in which you are expected to answer questions. Think of the application as your first test in following instructions.

*Complete the application as neatly as possible.* Remember how important handwriting was at school? Neatness and legibility count; the application is a reflection of you. Consider typing it if you have access to a typewriter. If completing it by hand, be sure to use only a blue or black pen and consider using an erasable pen or taking some "white-out" to fix minor mistakes. Don't fold, bend, or otherwise mar the application.

*Tailor your answers to the job you are seeking.* Just as with your resume and cover letter, you want to focus your education and experience to the job at hand. Give details of skills and accomplishments, and avoid framing your experiences in terms of mere duties and responsibilities. Show why you are more qualified than other applicants for the position. Include experience from all sources, including previous jobs, school, clubs and organizations. If you're having trouble identifying some of your skills, read our article about transferable skills.

*Don't leave any blanks.* One of the reasons employers have you complete an application is because they want the same information from all job applicants. However, if there are questions that do not apply to you, simply respond with "not applicable," or "n/a." Do not write "see resume" when completing the application (but you can certainly attach your resume to the application).

*Don't provide any negative information.* As with any job search correspondence, never offer negative information. Your goal with the application

is to get an interview. Providing negative information (such as being fired from a job) just gives the employer a reason not to interview you.

*Do not put specific salary requirements.* It is way too early in the job-seeking process to allow yourself to be identified by a specific salary request. In addition, employers often use this question as a screening device and you don't want to be eliminated from consideration based on your answer. It's best to say "open" or "negotiable." You can find lots more information about all aspects of salary and benefits by going to our Salary Negotiation Tutorial.

*Provide references.* Employers want to see that there are people who will provide objective information about you to them. Pick your references carefully and make sure you ask if they are willing to be a reference for you before you list them. Where do you get references? Most young job-seekers have a mix of professional and character references, while more experienced job-seekers focus on professional references who can speak of your skills and accomplishments.

*Keep your application consistent with your resume.* Make sure all dates, names, titles, etc., on your application coincide with the information on your resume. Don't worry if the application is based on chronological employment while you have a functional resume. Don't know the difference between the two types of resumes? You might want to visit one of our Resume Tutorials.

*Proofread your application before submitting it.* Once you've completed the application, sit back and take a moment to thoroughly proofread the document, checking for all errors - especially typos and misspellings.

*One final word.* Be prepared for all kinds of job applications, from simple one-page applications to multi-page applications; and some will be clean and crisp copies while others will appear to be photocopied a few too many times. Regardless, take your time and do the best you can, always keeping in the back of your mind the goal of the application - getting you an interview.

### **9. Answer the questions.**

- 1) Why job application is needed?
- 2) Why it is important to create a correct job application?
- 3) Why employers need references?
- 4) What is the difference between job application and resume?
- 5) What information you need for completing job application?

**10. Study the following Job Interview Tips. Imagine that your friend is about to attend his or her first interview. Note down advices that you would give and complete the list of 10 guidelines.**

#### *Some General Job Interview Tips:*

- Do not smoke, chew gum.
- Wear suitable for interview clothes.
- Take copies of your CV with you.
- Arrive on time for your job interview.

- Any applications handed before the interview begins, are to be filled in as accurately as possible, make sure they match the information in your CV and Cover Letter.
- Always greet the interviewer by his/her last name and try to pronounce it correctly.
- Have a good firm handshake.
- Look alert and interested. Scan the room once and then keep your eyes on the interviewer.
- Wait until you are offered a chair before you sit down.
- Stress your achievements.
- Always conduct yourself professionally and if something beyond your control occurs, show a sense of humor.
- Be enthusiastic and show it in your replies and body language.
- Answer the interview question by more than a simple yes or no but try not to go over the 60 second limit.
- Avoid at all cost complaining about your current or former employer in your job interview.
- Do not answer questions about politics or religion if the job is completely unrelated.
- Do not raise salary discussions on your first interview - this is usually done on the second interview.

***How to succeed at an Interview***

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

**11. Sometimes interviewers give candidates a hard time by their questions. Here are some questions to ask yourself. Compare your answers with the rest of group.**

- 1) What do you think your strengths and weaknesses are?
- 2) Why do you want to leave your present job?
- 3) Why do you want to work for us?
- 4) What has been your most valuable experience?
- 5) How would you describe your personality?
- 6) Are you self-disciplined?
- 7) What are the most difficult kinds of decisions for you to make?
- 8) How will you motivate people to do their best?

**12. Complete the dialogue.**

*Marat Omarov's interview*

*Interviewer:* Come in. Mr. Omarov, isn't it? Please, have a seat.

*Marat Omarov (=MO):* \_\_\_\_\_.

*Int:* What interests you about this job?

*MO.:* \_\_\_\_\_.

*Int:* What applicable attributes/experience do you have?

*MO:* \_\_\_\_\_.

*Int:* So, where are you presently working?

*MO:* \_\_\_\_\_.

*Int:* Why do you want to change your job now?

*MO:* \_\_\_\_\_.

*Int:* Why do you want to work for this organization?

*MO:* \_\_\_\_\_.

*Int:* What can you contribute to this company?

*MO:* \_\_\_\_\_.

*Int:* Are you willing to travel?

*MO:* \_\_\_\_\_.

*Int:* Well, thank you, Mr. Omarov. We'll be in touch.

*MO:* \_\_\_\_\_.

**13. Role-play interview.**

*Interviewer:* Interview the candidate for the job you have chosen. Invent further information about the job as necessary. For each of your questions, note whether the answer is satisfactory or not.

*Candidate:* Answer the interviewer's questions and try to develop an exchange by asking questions about the job and organization.

*Interviewing procedure:*

1. Welcome the candidate.
2. Start with small talk about a subject of interest to you both.
3. Ask the candidate questions about recent experience and qualifications.
4. Find out about the candidate's strengths (weakness, motivations).
5. Allow the candidate to ask you questions.

*Candidate's possible questions:*

1. What kind of company is ...?
2. What kind of work is available?
3. What are the promotion prospects?
4. What benefits are there?

**14. There are many abbreviations. Write down the words for which these abbreviations stand.**

Sun. _____	L.A. _____	U.S.A. _____
Mar. _____	U.C.L.A. _____	U.K. _____
SF _____	B.Sc. _____	E.U. _____
CA _____	Calif. _____	U.N. _____
Arr _____	BA _____	Add _____
CEO _____	DM _____	Corp _____
EEU _____	Dr. _____	IT _____
UNESCO _____	VP _____	PO _____
_____		

**15. Writing.**

*In order to apply for a job you usually have to send curriculum vitae (CV) or resume. Tick  the items you would state in your CV. Write your own resume and CV.*

- \_\_\_\_\_ The title and reference number of the job you wish to have.
- \_\_\_\_\_ Your surname, first name, address and telephone number.
- \_\_\_\_\_ Your date of birth.
- \_\_\_\_\_ Your marital status.
- \_\_\_\_\_ Your hobbies and leisure interests.
- \_\_\_\_\_ The name and address of present and last employer.
- \_\_\_\_\_ Details of all the jobs you have had.
- \_\_\_\_\_ Details of your achievements and responsibilities in your working carrier.
- \_\_\_\_\_ The languages you speak or write.
- \_\_\_\_\_ Details of the examinations you passed at a secondary school.
- \_\_\_\_\_ Details of the examinations you had at a higher school.

- \_\_\_\_\_ Details of the professional diplomas or degree you have.
- \_\_\_\_\_ Details of training courses you have attended.
- \_\_\_\_\_ Your suitability for the job advertised.
- \_\_\_\_\_ Your reasons for applying for this job.
- \_\_\_\_\_ Your current or last salary.
- \_\_\_\_\_ The names and addresses of two referees.

**16. Complete job application form, and use it as a guide.**

*Many employers require all applicants, regardless of the job they apply for, to complete a job application form. This way the employer will have consistent data on file for all prospective applicants. Practice by completing this job application form, and use it as a guide.*

***Job Application Form***

Instructions: Print clearly in black or blue ink. Answer all questions. Sign and date the form.

*Personal Information:*

First Name \_\_\_\_\_

Middle Name \_\_\_\_\_

Last Name \_\_\_\_\_

Street Address \_\_\_\_\_

City, State, Zip Code \_\_\_\_\_

Phone Number

(\_\_\_\_) \_\_\_\_\_

Are you eligible to work in the United States?

Yes \_\_\_\_\_ No \_\_\_\_\_

If you are under age 18, do you have an employment/age certificates?

Yes \_\_\_ No \_\_\_

Have you been convicted of or pleaded no contest to a felony within the last five years?

Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, please explain: \_\_\_\_\_

*Position/Availability:*

Position Applied For \_\_\_\_\_

*Days/Hours Available:*

Monday \_\_\_\_\_

Friday \_\_\_\_\_

Tuesday \_\_\_\_\_

Saturday \_\_\_\_\_

Wednesday \_\_\_\_\_

Sunday \_\_\_\_\_

Thursday \_\_\_\_\_

Hours Available: from \_\_\_\_\_ to \_\_\_\_\_

What date are you available to start work? \_\_\_\_\_

*Education:*

Name and Address of School - Degree/Diploma - Graduation Date

---

---

*Skills and Qualifications:* Licenses, Skills, Training, Awards

---

*Employment history:*

Present or Last Position:

Employer: \_\_\_\_\_

Address: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Position Title: \_\_\_\_\_

From: \_\_\_\_\_ to: \_\_\_\_\_

Responsibilities: \_\_\_\_\_

Salary: \_\_\_\_\_

Reason for Leaving: \_\_\_\_\_

*Previous Position:*

Employer: \_\_\_\_\_

Address: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Position Title: \_\_\_\_\_

From: \_\_\_\_\_ To: \_\_\_\_\_

Responsibilities: \_\_\_\_\_

Salary: \_\_\_\_\_

Reason for Leaving: \_\_\_\_\_

*May we contact your present employer?*

Yes \_\_\_\_\_ No \_\_\_\_\_

*References:*

Name/Title Address Phone

---

---

I certify that information contained in this application is true and complete. I understand that false information may be grounds for not hiring me or for immediate termination of employment at any point in the future if I am hired. I authorize the verification of any or all information listed above.

Signature \_\_\_\_\_

Date \_\_\_\_\_

**17. Read the letter. What are “excellent interpersonal and presentation skills” required for this job? Give your reasons.**

Room 354, Block 6  
Model Village  
North Point  
London  
Phone: 24862893  
Mobile: 4095427415  
E-mail: wwm123@hkinternet.com

Mr Alan Lawson  
Personnel Manager  
Empire Consulting  
21 February 2008  
PO Box 583  
London

Dear Mr. Lawson:

*Application for the Post of Management Trainee*

I am writing to apply for the post of Management Trainee, which was advertised on the Student Affairs Office notice board of the London University on 21 February 2008.

My working experience at Garment Manufactory Limited improved my leadership skills, communication skills and ability to work in a team environment.

Currently I am studying a B.A. in Management at the London University, graduating in 2008. Subjects which I am studying that are relevant to the post of Management Trainee include Operations Management, Human Resources Management, Accounting, Marketing and Strategic Management.

My final year project is entitled Knowledge Management Practices in UK. Carrying out this project has improved my communication skills, my leadership skills and my ability to lead and supervise subordinates effectively. I have also learned how to run a project from the planning stage to its completion.

During my studies I have held the post of Executive in the Students Management Society. While leading and organizing Students Management Society activities I have improved my ability to lead and supervise subordinates effectively, ability to work under pressure and ability to work in a team environment.

Working for Empire Consulting appeals to me because it has a good reputation and it provides excellent training. Your organization produces a high-quality service, and I can contribute to this with my leadership skills and my ability to work under pressure.

I am available for interview at any time. I can be contacted most easily on the mobile phone number given above. I look forward to meeting you.



Yours sincerely  
*Denise Morgan*

## UNIT 2. COMPANIES

### Starting up

*Which are the most popular companies in your country?  
Why do you think they are successful?*

#### 1. Give the Russian equivalents for the following English words.

Company (corporation), production, department, sales, turnover, subsidiary company (affiliate), branch, business proposal, contacts, to join, enterprise, share, charity, board of directors, executive, counsel, debt, liability, maintenance, retail, profit, recession, transfer, subsidize, retail prices, facilities, output, ownership, goods, arrangements, bid, earnings, expenditure, downswing, household

#### 2. Study different types of business organizations.

There are many types of business organizations, and the different terms can be confusing. The right-hand column contains short descriptions of each type.

company (UK)	organization operating to make profit
corporation (US)	
society	friendly association of people; for example, a sports society
enterprise	new commercial activity; for example: How is your new enterprise? Also in some company names; for example: Smiths Enterprises
limited company	firm where shareholders' liability is limited
multinational	organization operating in several countries
parent company	company which owns another
subsidiary (= affiliate)	firm owned by a parent company
holding company	firm, usually without commercial activity, created to be parent to other companies
public company	company whose shares are publicly available

private company	company whose shares are not publicly available
nationalized company	company owned by the state
government agency	organization which is part of the state administration
charity	organization to relieve poverty, advance religion or education, etc; benefits from some financial concessions
offshore company	firm based in a tax haven to avoid higher taxation
minority interest	company in which another firm has less than a 50 per cent interest
operation	general word for company, it also means activity; for example: our commercial operation

**3. Reading.** Read the text paying attention to the following: *Joint Stock company, a limited-liability company, an unlimited liability company, public company, private company*

### *Company*

The word *company* is traced from an 1150 A.D. (CE) French term *compaignie* or “body of soldiers” and from Latin “*companion*” (companion). The word's meaning of "subdivision of an infantry regiment" is from 1590. The use of the word in a sense of "business association" was first recorded 1553, having earlier been used in reference to trade guilds (1303). The abbreviation *co.* dates from 1759.

According to one source, "it may be formed by Act of Parliament, by Royal Charter, or by registration under company law (referred to as a limited liability or joint-stock company)." In England, the main regulating law is the Companies Act 1985. Reportedly, "a company registered under this Act has limited liability: its owners (the shareholders) have no financial liability in the event of winding up the affairs of the company, but they might lose the money already invested in it". In the USA, companies are registered in a particular state - Delaware being especially favoured - and become Incorporated (Inc).

In North America, two of the earliest companies were The London Company (also called the Charter of the Virginia Company of London) - an English joint stock company established by royal charter by James I of England on April 10, 1606 with the purpose of establishing colonial settlements in North America - and Plymouth Company that was granted an identical charter as part of the Virginia Company. The London Company was responsible for establishing the Jamestown Settlement, the first permanent English settlement in the present United States in 1607, and in the process of sending additional supplies, inadvertently settled the Somers Isles, alias Bermuda, the oldest-remaining English colony, in 1609.

Generally, a company is a form of business organization. The precise definition varies.

In the United States, a company is a corporation - or, less commonly, an association, partnership, or union that carries on an industrial enterprise." Generally, a company may be a "corporation, partnership, association, joint-stock

company, trust, fund, or organized group of persons, whether incorporated or not, and (in an official capacity) any receiver, trustee in bankruptcy, or similar official, or liquidating agent, for any of the foregoing."

In English law, and therefore in the Commonwealth realms, a company is a form of body corporate or corporation, generally registered under the Companies Acts or similar legislation. It does not include a partnership or any other unincorporated group of persons.

There are various types of company that can be formed in different jurisdictions. The most common forms of company (generally formed by registration under applicable companies' legislation) are:

- A company limited by guarantee. Commonly used where companies are formed for non-commercial purposes, such as clubs or charities. The members guarantee the payment of certain (usually nominal) amounts if the company goes into insolvent liquidation, but otherwise they have no economic rights in relation to the company. This type of company is common in England.

- A company limited by shares. The most common form of company used for business ventures. Specifically, a limited company is a "company in which the liability of each shareholder is limited to the amount individually invested" with corporations being "the most common example of a limited company." This type of company is common in England.

- A limited-liability company is "a company - statutorily authorized in certain states - that is characterized by limited liability, management by members or managers, and limitations on ownership transfer", i.e., L.L.C.

- An unlimited liability company is a company where the liability of members for the debts of the company is unlimited. Today these are only seen in rare and unusual circumstances.

Companies are also sometimes distinguished for legal and regulatory purposes between public companies and private companies. Public companies are companies whose shares can be publicly traded, often (although not always) on a regulated stock exchange. Private companies do not have publicly traded shares, and often contain restrictions on transfers of shares.

#### 4. Complete the sentences with the words from the box.

a) services	b) profit	c) corporation	d) return
e) risk	f) cooperative	g) viable	h) capitalist
i) state-owned	j) usages	k) market	l) philosophy

A **business** (also called firm or an enterprise) is a legally recognized organizational entity designed to provide goods and **1** \_\_\_\_\_ to consumers. A business needs a market. A consumer is an essential part of a business. Businesses are predominant in **2** \_\_\_\_\_ economies, most being privately owned and formed to earn **3** \_\_\_\_\_ to increase the wealth of owners. The owners and operators of a business have as one of their main objectives the receipt or generation of a financial **4** \_\_\_\_\_ in exchange for work and acceptance of

5\_\_\_\_\_. Notable exceptions include 6\_\_\_\_\_ businesses and 7\_\_\_\_\_ enterprises.

The etymology of "business" relates to the state of being busy either as an individual or society as a whole, doing commercially 8\_\_\_\_\_ and profitable work. The term "business" has at least three 9\_\_\_\_\_, depending on the scope - the singular usage (above) to mean a particular company or 10\_\_\_\_\_, the generalized usage to refer to a particular 11\_\_\_\_\_ sector, such as "the music business" and compound forms such as agribusiness, or the broadest meaning to include all activity by the community of suppliers of goods and services. However, the exact definition of business, like much else in the 12\_\_\_\_\_ of business, is a matter of debate.

### **Grammar study: Passive Voice**

We form the Passive Voice of Present, Past and Future Tenses sentences with the appropriate form of **to be** and the Past Participle of the main verb.

#### **Active**

He delivers the mail.  
He delivered the mail.  
He will deliver the mail.

#### **Passive**

The mail is delivered by him.  
The mail was delivered by him.  
The mail will be delivered by him.

We form the Passive Voice of Present Perfect sentences with **have (has) been** and the Past Participle of the main verb.

#### **Active**

He has delivered the mail.

#### **Passive**

The mail has been delivered by him.

### **5. Translate the sentences.**

1. This company was established last year only. 2. The project will be completed next year. 3. As far as I know the first contract was made in March. 4. I am sure the goods will be shipped next week. 5. The equipment was installed a month after the goods arrived. 6. This accident was caused by careless handling of the machine. 7. Most probably the goods were damaged in transit. 8. A company agreed to our request and a new car park was opened. 9. The boxes have not been packed yet. 10. The manufacture of furniture, pharmaceuticals and food products is being developed successfully. 11. The goods are transported by rail to our warehouse in Astana. 12. Many of the states are interested in the revival of the Great Silk road. 13. Last September the largest oil-drilling contract was signed in Astana under the patronage Of the Head of State and the Prime Minister. 14. In June, on the eve of the close of the third session of parliament, important amendments to the legislation "On Joint-Stock Companies" were adopted.

### **6. Transform the sentences into Passive.**

*Example: It is a big company. It employs two hundred people.  
Two hundred people are employed here.*

1. The company is not independent. A much bigger other company owns it. 2. They will open a new branch at the end of the month. 3. They will appoint a new director of the department in the very near future. 4. He managed to make two contracts at the beginning of the year. 5. They signed the contract. 6. The airport authorities delayed all the flights because of thunderstorm. 7. The manager had looked through the catalogue before he came to this conclusion. 8. Employers use telephone interviews as a way of identifying and recruiting candidates for employment. 9. The computer industry introduced the word “multitasking” into the vocabulary. 10. The government may reduce taxes in a recession in the hope that people will increase spending and thus raise the GDP.

### **7. Read the text to find answers to these questions:**

- 1) What is Joint Stock Company?
- 2) What is Guarantee Company?
- 3) What is the difference of JSC in Russia from JCS in Western countries?
- 4) What privileges the shareholders of a company have?
- 5) What was the earliest recognized joint stock company?
- 6) What was Joint Stock Companies Act used for?

### ***Joint stock company***

A *joint stock company* (JSC) is a type of business entity: it is a type of corporation or partnership. Certificates of ownership or stocks are issued by the company in return for each contribution, and the shareholders are free to transfer their ownership interest at any time by selling their stockholding to others.

In Britain, and elsewhere, there are two kinds of joint stock company. The private company (sometimes called an "unlisted company") is one in which the shares are not offered for sale on the open market. The shares are usually only held by the directors and Company Secretary. The purpose of shareholding in such a company is to confer the financial protection of limited liability upon the owners.

In contrast, a public company (sometimes known as a "listed" company) offers its shares for sale upon the open market – they are "listed" upon the stock exchange. In Britain, they are usually distinguished by the letters "PLC" after their name. The public company can raise part of its capital by a share issue, but the directors have no control over the sale or purchase of its shares. Thus, a public company can be "taken over" by another through the act of purchasing a controlling interest in the shareholding.

Although not, strictly speaking, a joint stock company, a third kind of company is found in Britain. This is known as a guarantee company, and is only formed by societies and organizations for charitable purposes (e.g. sports clubs,

hobby groups etc.), as there is no way that a profit can be distributed. No shares are issued, but a number of named directors "guarantee" a specified amount of debt for which they agree to be liable. A guarantee company is usually the first step towards the creation of a charitable trust.

In Russia the term JSC is used for ex-State Enterprises that are now under a more free business regime. Their business conditions are somewhat different from Joint Stock Companies in western countries.

Ownership of stock confers a large number of privileges. The company is managed on behalf of the shareholders by an elected Board of Directors. Consequently, the share owner may attend an annual general meeting (AGM), and vote for directors and sometimes the principal officers. The shareholders receive an annual report, and vote upon the yearly audited set of accounts. Other resolutions upon important decisions can be put to them. There are other meetings, which may be called, either regularly or by special resolution of either the Board or the shareholders themselves.

Of course, individual shareholders can sometimes stand for directorships within the company, should a vacancy occur, but this is unusual.

The shareholders are usually liable for any company debts that exceed the company's ability to pay. However, the limit of their liability only extends to the face value of their shareholding. This concept of limited liability largely accounts for the success of this form of business organization.

Ordinary shares entitle the owner to a share in the company's net profit. This is calculated in the following way: the net profit is divided by the total number of owned shares, producing a notional value per share, known as a dividend. The individual's share of the profit is thus the dividend multiplied by the number of shares that they own.

The English started joint stock companies. The earliest recognized company was the Virginia Company. The British East India Company, sometimes referred to as "John Company", was one of the more famous joint-stock companies. It was granted an English Royal Charter by Elizabeth I on December 31, 1600, with the intention of favoring trade privileges in India. The Royal Charter effectively gave the newly created Honorable East India Company (HEIC) a 21 year monopoly on all trade in the East Indies. The Company transformed from a commercial trading venture to one that virtually ruled India as it acquired auxiliary governmental and military functions, until its dissolution in 1858. The British East India Company's flag initially had the flag of England, the St. George's Cross in the corner. Soon afterwards in 1602, the Dutch East India Company issued shares on the Amsterdam Stock Exchange.

During the period of colonialism, the joint stock company Europeans, initially the British, trading with the Near East for goods, pepper and calico for example, enjoyed spreading the risk of trade over multiple sea voyages. The joint stock company became a more viable financial structure than previous guilds or state regulated companies. The first joint-stock companies to be implemented in

the Americas were The Virginia Company and The Plymouth Company.

Transferable shares often earned positive returns on equity, which is evidenced by investment in companies like the British East India Company, which used the financing model to manage trade in India. Joint stock companies paid out divisions, dividends, to their shareholders by dividing up the profits of the voyage in the proportion of shares held. Divisions were usually cash, but when working capital was low and it was detrimental to the survival of the company, divisions were either postponed or paid out in remaining cargo which could be sold by shareholders for profit in the firehouse.

It also made it affordable to support early colonists in America. Jamestown, for instance, was financed by the Virginia Company. It is because of joint stock companies that the colonization and settlement of America was made possible.

However, in general, incorporation was only possible by Royal charter or private act, and was limited owing to government's jealous protection of the privileges and advantages thereby granted. As a result, many businesses came to be operated as unincorporated associations with possibly thousands of members. Any consequent litigation had to be carried out in the joint names of all the members and was impossibly cumbersome.

In the UK, registration and incorporation of companies without specific legislation was introduced by the Joint Stock Companies Act 1844.

The principles of a joint stock company are used to organize many contemporary corporate entities, such as the American business corporation, the British "public limited company", the French "Société anonyme", the German "Aktiengesellschaft", the Italian "Società per Azioni (S.p.A.)", the Japanese "Kabushiki kaisha", and the South Korean "Jshik hoesa". In some countries, "joint stock company" is used as an English translation for business forms that more closely resemble corporations.

The Texas Joint-Stock Company has numerous vast differences when compared to a general partnership which are as follows: has all the corporate characteristics, except limited liability of shareholders; formed by private contract creating a separate entity; recognized by a specific Texas State Statute, but not regulated by the Uniform Partnership Act; a shareholder cannot bind other shareholder concerning liability, etc.

JSC is a designation often used in the names of Russian companies, meaning their version of the Joint Stock Company. For instance Kurganmashzavod JSC, Tulamashzavod JSC for the ex-state factories at Kurgan and Tula respectively (Mashzavod is a Russian acronym for 'machinery-building plant').

## **8. Translate into English.**

1. Эти вопросы будут решены в рабочем порядке. 2. Эти пункты контракты были оговорены заранее. 3. Окончательный вариант контракта сейчас разрабатывается. 4. Ответ будет подготовлен к завтрашнему дню. 5. В рамках конгресса были обсуждены вопросы инвестиционной привлекательности данного проекта. 6. Контракт будет подписан на

следующей неделе. 7. Все пункты контракта тщательно изучены экспертами нашей компании. 8. Планирование новейшей продукции и обеспечение производства высококачественной продукции являются делом первостепенной важности в нашей корпорации. 9. Продукция этой компании очень высокого качества, поэтому розничная продажа может осуществляться не по установленной цене, а с учетом ценности товара. 10. Для оценки перспектив нефтегазности на участке «Аташский» в Каспийском море были проведены геологоразведочные и сейсморазведочные работы.

## **9. Read a description of any company structure.**

### *Organization*

Most businesses must accomplish similar functions regardless of size, legal structure or industry. These functions are often organized into departments. Common departments include (but are not limited to):

#### *Human Resources*

- typically responsible for hiring, firing, payroll, benefits, etc.

#### *Finance*

- responsible for managing the enterprises financial resources
- budgeting and forecasting
- planning how the enterprise wants things to happen
- cash and treasury management
- ensuring the enterprise has money when it's needed
- accounts payable and receivable
- ensuring the enterprise receives what it's owed and pay what it owes
- tax planning/filing and reporting
- meeting obligations to the government
- risk management
- ensuring the enterprise doesn't get surprised by something unfavorable
- external and internal (management) reporting
- providing visibility into the enterprise for those who need it through financial reporting and other types of reporting

#### *Marketing and sales*

- responsible for selling the business' goods or services to the customer and for managing the relationships with the customer
- marketing
- typically responsible for promoting interest in, and generating demand for, the business' products or services, and positioning them within the market
- sales
- finding likely purchasers and obtaining their agreement (known as a contract) to buy the business' products or services

#### *Operations*

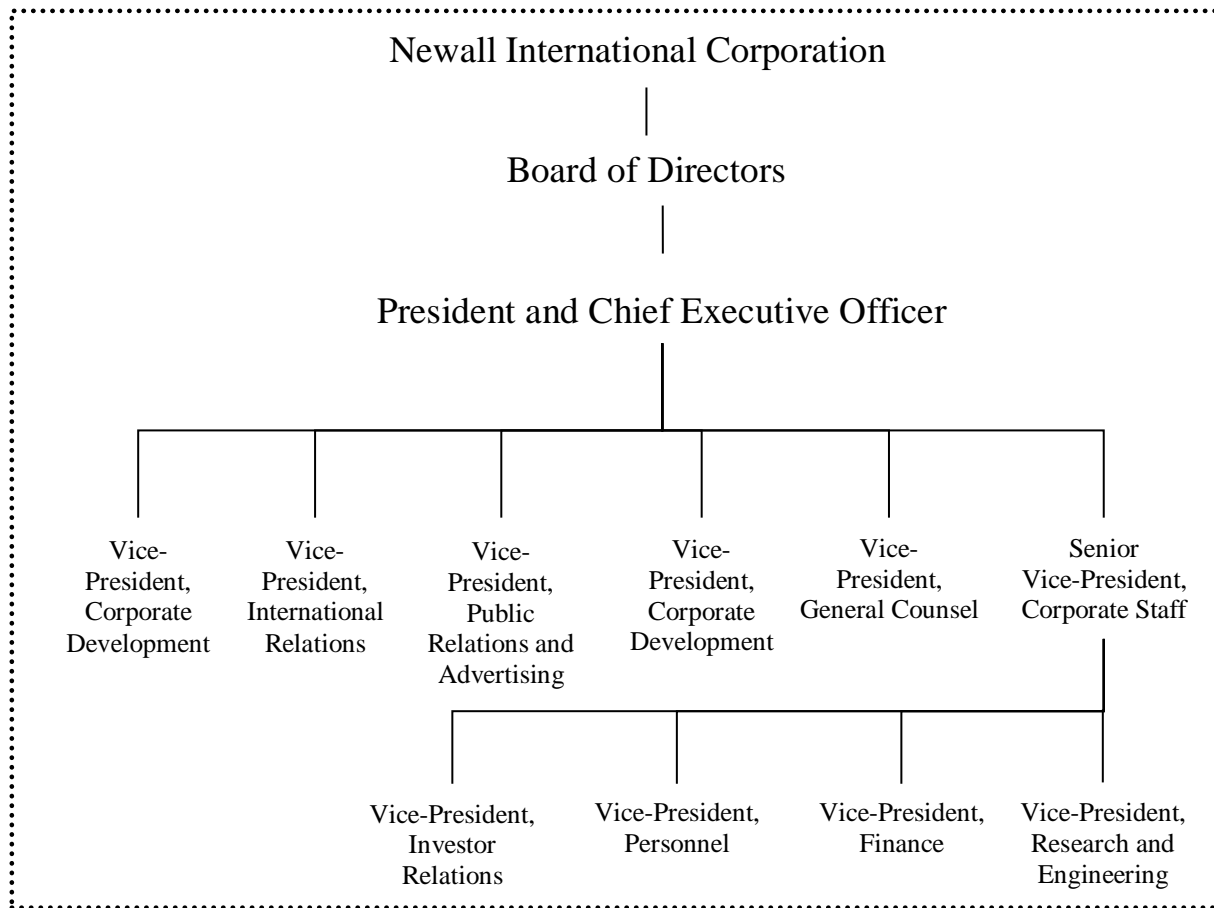


- makes the product or delivers the service
- production
- produces the raw materials into the delivered goods, if they require processing
- customer service
- supports customers who need help with the goods or services
- Procurement*
- responsible for acquiring the goods and services necessary for the business. Sometimes organized as: strategic sourcing, determines the business' needs and plans for acquiring the necessary raw materials and services for the business, purchasing , processes the purchase orders and related transactions
- Research and Development*
- tests to create new products and to determine their viability (e.g. pilot plants)
- Information Technology*
- manages the business' computer and data assets
- Communications/Public Relations*
- responsible for communicating to the outside world
- Administration*
- provides administrative support to the other departments (such as typing, filing, etc.)
- Internal Audit*
- an independent control function typically accountable to the Board of Directors for reporting on the proper functioning of the other departments
- Management*
- Management is sometimes listed as a "department" but typically refers to the top level of leadership within the business regardless of their functional role. The study of the efficient and effective operation of a business is called management. The main branches of management are financial management, marketing management, human resource management, strategic management, production management, service management, information technology management, and business intelligence.

**10. The below diagram is called an organization chart. Make the sentences describing responsibilities according to the given example.**

Example: *The Vice-President (Corporate development) is responsible to/reports to the President and Chief Executive Officer.*

The President and Chief Executive Officer ...  
 The Vice-President (Corporate Staff) ...  
 The Vice-President (Finance) ...  
 The Vice-President (Personnel) ...



### 11. Complete the text with prepositions.

In the early 1920s, the first radio stations were established ..... radio equipment manufacturers and retailers who offered programs in order to sell more radios ..... consumers. As time passed, many non-profit organizations followed suit ..... setting up their own radio stations, and included: schools, clubs and civic groups. When the practice ..... sponsoring programs was popularized, each individual radio program was usually sponsored ..... a single business ..... exchange ..... a brief mention ..... the business' name. However, radio station owners soon realized they could earn more money ..... selling sponsorship rights ..... small time allocations to multiple businesses throughout their radio station's broadcasts, rather than selling the sponsorship rights ..... single businesses per show. This practice was carried over to television in the late 1940s and early 1950s. The United Kingdom pursued a public funding model for the BBC, originally a private company but incorporated as a public body by Royal Charter in 1927.

..... the early 1950s, the Dumont television network began the modern trend ..... selling advertisement time to multiple sponsors. This eventually became the norm ..... the commercial television industry ..... the United States. However, it was still a common practice to have single sponsor shows, such as the U.S. Steel Hour. In some instances the sponsors exercised great control over the content of the show - up to and including having one's advertising agency actually

writing the show. The single sponsor model is much less prevalent now, a notable exception being the Hallmark Hall of Fame.

**12. Number the following competencies in order of importance for running business.**

General education		Being popular	
Flexibility		Being responsible	
Having leadership skills		Foreign languages	
Having analytical skills		Punctuality	
Having strategic thinking		Patient	
Having interpersonal skills		Being well-organized	
Having an ability to work in team		Being strict	

**13. Complete the dialogues.**

- Excuse me; do you know when this company was established?
- If I’m not mistaken it was established .....

– We have thoroughly studied the catalogue of your firm and the latest models of services for local nets. Our firm is interested in buying this equipment. It meets our requirements.

– Yes, it is of high quality. ....

– The cases were damaged when they were loaded on board of the ship.

– Were they? I have not heard anything about.....

**14. Match definitions in A with the correct word in B.**

**A**

**B**

- |  |                  |
|--|------------------|
| 1. company, providing professional or financial service    | a) Holding       |
| 2. large company or business organization                  | b) Partnership   |
| 3. large company that operates in many different countries | c) Joint venture |

- |   |                        |
|---|------------------------|
| 4. company that is owned by a larger company  | d) Business            |
| 5. large business organization that was formed when several businesses joined together                                  | e) Cooperative         |
| 6. business or other organization owned and run by the people who work in who also share the profits                    | f) Firm                |
| 7. small organization that buys or sells products or services for money   | g) Conglomerate        |
| 8. an agreement between two companies to work together on a particular job, usually in order to share any risk involved | h) Subsidiary          |
| 9. position of being one or two or more people who own a company as partners  | i) Multinational       |
| 10. company that owns the majority of the shares in another company   | j) Corporation         |
| 11. business owned by one person  | k) Sole proprietorship |

### 15. Work in pairs.

• *You want to open a private travel agency that offers services in the sphere of tourism. Decide:*

- ✓ *How many extra staff members you will need.*
- ✓ *Who is responsible for the areas in the box?*

accounts	advertising	managers	salaries	reception	translators
transport	insurance	cleaning and maintenance		tour-guide	
visa supports	hotels accommodations	transfers	tickets booking		

- *Role - play the situation. Present your travel agency.*

**Person 1** is the boss of the future travel agency. He (She) has the original idea for the start-up.

**Person 2** is the boss's assistant. He (She) expresses some ideas about office etiquette, dress code and other questions.

### 16. Study main abbreviations used in business correspondence.

A/C, a/c, acc. (account current) – текущий счет  
 adsd (addressed) – адресовано  
 adse (addressee) – адресат, получатель  
 ad (advertisement) – рекламное объявление (мн. число – ads)  
 app. (appendix) – приложение  
 Attn. (attention) – вниманию (кого-либо)

cf. (confer) – сравните  
Co. (company) – компания  
contr. (contract) – контракт  
Corp. (corporation) – корпорация  
cur. 1. (currency) – валюта; 2. (current) – текущий  
CV (curriculum vitae) – краткая биография  
dd 1. (dated) – датированный; 2. (delivered) – доставленный  
Dep., Dept. (department) – 1. отдел; 2. министерство  
doc. (document) – документ (мн. число – docs)  
enc., encl. (enclosed, enclosure) – вложенный, прилагаемый, вложение, приложение (к письму и т.п.)  
exc., excl. (except, excluding, exception, exclusion) – исключая, исключение  
expn (expiration) – истечение (срока)  
FY (fiscal year) – финансовый год  
H.Q., HQ, h.q. (headquarters) – главное управление  
inc., incl. (including) – включая  
Inc., inc. (incorporated) – зарегистрированный как юридическое лицо (корпорация)  
Ltd., ltd. (limited liability company) – с ограниченной ответственностью  
mdse (merchandise) – товары  
Plc, PLC (public limited company) – открытая акционерная компания с ограниченной ответственностью  
ref. (reference) – ссылка  
VAT (value-added tax) – НДС  
V.I.P., VIP (very important person) – особо важное лицо

### **17. Write a letter of offer according to the Sample.**

	Calhoun street Los Angeles, USA 456236 Phone: 454651565 E-mail: whtman07@gmail.com
September, 4, 2008	
Mr. John Whitman Vice-president TMC computers	
Dear Mr. Whitman, Thank you for interest in our equipment. We are happy to supply the information you requested. The most suitable of our products for your requirements is the model 0365Xgh. The product has a lot of advantages, high speed of work, quick charging time and new software. We enclose our catalogue with detailed parameters and specifications of each	

model and delivery terms. As you will see, our prices are very competitive. We can send you some experimental models for testing. These would be available the next week. Our own equipment testing results will be enclosed with this letter.

If you would like further information, please telephone or send an e-mail letter.

I look forward to hearing from you.

Yours sincerely,

*Nurlan Kaparov*

Nurlan Kaparov

**18. Write a description of a company. Read it as if you were delivering a lecture on this topic: What sort of company is it?**

### UNIT 3. MEETINGS AND NEGOTIATIONS

#### Starting up

*What is a meeting? Do you know the kinds of meetings?*

*Negotiations. Types of negotiations.*

*What is the difference between meetings and negotiations?*

#### 1. Give Russian equivalents for the following English words.

presentation, preparation, agreement, conference, negotiation, permanent, contract, discussion, legal agreement, board of directors, proposal, attendance, agenda, issues, staff meeting, purpose, participant, to contribute, to plan, to persuade, to solve a problem, to incorporate, meeting objectives, schedules, delay, canceling, allocations, brainstorm, aids, access, memo, refer to

#### 2. Study definitions of the following terms.

1. **Agreement** (n) - decision about what to do, made by two or more people, groups, or organizations: Our agreement was that you would pay by the first of the month. *There is general/wide agreement that* (= most people agree that): There is wide agreement that the forest damage is the result of atmospheric pollution. *Be in agreement* – to have the same opinion or have made the same decision.

2. **Contract** (n) - a written legal agreement between two people or businesses that says what each must do for the other or give to the other: After six months she was offered a contract of employment. *Be on a contract* – have a contract to work for someone: Are you on a permanent or a fixed-term contract? *Be under (a) contract to sb/sth* – have obligation as a result of a contract with.....

3. **Meeting** (n) – is an event at which people meet to discuss and decide things, often in a formalized setting. People can come together physically (face-to-face meetings) or communicate at different locations (teleconferencing).

4. **Negotiate** (v) – 1) to try to reach an agreement by discussing something in a formal way, especially in a business or political situation; 2) successfully deal with something that is preventing you from achieving an aim.

5. **Negotiation** (n) - formal discussions in which people or groups try to reach an agreement, especially in a business or political situation: contract negotiation. *Open to negotiation* – able to be changed or agreed upon after discussion. *Under negotiation* – being discussed in a process that may lead to change.

### 3. Complete the following definitions.

1. <i>Board meeting</i>	2. <i>Management meeting</i>
3. <i>Conference</i>	4. <i>Staff meeting</i>
5. <i>Fact-finding meeting</i>	6. <i>Brainstorming meeting</i>
7. <i>Informational meeting</i>	8. <i>Problem-solving meeting</i>

- 1) \_\_\_\_\_ is a meeting of the Board of directors of an organization. It usually takes a place at regular intervals, perhaps once a month, to discuss company business.
- 2) \_\_\_\_\_ is meetings at which several presentations are given on one theme.
- 3) \_\_\_\_\_, sometimes referred to as focus groups, is the flip side of the informational meeting. This type of meeting is conducted to gather information from participants knowledgeable the subject area being investigated.
- 4) \_\_\_\_\_ is a meeting between a manager and those that report to the manager.
- 5) \_\_\_\_\_ a meeting among managers.
- 6) \_\_\_\_\_ is limited to generating and defining ideas. These sessions are freewheeling, open-ended discussions in which all ideas are encouraged.
- 7) \_\_\_\_\_ is held solely for the purpose of communicating information to the participants, either as pure information or as information designed to persuade. This meeting type can sometimes be replaced by e-mail.
- 8) \_\_\_\_\_ is conducted to answer two basic questions: "What's wrong?" and "How can we fix it?" In answering these questions, the problem-solving meeting usually incorporates elements of the other three meeting types.

#### 4. Complete the sentences.

1. alternatives,	2. bargain,	3. conflict resolutions,	4. compromise
5. consensus,	6. high-ball,	7. proposal,	8. resolve

- 1) It will be great if we could come to a \_\_\_\_\_ by the end of the meeting.
- 2) Before you can \_\_\_\_\_ your differences you'll both need to calm down.
- 3) I'm planning to \_\_\_\_\_ my expectations when I open the discussion.
- 4) While I listened to their \_\_\_\_\_ I noted each of their objectives.
- 5) It is impossible to engage in \_\_\_\_\_ when one of the parties refuses to listen.
- 6) We are willing \_\_\_\_\_ on this issue because it means so much to you.
- 7) We can't offer you the raise you requested, but let's discuss some other \_\_\_\_\_.
- 8) We \_\_\_\_\_ on the last issue for over an hour before we agreed to take a break.

#### 6. Read and discuss the text.

##### *Oh No ... Not another Meeting!*

Meetings are a fact of business life. Despite the proliferation of e-mail, meetings continue to exist because it's still necessary to meet face-to-face to accomplish business goals.

An unproductive meeting doesn't just waste an hour; it wastes an hour for every person in attendance. So how do you conduct a value-added meeting that accomplishes the objectives in its agenda? With a little effort, it's easier than you think! What comes to mind when I say the word "meeting?" Is it a productive hour in which issues are resolved and you return to your office feeling satisfied? I doubt it. The word itself has developed a bad reputation, because as business professionals, we've all spent far too much time doodling and daydreaming through endless, seemingly pointless meetings.

Bad meetings are those that seem to go nowhere. We endure them, but our thoughts are focused on the work piling up back at our desks, while we wonder why we were invited. Far too many meetings fall into this category because they lack structure, thoughtful planning and - most critically - a clearly defined purpose. They're unproductive, tie up resources, generate resentment among participants and add no value to the business.

But your meetings, whether you are a participant or a leader, don't have to fall into that category. Here are basic strategies and techniques you can use to create meetings that people actually want to attend.



### *Do You Really Need a Meeting?*

That's a good question, and one that should be asked more often. Far too many meetings are held by default, without anyone questioning (out loud, at least) if they are necessary. Be on the lookout for times when a business goal can be satisfied in some other, less costly manner. For example, can the information be routed and reviewed via e-mail? Information-only meetings sometimes fall into this category. It's a better use of participants' time to send information and handle questions by e-mail. So, point this out when a meeting is suggested; your coworkers will silently thank you. The weekly staff meeting can also fall into this category. If there isn't any information to exchange this week, why have a meeting?

Another question you can ask to determine if a meeting is necessary is: "What will be the negative effect of not having the meeting?" Identifying the negatives not only helps you to justify that a meeting is necessary, but more importantly, it lets you zero in on the meeting's purpose. Armed with this clear focus, you can build a sound agenda and garner participant buy-in for the meeting.

### *What Kind of Meeting is this?*

Have you ever sat in a meeting and asked yourself, "Why am I here?" Of course you have - we all have. Part of the problem may be that people who call the meeting are not clear about the type of meeting they are trying to conduct. As a result, you aren't clear about your role as a participant, which makes it difficult to contribute. It's critical that the person calling the meeting clearly defines the type of meeting planned.

### *Creating a Value-Added Agenda*

A meeting without an agenda is like a computer without software. All of the capability may be there, but there's no overall program to guide and direct it. The most critical element in conducting a value-added meeting is the agenda.

The five steps outlined below will assist you in developing a functional agenda.

1. *Clearly define and prioritize meeting objectives.* The objectives should support the overall purpose of the meeting. To ensure that your objectives are clearly defined and properly prioritized, ask yourself the following question: "If I could accomplish one and only one objective, what would it be?" Once the first objective is defined, ask yourself: "If I could accomplish only two objectives, what would the second one be?" Continue this process until the list of objectives is complete and prioritized.

2. *Select participants carefully.* Participants should be selected based on their ability to contribute to the meeting objectives. Don't select participants simply because they're interested. Try to keep the participant list "lean and mean."

3. *Establish time parameters.* Set specific starting and ending times for the meeting. This helps participants work the meeting into their schedules, and assures them that the meeting will not consume an entire afternoon. Once you've set the parameters, stick to them. If your objectives are not accomplished within the allotted time, schedule a second meeting rather than letting the present one drag on.

4. *Consider the meeting environment.* Consider items such as room setup, visual aid requirements and other items necessary to equip attendees with the tools they'll need to actively participate.

5. *Send the agenda to participants.* Try to allow sufficient lead-time so that participants have the opportunity to prepare for the meeting and to clarify, if necessary, agenda items.

#### *Opening the Meeting with Strength*

Here are some procedures to help you start your next meeting with a strong opening.

1. Start the meeting on time, with an enthusiastic voice and with a short statement emphasizing why the meeting is important. This will immediately answer that common question, "Why am I here?"

2. Review the agenda quickly, referring to items you've prepared on a flip chart.

3. Using a colored marker, make approximate time allocations for each agenda item. Ask if everyone is comfortable with the allocations, make any adjustments and move to the first agenda item.

4. While it's important to start the meeting on time, there are unavoidable situations in which a majority of participants are late. If this is the delay, start the meeting for two or three minutes. Have someone call to remind the missing attendees of the meeting. Consider canceling the meeting if a majority of participants are unable to attend, and definitely cancel a problem-solving meeting if a key decision-maker is absent.

#### *Keeping on Course*

Once the meeting has started, keeping it on course usually involves three strategies.

1. *Keeping the meeting moving.* This is where the agenda time allocations come into play. You can use the timetable to keep participants focused on specific agenda items, and as a leverage to move ahead when the meeting gets bogged down from micro-managing a specific agenda item.

2. *Drawing out participants.* Since participants have been carefully chosen based on what they can contribute to accomplish the meeting's objectives, it's necessary to ensure that they all vocally participate. This can be facilitated in a number of ways. For example, asking for an opinion can open up a participant who has been holding back. To stimulate the entire group, you can vary your questions between questions directed at the entire group, and direct questions to individuals.

3. *Defusing opposite views.* Conflict is sometimes vital to accomplishing a meeting's objectives, but when conflict gets out of control, it's disruptive and can consume valuable meeting time. Therefore, it's important to ask participants with opposing views to clearly define where they stand and how they arrived at that position.

#### *Closing with Focus*

An effective technique to increase the value of a meeting is to close with focus. To do this, clearly answer two questions for the participants: "Why were we here?" and "What's next?"

*First, build a few minutes into your agenda to review:*

- The meeting's purpose
- Why the meeting was important
- The objectives outlined in the agenda
- The decisions that were made
- Action plans: Who is responsible for what and when.

Second, send a meeting report outlining these same items to all participants. Try to send it no later than the next day. With this procedure, you close the loop started with the meeting's opening, thus ensuring that the meeting was a worthwhile activity

Like it or not, meetings are a part of business life. If you apply these tips, they'll help you turn meetings from dreaded time-sinks into value-added business activities.

#### *How to Become a Better Meeting Participant*

The success of a meeting is not only the responsibility of the meeting leader; it also depends on the participants. Your actions before, during and after a meeting are important. Rather than merely being a passive attendee, use the following meeting activities checklist to help make you a better participant.

##### *Before the meeting ...*

- Find out what is expected of you by contacting the leader. This will help you to focus your efforts during the meeting.
- Know what you want from the meeting and put it in writing. This is especially important if the meeting is for information sharing, because a clearly defined goal will sharpen your listening skills.
- Prepare. For example, if your role is to be a subject matter expert, prepare yourself to deliver the information just as you would for an important business presentation.

##### *During the meeting ...*

- Be positive. Focus on what can be done, not on what can't. Too much valuable meeting time is consumed by rehashing the negatives of a situation.
- Be prepared to be flexible in your position if a persuasive argument can be made against your point-of-view.

##### *After the meeting ...*

- Perform a personal assessment of your participation. Identify what worked, what didn't, and how can you increase the value of your participation at future meetings.

*(By George A. Schilling, CCM, Schilling  
Source: AFP Exchange, Summer2000, Vol. 20 Issue 3, p28, 4p.  
Item Number: 4602421)*

## **6. Match the following to make collocations from the text.**

- |              |                 |
|--------------|-----------------|
| 1. to meet   | a. face-to-face |
| 2. business  | b. meetings     |
| 3. to create | c. goals        |
| 4. build     | d. an agenda    |

5. meeting's
6. reach
7. make
8. select

- e. objectives
- f. agreement
- g. decision
- h. participants

### **7. Agree or disagree with the following.**

- It is not necessary to prepare your talk or presentation well.
- The audience you will be presenting to and their specific expectations are not important to the presenter.
- Any material in your presentation must be relevant.
- It is better to collect less material than too much.
- You do not need any plan for your presentation. It shouldn't be clearly structured.
- Your appearance and manner are of the least importance to the audience.
- Extremes of pitch and volume of your voice are required for good and successful presentation.
- We remember only 40 per cent of what we hear, but 60 per cent of what we see.
- Preparation plus practice perfects presentation.

**8. Reading.** *Careful preparation of a presentation will make you more confident, and your audience will better receive your message. There are some elements to consider when preparing any talk.*

Good talk or presentation requires good preparation. First of all, it is necessary to identify the audience you will be presenting to and their specific expectations. This will help you define both the content and the level of your presentation. Be sure that you know and clearly understand the reason why you were asked to make a presentation.

As a presenter you should be clear about the exact purpose of your presentation.

Any material in your presentation must be relevant. It is better to collect too much material than not enough. You should also consider the amount of detail required by your audience. They do not need to hear about all the data you have collected. The data should help you present only concise and relevant evidence to justify any point you make.

Your talk or presentation is to be clearly structured. This simple but very effective plan will help you: state what you are going to say and do; describe how you are going to do it; do it; state what you have done.

When you start your presentation, the audience will immediately form an impression of you. It will be based on your appearance and manner. Your appearance should be consistent with context and venue for the presentation. If you feel comfortable and look confident, this will be transmitted to your audience.

The instrument which can help you captivate the audience is your voice. In general try to avoid extremes of pitch and volume. Your tone should be firm and confident; it should rise at appropriate points to help you stress the most important areas of your talk or presentation.

Next you must choose the appropriate medium for your presentation. Most of the time in a great number of presentations is allocated to verbal communication, despite the fact that this may not be the best way to communicate information. It is generally accepted that we remember only 20 per cent of what we hear, but 8 per cent of what we see.

The measure of success of any presentation is the extent to which the audience's desired outcomes have been met. That is why it is vitally important for the presenter to know the exact purpose of the presentation. All that remains for you to do is to confidently deliver the material you have prepared. Confidence grows with practice. Preparation plus practice perfects presentation.

## 9. Make a list of what you need to make a successful presentation.

### *Giving talks and presentations*

#### *1. Introducing the topic.*

Today/this morning... I'm going to/I'd like to... talk about/describe...

The aim of my presentation is to... My talk consists of/includes... parts.

First	I'll	give you an overview of.....
After that	I'd like to	move on to
Then	We will	focus on .....
Finally		deal with / consider.....

#### *2. Dealing with questions.*

Please feel free | and ask any questions.  
 |  
 | to interrupt me if there is anything you can't understand.

I'm glad you asked this question. That's a good question.

I think I'm not the right person to answer your question.

If you don't mind we'll leave questions till the end.

#### *3. Introducing each section.*

So, let's start with...

Now let's move on to...

I'd like to turn your attention to...

Finally, ... (let's consider)

#### *4. Referring. Referring to visual information.*

As I mentioned before/earlier.....

As this	diagram	shows...
	scheme	demonstrates...
	graph	

If you look at this scheme... you can see...  
I'd like to draw your attention to...

#### *5. Checking understanding.*

Is that clear?

Are there any questions? Do you have any questions?

#### *6. Referring to common knowledge.*

I am sure you are aware of the fact that...

I think you know...

As many of you may recall...

#### *7. Concluding.*

This brings/takes me to the end of my presentation.

That concludes my presentation/talk.

This completes my talk/presentation/description of ...

So, to summarize...

Also, there are a couple of points I'd like to add. If you want or need to use some technical words that the audience may not know, make sure you explain them clearly. Don't use long, complicated sentences. Keep your sentences short, clear, and easy to follow.

### **10. Discussion.**

Have you ever had to give, or listen to a talk or presentation in English? Was the presentation successful or not? Which of the factors do you think are necessary to make your presentation successful? (knowledge, research, preparation, content, length...).

### **11. Role-playing: Prepare a talk or presentation.**

To fulfil the task successfully:

- 1) make a decisions about your audience
- 2) think of more factors to add to your presentation
- 3) organize your presentation into appropriate order
- 4) give your presentation to group

<i>make a presentation about</i>	<i>a range of factors to consider</i>
company	structure, location, number of staff, type, working environment, working conditions, business, products....

## 12. Reading.

- Why Do Business People Negotiate?
- How Do I Learn Negotiation Skills?

### *Negotiations*

One of the important skills anyone can hold in daily life is the ability to negotiate. Negotiations are official communication between the representatives of opposing groups who are trying to reach an agreement on matters of mutual interest. In general terms, a negotiation is a resolution of conflict. We enter negotiations in order to start or continue relationship and resolve an issue. Negotiations are a special form of meeting. In the process of negotiations, interested parties resolve disputes, agree upon courses of action, bargain for individual or collective advantage, and attempt to reach results which serve their mutual interests. Negotiation is about bargaining with another party to get something we want. The purpose of negotiation is to reach a fair and reasonable compromise, not to try to do the impossible.

Negotiator is someone who takes part in official discussions, especially in business or politics, in order to try and reach agreement.

Negotiation occurs in business, non-profit organizations, and government branches, legal proceedings, among nations and in personal situations such as marriage, divorce and parenting. Business people negotiate prices and delivery dates. Politicians negotiate over spending public funds. Diplomats negotiate borders and international trade treaties: they negotiate the issues of peace-making and war, strengthen the relations and increase economic cooperation between countries.

In the face of this, we need to have very good negotiating and communication skills. Negotiating is often referred to as an “art”. Good negotiating builds our own confidence and natural authority.

Distributive (competitive or win-lose) negotiations involve a situation where the negotiating parties have directly opposing goals, or at least there is some sort of conflict, often regarding price or how limited resources should be shared. Here are few examples of different types of negotiations in the business world:

- Manager and clerk: Negotiation a promotion.
- Employer and potential employee: Negotiating job benefits.
- Business Partners A and B: Making decisions about investments.
- Company A and Company B: Negotiation a merger.
- Customer and Client: Making a Sale.

Integrative or win-win negotiation is characterized by discussion and exploration where parties focus on what they have in common and how they achieve their goals.

### 13. Complete the sentences.

1. writing	2. guest speaker	3. agenda	4. board of directors
5. presentation	6. chairperson	7. participant	8. collaborating
9. conference	10. boardroom	11. confidential	
12. deadline	13. vote	14. overhead projector	

- 1) The \_\_\_\_\_ meets once a month to discuss the budget.
- 2) Presenting information visually adds interest to your \_\_\_\_\_ and makes it easier to follow.
- 3) Before the \_\_\_\_\_ there will be a private meeting for board members only.
- 4) As \_\_\_\_\_, it is my pleasure to introduce to you, Mr. Allan Davis.
- 5) In most business negotiations it is a good idea to get something down in \_\_\_\_\_.
- 6) I am delighted to welcome our \_\_\_\_\_, who is going to offer some sales pitch tips.
- 7) The \_\_\_\_\_ is reserved for a managers' meeting, so we'll have to meet in the lounge.
- 8) Any financial information shared during this meeting should be kept \_\_\_\_\_.
- 9) The \_\_\_\_\_ for buying tickets to the conference is May 25<sup>th</sup>.
- 10) We need to \_\_\_\_\_ for a new vice chairperson now that James is retiring.
- 11) Can I have a show of hands of all of those who were \_\_\_\_\_ in last year's conference?
- 12) I'm going to put a pie chart on the \_\_\_\_\_ so that everyone can visualize how our profits have declined.
- 13) A good \_\_\_\_\_ will outline how long each item should take.
- 14) The board fell apart because the members had difficulty \_\_\_\_\_.



#### **14. Read and act the dialogue.**

*Mr. Omarov:* Good afternoon, gentlemen. Mr. Imankulov, glad to see you.

*Mr. Imankulov:* Good afternoon, Mr. Omarov. Good afternoon, gentlemen.

*Mr. Omarov:* Well, Mr. Imankulov, let's get down to our business.

*Mr. Imankulov:* O.K. You are sure to get acquainted with our project of the contract for buying your equipment. We'd like to know whether you agree with all the clauses of the contract. As soon as we make the final version of the contract we can sign it and come to practical implementation.

*Mr. Omarov:* I fully agree with you, Mr. Imankulov. I and my experts have thoroughly studied the clauses of the contract. Mr. Sariev, our sales manager, will speak about our proposals as to some alterations.

*Mr. Sariev:* Thank you. Gentlemen, having analyzed the proposed project of the contract and taking into account our methods of work; I'd like to stress the following. First, the price per unit of equipment also includes the price of all parts providing the efficient functioning of the equipment. So the unit price will be \$1, 879 instead of \$ 1, 540 which changes the total contract price respectively.

*Mr. Imankulov (looking through the catalogue):* Well, I think we are not going to have any problems with this.

*Mr. Aubakirov, buyer's representative:* I think the same, but I have a counter offer. As you are so strict on the quality of your equipment, couldn't you prolong the guarantee period from 24 to 36 months?

*Mr. Sariev:* Dear Mr. Mr. Aubakirov, the matter is that the 24 months period is our confirmed term. However, having analyzed all the data, we decided that we could meet your requirement.

*Mr. Aubakirov:* Thank you.

*Mr. Omarov:* Are there any other points in the contract you'd like to clear up?

*Mr. Imankulov:* No, I think we have settled all the points quite clearly.

*Mr. Omarov:* All right, let it be so.

**15. Writing.** There are a number of ways that you may call or be called to a meeting. Some meetings are announced by e-mail, and others are posted on bulletin boards. If a meeting is announced at the end of another meeting, it is important to issue a remainder. A remainder can also come in the form of an e-mail or notice. Verbal announcement or remainders should always be backed up by documented ones. The date, location, time, length, and purpose of the meeting should be included. It is also important to indicate exactly who is expected to attend, and who is not.

#### **Sample e-mail:**

To: nurlan.artour @ tours.kz

cc: almaty.artour @ tours.kz; astana.artour @ tours.kz

From: artour.travelagency @ tours.kz

Subject: Meeting

*Hi Everyone,*

*We will be having a meeting next Friday from 2:00 PV in Conference hall. All supervisors are expected to attend. The purpose of the meeting is to discuss the upcoming tourists season. We are expecting some European tours, including Milan, Berlin, London, Salzburg, and Prague in late summer. Please make arrangements to have other staff members cover your duties during the meeting.*

*Thank you,  
Askar Baigel*

**Sample Notice:**

**MEETING**

Location: Conference hall

Date: Friday, May 7<sup>th</sup>

Time:2:00-4:00

For: Supervisors only

Subject: Tourist season

Attendance is mandatory

**Case Study:**

For the purpose of this lesson, we will follow the negotiations taking place at a fictional company called *Landscape Labourers*. Markus, a landscaper who has been with this company for five years, believes he is underpaid. He also thinks he deserves more seniority over his crew members. Markus's manager, Louis is also the owner of Landscape Labourers. Though Louis values Markus more than any of his other labourers, he isn't sure that he can afford to pay him more, especially at this time of year when work is unsteady.

Read through the lesson and find out how Markus prepares his case and presents it to management, and how they negotiate and achieve goals.

## UNIT 4. EXCHANGING INFORMATION

### Starting up:

What is better the telephone communication or face-to-face communication?  
What is the Internet? What was the Internet originally designed for?

### 1. Give English equivalents for the following words.

доказательство, срочный, доставка, иметь отношение, решать (договариваться), пункт договора, дополнение, набирать номер, международный разговор, перезванивать, в настоящее время, доступный, структура (система, корпус, рамки), передовой (продвинутый)

### 2. Choose the British equivalents and translate the sentences.

- 1) The line is (*engaged, busy*).
- 2) It is necessary to ring (*Directory Enquiries, Information*) then.
- 3) I'm afraid Mr. Mukanov is (*tied up, not available*) at the moment.
- 4) It is sometimes very convenient to make (*reserve charge, collect*) calls.
- 5) I don't know the (*area, STD*) code for this town.
- 6) I usually make all (*person-to-person, personal*) calls from home.

#### **British**

Dialing  
STD code  
(telephone) directory  
Directory Enquiries  
ex-directory  
personal call  
engaged  
reserve/transferred charge call  
not to be available

#### **American**

dialing  
area code  
telephone/phone book  
information  
unlisted  
person-to-person call  
busy  
collect call  
to be tied up

### Grammar analysis: Modal verbs *CAN/COULD, MAY*

#### Present Tenses

#### **Can**

*I can meet you at 10.* (возможность)  
*I can drive a car.* (умение)  
*Can I speak to Mr. Stepanov, please?* (просьба)

#### **Cannot**

*I cannot see you tomorrow.* (невозможность)  
*He cannot speak English.* (неумение)

*They haven't lived here for very long.* (невероятность)  
*They cannot know many people.*

### Could

*Could I speak to Mr. Omarov, please?* (вежливая просьба)

### May

*May I come in?* (просьба дать разрешение)

*He may come later.* (предположение)

## Past Tenses

### Could

*I could do it yesterday but I didn't want to.* (упущенная возможность)

*I could drive a car at that time.* (умение)

### Could not

*I could not come to your office yesterday.* (невозможность)

*I could not drive a car then.* (неумение)

## 3. Useful language. Practice the following phrases.

### 1. Answering the phone

Hello, Askar Baigel speaking.

Good Morning, ALSI.

### 7. Stating your purpose

I'm calling about your invoice.

I'm returning his call.

The reason I'm calling is ...

### 2. Making contacts

I'd like to speak to Askar Baigel.

Could I have the sales department please?

### 8. Checking

Could you spell that?

Can I read that back to you?

### 3. Messages

Would you like to leave a message?

Can I leave a message?

### 9. Asking for information

Could I have your name?

Can I take your number?

### 4. Identifying yourself

This is/My name's Askar Baigel.

### 10. Showing understanding

Right.

Ok. That's fine.

### 5. Saying telephone numbers

Say numbers separately. Pause between groups. Say **oh** for **0** in the UK. Say **zero** for **0** in the USA.

### 11. Promising action

I'll make sure he gets the message.

I'll tell her when she gets back.

### 12. Ending a call

6. *Making excuses*  
I'm sorry, he's in a meeting.  
I'm afraid he's not available.

Thanks for your help. Goodbye.  
Thanks for calling.

#### 4. Complete the sentences with the following verbs.

Could I ... to someone in the Marketing Department?	to tell
Could you ... Mr. Green to call me back?	to speak
Could I ... a message for Suzanne Butler?	to hold
Could you ... him I called?	to repeat
Could you ... the line, please?	to ask
Could you ... the date, please?	to leave

#### Grammar analysis: *The imperative mood*

*Infinitive* without to

*Don't + Infinitive* without to

*Hold* the line, please?  
please?

*Don't hang up* the receiver,

*Call back* at three o'clock, please.

*Don't phone* him now, please.

✓ *Note:* Do not (do smth) – выражает запрет

#### 5. Open the brackets using verbs in the Imperative Mood.

- 1) (*to read*) his telephone number, please.
- 2) (*to hold*) the line, please. Mr. Akhmetov is speaking on another line.
- 3) (*to hang on*) for a moment. I'm putting you through.
- 4) I don't think he is on the phone now. (*to page*) him on.
- 5) I am sorry I don't know their number. (*to look*) it up in the directory.
- 6) The line is very bad. (*to speak*) up, please.
- 7) I'm sorry the line isn't very good. (*to spell*) the name, please.

#### 6. Translate into English.

- 1) Могу я поговорить с господином Мукановым?
- 2) К сожалению, менеджера сейчас нет. Что-нибудь передать, или вы позвоните позже?
- 3) Я бы хотел заказать международный разговор. Это займет много времени?
- 4) Пожалуйста, продиктуйте вашу фамилию по буквам.
- 5) Напишите, пожалуйста, его номер телефона.
- 6) Где он сейчас? Позвоните ему на пейджер.
- 7) Не вешайте трубку. Г-н Муканов заканчивает разговор по другому телефону.

8) Простите, повторите, пожалуйста, последнюю фразу.

### 7. Fill in the missing remarks.

\*\*\*

A: \_\_\_\_\_?

B: Yes, that's right. Who's calling, please?

A: Oh, Akhmetov is my name. I'd like to speak to Ms Smirnova.

B: \_\_\_\_\_?

A: Marat Akhmetov. A-K-H-M-E-T-O-V

B: \_\_\_\_\_.

A: Is that Ms Smirnova now?

\*\*\*

A: Hello! This is Boris Smirnov. May I speak to Mr. Baker?

B: \_\_\_\_\_

A: Will you tell him to call me back?

B: \_\_\_\_\_

A: Well...I'm not sure. Will you put it down?

B: \_\_\_\_\_?

A: 378-1906. Thanks a lot.

B: \_\_\_\_\_.

### 8. Read and discuss the text.

#### *Communication*

*by L. Michael Hall*

**Communication** is a process that allows organisms to exchange information by several methods. Communication requires that all parties understand a common language that is exchanged. There are auditory means, such as speaking, singing and sometimes tone of voice, and nonverbal, physical means, such as body language, sign language, paralanguage, touch, eye contact, or the use of writing.

Communication happens at many levels (even for one single action), in many different ways, and for most beings, as well as certain machines. Several, if not all, fields of study dedicate a portion of attention to communication, so when speaking about communication it is very important to be sure about what aspects of communication one is speaking about. Definitions of communication range widely, some recognizing that animals can communicate with each other as well as human beings, and some are narrower, only including human beings within the parameters of human symbolic interaction.

Nonetheless, communication is usually described along a few major dimensions:

1. Content (*what type of things are communicated*)
2. Source (*by whom*)
3. Form (*in which form*)
4. Channel (*through which medium*)
5. Destination/Receiver (*to whom*)
6. Purpose/Pragmatic aspect (*with what kind of results*)

Depending on the focus (who, what, in which form, to whom, to which effect), there exist various classifications.

### **9. Improvise conversation using following phrases:**

- 1) Asking for the caller's name

*Who is calling, please?*

*Who is that speaking, please?*

*Who is on the line, please?*

*Could/can/will/would you give me your name, please?*

- 2) Asking the caller to wait

*Hold the line, please.*

*Could you hold on a minute/moment?*

*Just a moment, please.*

*One moment, please.*

*Sorry to keep/to have kept you waiting.*

*I'm putting you through.*

- 3) The person called is not available: *I'm afraid/sorry...*

*isn't available*

*isn't in the office*

*is on the another line at the moment/now*

*is with client*

*is at a conference*

*is at lunch*

*is away today/ this week/for a few days*

- 5) Asking for further actions

*Would you like to call later?*

*Could you call later?*

*Can I give him a message?*

*Can I take a message?*

- 6) Asking for the number

*What's your extension/number, please?*

- 7) Finishing the call

*Thank you for calling/phoning.*

*Goodbye/bye*

**10. Match verbs in A to the phrases in B.**

<b>A</b>	<b>B</b>
1. find	files and information
2. link in	information from one computer to another
3. transfer	to a global computer network
4. retrieve	to a magazine or a special interest group
5. access	information from a database
6. subscribe	information in database
7. develop	new approaches
8. start	playing and exploring
9. convey	information through the exchange of thoughts
10. use	various means of communication

**11. Read and discuss the text.**

*From gopher to the WWW*

As the Internet grew through the 1980s and early 1990s, many people realized the increasing need to be able to find and organize files and information. Projects such as Gopher, WAIS, and the FTP Archive list attempted to create ways to organize distributed data. Unfortunately, these projects fell short in being able to accommodate all the existing data types and in being able to grow without bottlenecks.

One of the most promising user interface paradigms during this period was hypertext. The technology had been inspired by Vannevar Bush's "Memex" and developed through Ted Nelson's research on Project Xanadu and Douglas Engelbart's research on NLS. Many small self-contained hypertext systems had been created before, such as Apple Computer's HyperCard. Gopher became the first commonly-used hypertext interface to the Internet. While Gopher menu items were examples of hypertext, they were not commonly perceived in that way.

In 1989, while working at CERN, Tim Berners-Lee invented a network-based implementation of the hypertext concept. By releasing his invention to public use, he ensured the technology would become widespread. For his work in developing the World Wide Web, Berners-Lee received the Millennium technology prize in 2004. One early popular web browser, modeled after HyperCard, was Viola WWW.

A potential turning point for the World Wide Web began with the introduction of the Mosaic web browser in 1993, a graphical browser developed by a team at the National Center for Supercomputing Applications at the University of Illinois at Urbana-Champaign (NCSA-UIUC), led by Marc Andreessen. Funding for Mosaic came from the High-Performance Computing and Communications Initiative, a funding program initiated by then-Senator Al Gore's High Performance



Computing and Communication Act of 1991 also known as the Gore Bill. Indeed, Mosaic's graphical interface soon became more popular than Gopher, which at the time was primarily text-based, and the WWW became the preferred interface for accessing the Internet.

Mosaic was eventually superseded in 1994 by Andreessen's Netscape Navigator, which replaced Mosaic as the world's most popular browser. While it held this title for some time, eventually competition from Internet Explorer and a variety of other browsers almost completely displaced it. Another important event held on January 11, 1994, was *The Superhighway Summit* at UCLA's Royce Hall. This was the "first public conference bringing together all of the major industry, government and academic leaders in the field [and] also began the national dialogue about the *Information Superhighway* and its implications."

*24 Hours in Cyberspace*, the "the largest one-day online event" (February 8, 1996) up to that date, took place on the then-active website, *cyber24.com*. It was headed by photographer Rick Smolan. A photographic exhibition was unveiled at the Smithsonian Institution's National Museum of American History on 23 January 1997, featuring 70 photos from the project.

Even before the World Wide Web, there were search engines that attempted to organize the Internet. The first of these was the Archie search engine from McGill University in 1990, followed in 1991 by WAIS and Gopher. All three of those systems predated the invention of the World Wide Web but all continued to index the Web and the rest of the Internet for several years after the Web appeared. There are still Gopher servers as of 2006, although there are a great many more web servers.

As the Web grew, search engines and Web directories were created to track pages on the Web and allow people to find things. The first full-text Web search engine was WebCrawler in 1994. Before WebCrawler, only Web page titles were searched. Another early search engine, Lycos, was created in 1993 as a university project, and was the first to achieve commercial success. During the late 1990s, both Web directories and Web search engines were popular - *Yahoo!* (founded 1995) and *AltaVista* (founded 1995) were the respective industry leaders.

By August 2001, the directory model had begun to give way to search engines, tracking the rise of *Google* (founded 1998), which had developed new approaches to relevancy ranking. Directory features, while still commonly available, became after-thoughts to search engines.

Database size, which had been a significant marketing feature through the early 2000s, was similarly displaced by emphasis on relevancy ranking, the methods by which search engines attempt to sort the best results first. Relevancy ranking first became a major issue circa 1996, when it became apparent that it was impractical to review full lists of results. Consequently, algorithms for relevancy ranking have continuously improved. Google's Page Rank method for ordering the results has received the most press, but all major search engines continually refine their ranking methodologies with a view toward improving the ordering of results. As of 2006, search engine rankings are more important than ever, so much so that an industry has developed ("search engine optimizers", or "SEO") to help web-

developers improve their search ranking, and an entire body of case law has developed around matters that affect search engine rankings, such as use of trademarks in meta tags. The sale of search rankings by some search engines has also created controversy among librarians and consumer advocates.

## 12. Complete the sentences.

- 1) One of the most promising user interface paradigms during this period was \_\_\_\_\_.
- 2) Many small self-contained hypertext systems had been created before, such as \_\_\_\_\_.
- 3) In 1989, while working at CERN, Tim Berners-Lee invented a network-based \_\_\_\_\_.
- 4) For his work in developing the World Wide Web, Berners-Lee received the \_\_\_\_\_.
- 5) One early popular web browser, modeled after HyperCard, was \_\_\_\_\_.
- 6) As the Web grew, search engines and Web directories were created to track pages on the Web and allow people \_\_\_\_\_.
- 7) The first full-text Web search engine was \_\_\_\_\_.
- 8) During the late 1990s, both Web directories and Web search engines were popular-*Yahoo!* (founded 1995) and *AltaVista* (founded 1995)\_\_\_\_\_.

## 12. Today rapidly developed technologies have changed the way we communicate, haven't they? How will it change in the future?

Discuss these items:

- we haven't time to communicate with our relatives because of being busy
- the best interlocutor for many people is computer
- people mostly use mobile phones for personal contacts
- the Internet has completely changed our life
- we check our email more frequent than read books

## 13. Writing. Study the following samples.

## *Business letter: an example*

C&C Machines (1)  
General office&factory  
187 Washington Street  
Buffalo, N.Y. 14203 U.S.A.  
Tel.:91-9141 EMCO BUF  
Telephone: 716-856 2200  
www.c&c.machine.com

Mr Michel Vega  
Diffumatex S.A.  
18 Rue St.Denis (2)  
75011 Paris  
France

September 7 1999 (3)

Your ref: (4)  
Dear Mr Vega, (5)

**(6) Re: Franchise agreement**

(7) I am writing to enquire about the franchise opportunities you are offering, as detailed in yesterday's Financial Mail.

(8) C&C Machines is a medium-size company with 10 years' experience in the catering business. We are pleased to advise you of our air parcel post shipment of your order no. 80/190-09 for Westman spare parts. We are enclosing for you reference copies of our commercial invoices as well as a copy of the certificate of mailing.

(9) I look forward to hearing from you in the near future.

(10) Yours sincerely

*Jane Stevens*

Jane Stevens (Ms)  
(11) Sales Manager

(13) Enc: 3 Commercial invoices,  
1 certificate of mailing

### ***Business letters: notes***

1. The name of the company and its address, phone, and fax details generally appear at the top of the page, together with any Internet and email details.

2. Put the address of the recipient on the left-hand side. If you know the name of the person and his/her title, add these above the address too.

3. The date can appear on the left-or right-hand side of the letter, though the most usual style is to have everything aligned to the left.

4. Add the recipient's and your own file references if needed. Ref is short for «reference».

5. You can start your letter in one of the following ways:

— If you don't know the name of the person you are writing to, put:

*Dear Sir/Madam, or Dear Sir or Madam*

— If you know the name of the person, put:

*Dear Mr [surname] (for a man)*

*Dear Ms [surname] (for a woman. Avoid using Mrs or Miss unless the person you are writing to has already used the title themselves in a previous letter.)*

*Dear [first name and surname] is less formal but is becoming more common, for example Dear Jennifer Marsh.*

6. Write the subject of your letter here. *Re* comes from Latin and means «with reference to».

7. You can also start your letter in a number of other ways:

*Thank you for your letter of..,*

*I am writing in response to... /regarding... /to inform you that/of... /to complain about...*

*Further to my letter of 16th July...*

*I would like to enquire about/whether...*

8. Give further details about the purpose of your letter here.

9. You can also close your letter in the following ways:

*Thank you in advance for your help.*

*I would be most grateful if you could inform me...*

*Please let me know if... Please phone to confirm the details.*

*I look forward to hearing from you/receiving your reply.*

10. You can write the following expressions before your name:

— If you don't know the person:

*Yours faithfully, Yours truly,*

— If you know the person you are writing to:

*Yours sincerely, Sincerely,*

— Other, less formal, ways of ending your letter:

*With best wishes*

*Best wishes*

*Regards*

11. *Enc* means that documents are being enclosed with the letter.

The differences between English and American styles:

Date (Дата)

The date can be written in a number of ways:

*September 7 th                      7 th September*

*September 7                        7 September*

*British: 12<sup>th</sup> December, 19\_\_                      American: December 12, 19\_\_*

*12 December 19\_\_*

*12 Dec. 19\_\_*

✓ Be careful: In Great Britain 7/9/92 = 7 September: in USA it means 9 July.

**Emails: an example**

Summer conference							
File	Edit	View	Tool	Message	Help	Reply	Reply all
Forward	Print	Delete	Previous	Next	Addresses		
<p>From: Jane Robertson  Date: Tuesday, March 12, 2002 09:30  To: David Bennett  Cc: Sarah Brown  Subject: Summer conference  <u>Attach: Conf-list.doc (20KB) C</u></p> <p>(1) Hi David  (2) (Sorry for the delay in replying - it's hectic here today.  (3) (Just to confirm — we've got 50 delegates going to the conference.  (4) (Pls book rooms B4 end of today. Numbers as follows: 23 twin rooms, 4 singles. I'll need confirmation and reservation nos asap — can you email me later?  (5) (Attached is all the info you need.  (6) Best  (7) (Jane</p>							

### ***Emails: notes***

1. You do not need to begin with a formal greeting. *Dear David, David,* or even just *Hi* are all acceptable ways of starting an email.
2. It is very easy to sound abrupt in an email, so a short greeting can help to lighten the tone.
3. Emails are usually written at speed, so people very often do not write in complete or grammatically correct sentences.
4. Abbreviations are also often used to save time. *Pis* is short for «please», *B4* means «before», and *asap* means «as soon as possible».
5. People often send documents or pictures with the email: these are known as attachments.
6. End your email with something short like *Best* (short for *Best Wishes*), *Regards*, or *Yours* if you are writing to someone you do not know well.
7. People usually sign emails with their first name.

### **MEMOS: an example**

To: All Staff  
From: Askar  
Date: 15 January  
Subject: Purchase orders

Please note that a purchase order (copy attached) must be completed for all purchases over 50.

Complete purchase orders should be passed to Marat Omarov to agree terms of payment with the supplier; and then sent to the Working office for final approval. Purchase orders under 50 can be paid for from the petty cash account.

Many thanks for your cooperation.

### ***MEMOS: notes***

1. Memos are usually for internal communications.
2. They should include the following headings: To / From / Date / Subject
3. They should be short and include only relevant information.
4. Points should be arranged in logical order.
5. In longer memos, it is common to number points.
6. The tone of a memo may be formal or neutral.

### ***Report: notes***

1. A report should be well organized with information presented in a logical order. There is no set layout for a report. The layout will depend on:  
a) the type of report; b) the company style.

2. The format used for this example is common for many formal reports:

- Title
- Executive summary
- Introduction
- Findings
- Conclusion
- Recommendations

3. Another possible structure would be:

- Title
- Terms of reference
- Procedure
- Findings
- Conclusions
- Recommendations

4. The *executive summary* is a summary of the main points and conclusions of the report. It gives the reader a very quick overview of the entire situation.

5. The *introduction* defines the sequence of points that will be looked at.

6. The *findings* are the facts you discovered.

7. The *conclusion* is what you think about the facts and how you interpret them.

8. *Recommendations* are practical suggestions to deal with the situation and ideas for making sure future activities run more smoothly.

**Адреса в Англии и Америке имеют следующий вид:**

Ms J.Marshal  
Foreign Rights Manager  
Wilson & Hall Ltd.  
11 New Fetter Lane  
London EC7P 9EE  
England

Ms A.Reed  
Product Information Manager  
McCraw-hill Book Co  
8821 Avenue of the Americas  
Los Angeles, L.A. 44467  
USA

#### **14. "Golden Rules" for Writing Business Letters**

- Give your letter a heading if it helps the reader to see at a glance what you are writing about.
- Decide what you are going to say before you start to write.
- Use short sentences.
- Put each separate idea in a separate paragraph.
- Use short words that everyone can understand.
- Think about your reader.

***Your reader:***

- Must be able to see exactly what you mean: your letters should be clear!
- Must be given all necessary information: your letters should be complete!
- Is a busy person with no time to waste: your letters should be concise!
- Must be addressed to in a polite tone: your letters should be courteous!
- May get a bad impression if there are mistakes in grammar: your letters should be correct!

***Seven Steps in Planning a Business Letter:***

- Write down your aim: Why are you writing this letter?
- Assemble all the relevant information and documents.
- Arrange the points in order of importance. Make rough notes.
- Write an outline and check it through, considering these questions:
- Have you left any important points out?
- Can the order of presentation be made clear?
- Have you included anything that is not relevant?

Write a first draft, leaving space for additions and changes. Revise your first draft by considering these points. 1) Information: Does it cover all the essential points? Is it correct, relevant and complete? 2) English: Are the grammar, spelling and punctuation correct? 3) Style: Does it look attractive?

## UNIT 5. BUSINESS ACROSS CULTURES

### Starting up:

*Cross-cultural communication is communication between languages, culture?  
Have you ever participated in cross-cultural communication? What was your role?*

### 1. Give the English equivalents.

Гражданин мира, традиции, исторические события, религия, искусство, географическое местоположение, язык, национальная кухня, праздники и фестивали, надежды, отличия, общество, многокультурный, подарки, различия в культуре, пожимать руку, обмениваться визитками, авиалиния, таможенная декларация, гражданство, подлежать, проход, знакомиться, представлять (знакомить), подтверждать, передвигаться по городу

### 2. Read and translate the text.

#### *Culture*

Culture (from the Latin *cultura* stemming from *colere*, meaning "to cultivate") generally refers to patterns of human activity and the symbolic structures that give such activities significance and importance. Cultures can be "understood as systems of symbols and meanings that even their creators contest, that lack fixed boundaries, that are constantly in flux, and that interact and compete with one another".

Culture can be defined as all the ways of life including arts, beliefs and institutions of a population that is passed down from generation to generation. Culture has been called "the way of life for an entire society." As such, it includes codes of manners, dress, language, religion, rituals, games, norms of behavior such as law and morality, and systems of belief as well as the art.

Cultural anthropologists most commonly use the term "culture" to refer to the universal human capacity and activities to classify, codify and communicate their experiences materially and symbolically.

Nineteenth century anthropologist Edward Tylor was one of the first English-speaking scholars to use the term culture in anthropology.

Culture is manifested in human artifacts and activities such as music, literature, lifestyle, food, painting and sculpture, theatre and film. Although some scholars identify culture in terms of consumption and consumer goods (as in high culture, folk culture, or popular culture), anthropologists understand "culture" to refer not only to consumption goods, but to the general processes which produce such goods and give them meaning, and to the social relationships and practices in which such objects and processes become embedded. For them, culture thus includes art, science, as well as moral systems.



Various definitions of culture reflect differing theories for understanding, or criteria for evaluating, human activity. Writing from the perspective of social anthropology in the UK, Tylor in 1874 described culture in the following way: "Culture or civilization, taken in its wide ethnographic sense, is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society."

Rock engravings in Gobustan, Azerbaijan indicate a thriving culture dating around 10,000 BC. More recently, the United Nations Educational, Scientific and Cultural Organization (Unesco) (2002) described culture as follows: "... culture should be regarded as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs".

While these two definitions cover a range of meaning, they do not exhaust the many uses of the term "culture." In 1952, Alfred Kroeber and Clyde Kluckhohn compiled a list of 164 definitions of "culture" in *Culture: A Critical Review of Concepts and Definitions*. These definitions, and many others, provide a catalog of the elements of culture.

A culture, then, is by definition at least, a set of cultural objects. Anthropologist Leslie White asked: "What sort of objects are they? Are they physical objects? Mental objects? Both? Metaphors? Symbols? Reifications?" In trying to define that kind, he hit upon a previously unrealized aspect of symbolization, which he called "the symbolate" - an object created by the act of symbolization. He thus defined culture as "symbolates understood in an extra-somatic context." The key to this definition is the discovery of the symbolate.

The famous "El Castillo" (The castle), formally named "Temple of Kukulcan", in the archeological city of Chichén-Itzá, in the state of Yucatán, Mexico.

Many people have an idea of "culture" that developed in Europe during the 18th and early 19th centuries. This notion of culture reflected inequalities within European societies, and between European powers and their colonies around the world. It identifies "culture" with "civilization" and contrasts it with "nature." According to this way of thinking, one can classify some countries and nations as more civilized than others, and some people as more cultured than others. Some cultural theorists have thus tried to eliminate popular or mass culture from the definition of culture. Theorists such as Matthew Arnold (1822-1888) or the Leavisites regard culture as simply the result of "the best that has been thought and said in the world." Arnold contrasted mass/popular culture with social chaos.

In practice, *culture* referred to élite activities such as museum-caliber art and classical music, and the word *cultured* described people who knew about, and took part in, these activities. These are often called "high culture", namely the culture of the ruling social group, to distinguish them from mass culture and or popular culture.

From the 19th century onwards, some social critics have accepted this contrast between the highest and lowest culture, but have stressed the refinement

and sophistication of high culture as corrupting and unnatural developments that obscure and distort people's essential nature. On this account, folk music (as produced by working-class people) honestly expresses a natural way of life, and classical music seems superficial and decadent. Equally, this view often portrays Indigenous peoples as 'noble savages' living authentic unblemished lives, uncomplicated and uncorrupted by the highly-stratified capitalist systems of the West.

Today most social scientists reject the monadic conception of culture, and the opposition of culture to nature. They recognize non-élites as just as cultured as élites (and non-Westerners as just as civilized) - simply regarding them as just cultured in a different way. Williams argues that contemporary definitions of culture fall into three possibilities or mixture of the following three: "a general process of intellectual, spiritual, and aesthetic development"; "a particular way of life, whether of a people, period, or a group"; "the works and practices of intellectual and especially artistic activity".

### **3. Answer these questions.**

- 1) What does the word culture mean? What definitions can you give?
- 2) Who was Edward Tylor?
- 3) How does UNESCO describe culture?
- 4) Who compiled a list of 164 definitions of "culture"?
- 5) What definition of culture does Anthropologist Leslie White give?
- 6) What does "high culture" mean?
- 7) What definition of culture gives Tylor? He showed the connection between the culture and society? How do you think why?

### **4. Complete the sentences.**

- 1) Culture can be defined as all the ways of life including arts, beliefs and institutions of a population that is passed down \_\_\_\_\_.
- 2) Culture has been called \_\_\_\_\_.
- 3) Culture is manifested in human artifacts and activities such as \_\_\_\_\_.
- 4) Rock engravings in Gobustan, Azerbaijan indicate a thriving culture \_\_\_\_\_.
- 5) In 1952, Alfred Kroeber and Clyde Kluckhohn compiled a list of 164 definitions of "culture" in \_\_\_\_\_.
- 6) In practice, culture referred to élite activities such as museum-caliber art and classical music, and the word cultured described \_\_\_\_\_.
- 7) Today most social scientists reject the monadic conception of culture, and the opposition \_\_\_\_\_.

**5. The words from the following sentences can be used to form other words with different grammatical functions.**

*Cultural anthropologists most commonly use the term "culture" to refer to the universal human capacity and activities to classify, codify and communicate their experiences materially and symbolically.*

Concrete noun	Abstract noun	Verb	Positive adjective	Negative adjective
experience				
			universal	
			cultural	
	term			
		refer		
	activity			
		communicate		
	capacity			
		use		

**6. Skim the text. Discuss this question: What kind of person can be called as a multiculturalist?**

Before we discuss the qualities a multicultural person, or multiculturalist, needs to have, it is necessary to explain this term.

A multiculturalist is someone who can easily adapt to living in a culture different from their own, the sort of person that could be described as a citizen of the world, or a member of a global community. There are four key qualities you need in order to be a multiculturalist.

The first is to be open-minded, which means not judging one culture as better than another, or believing that the way things are done in your culture is the best or the only way of doing things. In other words, you should not be in any way "ethnocentric".

Second, you must be adaptable. To live successfully in another culture, particularly in one that is very different from your own, you have to adapt to differences: not only visible differences of food, climate, customs, but also to the invisible differences – the ways in which people of other cultures understand and interpret the world, and their different values.

Third, you need to be sensitive. That means being able to see things from the other person's point of view and being careful to avoid doing things that people of other culture might find strange or offensive, even if in your culture such things are quite OK.

Fourth, you need to be interested in other cultures, which are closely related to the three qualities mentioned above. A multiculturalist is a person who has a genuine interest in people of other cultures, who wants to learn their language, find out about their country and its history, and develop a real understanding of their culture. Perhaps, it's this quality, more than any other, which best describes a multicultural person.

## 7. Answer these questions.

- 1) What does “to be open-minded” mean?
- 2) What visible and invisible differences do people have to adapt living in another culture?
- 3) How does a sensitive person see the world?
- 4) Should a multicultural person be interested in other cultures?
- 5) How does a real multiculturalist demonstrate his interest in other cultures?
- 6) What does being a multiculturalist mean to you?
- 7) Which other qualities do you think a multiculturalist should have?
- 8) Would you describe yourself as a multicultural person? Why?

## 8. Complete the sentences.

1. *culture*    2. *patient*    3. *handshaking*    4. *business*    5. *jokes*  
6. *customs*    7. *arrive*    8. *Family names*    9. *business cards*    10. *Gifts*

- 1) It's very important to know about the differences in \_\_\_\_\_ between your country and the country you are going to visit or you are working in.
- 2) You can make mistakes and offend people if you don't know the customs.
- 3) \_\_\_\_\_ is one example. In this country they shake hands much more than we do. So you mustn't forget to do that.
- 4) Food and wine take a very important place in this country, so at a business lunch never start discussing \_\_\_\_\_ immediately. That might seem like bad manners.
- 5) In Britain we sometimes are five or ten minutes late for a meeting but in this country you should arrive on time, because people are very punctual, especially in work situations. They usually \_\_\_\_\_ at the arranged time or even earlier.
- 6) \_\_\_\_\_ are more common at work. People often use titles - Doctor, Professor, and so on.
- 7) You shouldn't try to be humorous or make \_\_\_\_\_ with people you don't know well, because it might make them feel uncomfortable.
- 8) Business meetings are usually very serious. At a first meeting it's normal to exchange \_\_\_\_\_, but I don't recommend you to do this until the end of the meeting.
- 9) For social invitations, flowers or chocolates are suitable \_\_\_\_\_. And you should give an odd number of flowers, say, seven or eleven, and present them without the wrapping paper.
- 10) If you want to succeed in business, you must learn to be \_\_\_\_\_, because it takes longer to make decisions in this country than it does in Britain.

## 9. Traditions. Match the verbs with the nouns.

1	celebrate	a) traditional costume
2	say	b) a victory
3	give	c) flags
4	decorate	d) prayers
5	wave	e) fireworks
6	drink	f) floats
7	let off	g) the dead
8	light	h) thanks
9	honour	i) a toast
10	wear	j) candles

## 10. Speaking: Cultural differences.

Many books about multicultural management suggest that the world can be divided into three geographical groups: 1) North America; 2) Europe, Latin America, Middle East; 3) Japan, China, and East Asia. Where would you place Kazakhstan? Explain why.

### *Typical examples of cultural differences*

The perception is different and often selective. Behavior and gestures are interpreted differently:

- Showing the thumb held upwards in certain parts of the world means "everything's ok", while it is understood in some Islamic countries (as well as Sardinia and Greece) as a rude sexual sign. Additionally, the thumb is held up to signify "one" in France and certain other European countries, where the index finger is used to signify "one" in other cultures.

- "Everything ok" is shown in western European countries, especially between pilots and divers, with the sign of the thumb and forefinger forming an "O". This sign, especially when fingers are curled, means in Korea and Japan "now we may talk about money", in southern France the contrary ("nothing, without any value"), in Eastern Europe and Russia it is an indecent sexual sign. In Brazil, it is considered rude, especially if performed with the three extended fingers shown horizontally to the floor while the other two fingers form an O.

- In the Americas as well as in Arabic countries the pauses between words are usually not too long, while in Japan pauses can give a contradictory sense to the spoken words. Enduring silence is perceived as comfortable in Japan, while in India, Europe and North America it may cause insecurity and embarrassment. Scandinavians, by the standards of other Western cultures, are more tolerant of silent breaks during conversations.

- If invited to dinner, in some Asian countries it is well-mannered to leave right after the dinner: the ones who don't leave may indicate they have not eaten

enough. In the Indian sub-continent, Europe, South America, and North American countries this is considered rude, indicating that the guest only wanted to eat but wouldn't enjoy the company with the hosts.

- In Mediterranean European countries, Latin America, and Sub-Saharan Africa, it is normal, or at least widely tolerated, to arrive half an hour late for a dinner invitation, whereas in Germany and in the United States this would be considered very rude

- In Africa, Arab cultures, and certain countries in South America<sup>1</sup> (not in Brazil), saying to a female friend one has not seen for a while that she has put on weight means she is physically healthier than before and had a nice holiday, whereas this would be considered an insult in India, Europe, North America and Australia and Brazil.

- In Africa, avoiding eye contact or looking at the ground when talking to one's parents, an elder, or someone of higher social status is a sign of respect. In contrast, these same actions are signals of deception or shame (on the part of the doer) in North America and most of Europe.

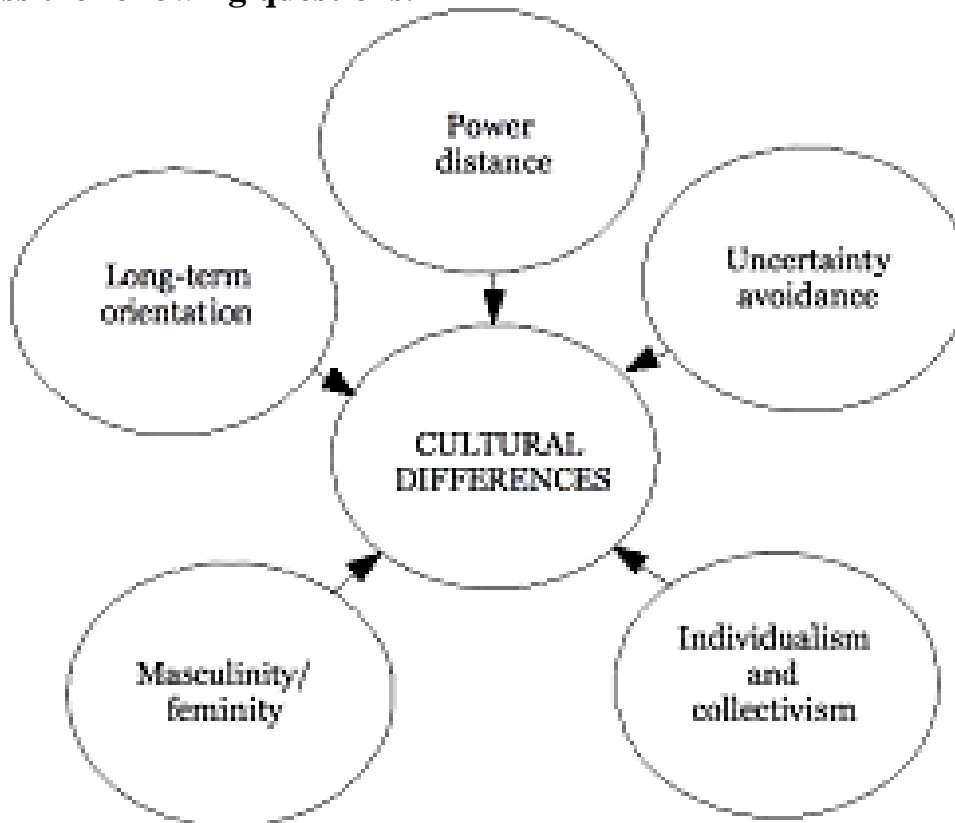
- In Persian and Pakistani culture, if a person offers an item (i.e a drink), it is customary to not instantly accept it. A sort of role play forms with the person offering being refused several times out of politeness before their offering is accepted. This tradition is known as 'tarof' or 'takaluf' which in Persian literally means 'offer'. A similar exchange happens in many East Asian countries.

- In African, South American and Mediterranean cultures, talking and laughing loudly in the streets and public places is widely accepted, whereas in some Asian cultures it is considered rude and may be seen as a mark of self-centeredness or attention-seeking.

- In Italy and Guatemala is common for people in gatherings to say goodbye many times when they leave. For example, someone could say goodbye in the living room and chat for a while. Then say goodbye at the door again, chat a little more, finally saying goodbye in their car's door and then chat a little more until people leave. This behavior is also common in Irish and Irish American gatherings. This act of saying goodbye, then walking to the door to leave only to visit more is commonly called an "Irish Goodbye".

- Different cultures are used to maintaining a different amount of personal space when conversing, and it is even noticeable that Northern Europeans leave each other more space than Southern Europeans. In this example a Northern European who understood the difference would not feel threatened by someone who got closer than usual, interpreting it correctly as normal to the person doing it rather than a deliberate act of aggression.

**11. Discussion. Cultural differences. Use information from the table and discuss the following questions.**



- 1) What are the differences between various cultures?
- 2) What influence does your own culture have on the way you see people from other cultures?
- 3) How can you see people from other cultures without a bias from your own culture?

**12. Reading. Understanding the Importance of Culture in Global Business.**

*The companies that will see growth in the coming decades are mastering how to do business across cultures*

*by Denise Pirrotti Hummel, May 2012*

Our economic development will forever be defined as our ability to succeed internationally. PwC forecasts India's real annual GDP growth until 2050 at 8.9 percent, Vietnam's at 8.8 percent, and China's at 5.9 percent. The list of fast-growing emerging markets goes on and on. The U.S. forecast is a meager 2.4 percent, comparable with most Western economies. The domestic companies that are likely to see incremental growth in the coming decades are those that are not only doing business internationally, but that are developing the strategic skill set to

master doing business across cultures. Cross-cultural core competence is at the crux of today's sustainable competitive advantage.

If one day you're asked to manage a supply chain in Malaysia, the next day you're managing your virtual team in China, and the next you're optimizing your company's call center in India, you know that it's just not possible to be an expert in every culture or geography in which you do business. What is possible is developing the mindset of a globalist - or, in other words, mastering cross-cultural core competency.

If I tell you that when you engage in a sales call in the United States, the acceptable spatial proximity between you and your prospect is 2.5 feet, I have accomplished the equivalent of a fisherman giving you a fish. If I demonstrate to you, instead, how uncomfortable you feel when I say hello and proceed to shake your hand while standing 6 inches from your face, I have accomplished the equivalent of teaching you to fish. You now know that every culture has a specific, acceptable space proximity. By sheer observation, you have added this to your cross-cultural tool belt. The next time you get off the plane anywhere in the world, you will look around and observe how far apart people are standing, log that information somewhere in your busy brain, and proceed to your next meeting armed with information that will avoid instant discomfort and a potential disconnect that may jeopardize business with your international counterpart. Now imagine if you could augment this simplistic metaphor incrementally, to every aspect in which culture impacts business.

**A Framework for Understanding.** Culture has many definitions. My own definition is that culture is our collective experience as a society, and its impact on our reaction and decision-making relative to every-day facts and circumstances. Why is cross-cultural competence critical to your professional future and the viability of your company? It's omnipresent in every business interaction and strategic decision. According to a May 2006 Accenture study, optimizing this process through training can increase productivity by 30 percent. For example, if a company's director of marketing embarks on a campaign demonstrating how speedy its service is, when the underlying cultural motivation of the international customer is almost completely focused on customer service, the value proposition consists of selling ice in the wintertime — there's plenty of it, and it was never wanted to begin with.

It is not feasible to be an expert on all the world's cultures. It is possible, however, to incorporate a cross-cultural framework that improves cross-cultural understanding and interactions. One such framework, the Business Model of Intercultural Analysis [BMIA™], uses the following six “comprehension lenses” to examine enterprise-wide cross cultural challenges: cultural themes, communication, group dynamics, ‘glocalization,’ process engineering, and time orientation. Let us examine some examples of American executives interacting with Chinese executives to illustrate how a few of these comprehension lenses impact business.

**Cultural Themes.** Every society has its own “cultural themes,” which have a substantial impact on how that culture does business. Chinese cultural themes are



rooted in folk belief and Confucian values, including filial piety, thrift, endurance, and trustworthiness. These values are deeply engrained in the Chinese psyche. The

Confucian value of endurance has a profound impact on the business process. The members of a Chinese negotiations team will seek protracted negotiations to test their counterpart's endurance. They will, therefore, typically initiate with an offer that is inconceivably low to enable extensive haggling, so as to demonstrate endurance and evaluate an adversary's endurance. The unwitting Westerner may misinterpret this as unreasonable and storm out of the meeting, instead of participating in the "haggling dance" the Chinese executive is eagerly anticipating as normal and expected. The total disconnect causes a loss of business opportunity, or alternatively, leaves dollars on the table as the exhausted Westerner, unprepared for the duration of the exchange, makes price concessions way too early.

**Communication.** An understanding of the subtle challenges in the use of English with non-native speakers, as well as the nuances of non-verbal communication, is critical to achieving business objectives when operating across cultures. In East Asian cultures, communication is very subtle and indirect. Thus, the direct style of Western communication can easily create serious offense, despite the best of intentions. The term "no," for example, is rarely used in deference to more indirect methods of communicating and an American may hear the Chinese cue for the word "no" — including the phrases "maybe," "we shall see" and "we shall study it," without ever realizing that these phrases are the Chinese equivalent of "no." Failure to understand these cues wastes time and money, and is the basis of communication failure that can jeopardize the business objective. Failure to understand simple but subtle issues in communication may also cause both you and your counterpart to lose face. Creating a loss of face for your Chinese counterpart is devastating to the business relationship and often unrecoverable — leading once again to loss of opportunity.

**Group Dynamics.** This comprehension lens involves the understanding of how individuals from certain cultures interact in groups. An understanding of group dynamics in the target culture significantly impacts the sales process. In individualistic cultures, such as the United States, customers make most of their buying decisions individually, whereas in collectivistic cultures, decisions are significantly influenced by the group (family, extended family, network of friends and colleagues, and the community at large). While the decision-maker may appear to be at the negotiation table because that individual is the chairman of the company, the shots may be being called by individuals not present (father, grandfather or uncle, for example). In China, a highly collectivist culture, the marketing collateral and sales process needs to be targeted toward the group, and not toward the individual.

**Glocalization.** Global branding, messaging, corporate values, and marketing all have to be localized — thus the term "glocalization." If a company's headquarters is in Asia, with satellite offices in Europe and North America, the global brand, messaging, and indeed every type of communication, whether internal or external, needs to be translated in a way that is culturally fluent — not

merely linguistically fluent. The value proposition of any communication may be entirely valid, but if it is presented in a way that cannot be “heard,” or that violates cultural norms or expectations, then the messaging, however significant, will fall on deaf ears.

**Process Engineering.** There is a significant difference between a company that is multinational, and a company that is truly global. The difference is that a multinational company simply operates in multiple nations; a global company has embarked upon the journey of systematically updating its policies, procedures, and systems across multiple cultures. Some of the most significant challenges are often IT-related. Even given the incredible advances in modern-day technology, global companies still suffer from program and platform inconsistencies. Where technological practicality or the realities of budget do not permit complete integration, that disconnect must be evaluated and corrected. At a minimum, all offices in the operation must “know what they don’t know” regarding the business processes, IT systems, and the roll-out of global policy and procedure, to assure maximum efficiency, risk reduction and cost optimization. Typical examples include requests from finance in HQ in the United States requesting financial reports from satellite offices around the world. The HQ platform might have the capability to generate the report with the specific information and format requested in a blink of an eye (or at least the click of a mouse), but a satellite office in Senegal might require a programmer or a wiz with an excel spreadsheet over the course of a week to effectuate the same result. Knowing means that reasonable expectations for the deliverable can be set.

**Time Orientation.** The concept of time orientation refers to the way in which a society values, executes and utilizes time. In Western cultures, time is a commodity. If you’re not early, you’re late. Time is money. Time is divided into the sixty minutes of a standard clock. In two-thirds of the world, time happens “when it’s supposed to,” and is characterized as flexible and elastic. The most striking difference between China and Western cultures in this regard is the long-term orientation of the Chinese culture. The culture has survived for thousands of years, through flood and famine and having been invaded on all sides by multiple forces. The longevity of the culture combined with Confucian philosophy yields a long-term orientation that materializes in the business world in several ways. Short-term wastefulness in a supply chain, for example, is despised because thrift is a significant virtue, but professional development training that will lead to long-term corporate growth may see lavish expenditures. Business planning is not quarterly or annual, but often is anticipated for the next decade, or even decades.

#### Leveraging the Power of Culture

While the U.S. has enjoyed decades of domestic economic prosperity, recent economic challenges remind us that our future economic success revolves around succeeding in the global economy. It’s not about who’s bigger, better, brighter, or faster; it’s about who is empowered to leverage the power of culture to optimize an organization’s bottom line. Cross-cultural differences have time and time again been identified as the most significant impediment to successful international

ventures and projects. These obstacles can be transformed into opportunities with a framework for tackling them head-on.

*From The World In 2006 print edition*

## 12. Complete the sentences below.

1. communication	2. customers	3. purchase	4. brand "brand image"	
5. "brand loyalty"	6. television	7. billboards	8. airport	9. printed
10. economic growth	11. spam	12. Internet service providers		
13. advertising	14. agency	15. telephone		
16. Non-profit organizations	17. service	18. advertisements		

**Advertising** is a form of **1**\_\_\_\_\_ that typically attempts to persuade potential **2**\_\_\_\_\_ to **3**\_\_\_\_\_ or to consume more of a particular **4**\_\_\_\_\_ of product or **5**\_\_\_\_\_. Many **6**\_\_\_\_\_ are designed to generate increased consumption of those products and services through the creation and reinforcement of **7**"\_\_\_\_\_" and **8**"\_\_\_\_\_". For these purposes, advertisements sometimes embed their persuasive message with factual information. Every major medium is used to deliver these messages, including **9**\_\_\_\_\_, radio, cinema, magazines, newspapers, video games, the Internet and **10**\_\_\_\_\_. Advertising is often placed by an **11**\_\_\_\_\_ on behalf of a company or other organization. Advertisements are seen on the seats of shopping carts, on the walls of an **12** \_\_\_\_\_ walkway, on the sides of buses, and are heard in **13**\_\_\_\_\_ hold messages and in-store public address systems. Advertisements are often placed anywhere an audience can easily or frequently access visual, audio and **14**\_\_\_\_\_ information.

Organizations that frequently spend large sums of money on advertising that sells what is not, strictly speaking, a product or service include political parties, interest groups, religious organizations, and military recruiters. **15**\_\_\_\_\_ are not typical advertising clients, and may rely on free modes of persuasion, such as public service announcements.

Advertising spending has increased dramatically in recent years. In 2006, spending on advertising has been estimated at \$155 billion in the United States and \$385 billion worldwide, and the latter to exceed \$500 billion by 2010.

While advertising can be seen as necessary for **16** \_\_\_\_\_, it is not without social costs. Unsolicited Commercial Email and other forms of **17**\_\_\_\_\_ have become so prevalent as to have become a major nuisance to users of these services, as well as being a financial burden on **18**\_\_\_\_\_. Advertising is increasingly invading public spaces, such as schools, which some critics argue is a form of child exploitation.

**14. Writing. You work for a tourism agency and receive this email. Decide on a festival that is likely to attract a lot of bookings and send your reply to Ryan Sweeney.**

FROM Ryan Sweeney (Planning)  
TO Marketing staff

Festivals are now playing a significant role in tourism development. Research indicates that they are the fastest growing tourist attractions. Some events such as the Edinburgh festival or the carnivals of Rio are well-established but many Asian and Pacific countries are beginning to take advantage of festivals with good tourism potential. The time is right to examine this field in depth.

Please make a list of festivals and make recommendations as to which we should offer our North American customers. Please summarize why you think the festival is important, who it will appeal to and why it will attract tourists.

Thank you in advance.

### **15. Discussion. Dining across Cultures**

Business relationships are developed and strengthened in social situations. Mastering the art of fine dining adds to the competitive edge in today's social and business climate. The host and the guest each have a responsibility to ensure the overall success of the event. Different cultures have different perceptions of leisure: a drink with friends and associates in a bar can be anathema to some cultures where alcohol is taboo. Likewise, regular physical exercise is not everyone's idea. Discussions on family, etc. may be unwelcome between some cultures.

**A) Discuss the following questions:**

- 1) Is lunch an important meal for you?
- 2) Do you ever have business lunch?

<i>What's that?</i>	<i>It looks like a kind of...</i>	<i>What are those?</i>
<i>Some sort of..., I think.</i>	<i>That looks nice.</i>	<i>Hm, I don't fancy it.</i>
<i>I wonder what it's like.</i>	<i>It looks a bit like ...,</i>	<i>I wonder what's in it.</i>
<i>I think it's made of...</i>	<i>So, what are having?</i>	<i>I'm not sure. How about you?</i>

**B) A healthy diet.**

Do you watch what you eat or eat what you like? Mark the following food and drinks as **good** or **bad**. Prove your point of view.

	It's good	It's bad		It's good	It's bad
grilled chicken			baked ham		
roast beef			fruit juice		
a green salad			apple pie and cream		
a beer			a hot curry fresh pasta		
a slice of chocolate			a cheeseburger		
fresh fruit			mineral water		
veal			a gin and tonic		
raw fish			chips		
a salami sandwich			still a black coffee		
cheese and biscuits			a glass of port		

### C) Who said it?

The following things are usually said during a business lunch. Who do you think probably said them - the host, the guest or could it be either? Write H, G or E next to each sentence.

- 1) Nice place. Do you come here often? \_\_\_\_\_
- 2) Now, what would you like to drink? \_\_\_\_\_
- 3) I'll just see if our table's ready. \_\_\_\_\_
- 4) This is their standard menu. \_\_\_\_\_
- 5) It all looks very good. \_\_\_\_\_
- 6) What do you suggest? \_\_\_\_\_
- 7) The wine list, sir. \_\_\_\_\_
- 8) So, what do you recommend? \_\_\_\_\_
- 9) Would you like a biscuit? \_\_\_\_\_
- 10) Well, they do great lasagna. \_\_\_\_\_
- 11) Is there anything you don't eat? \_\_\_\_\_
- 12) I'm allergic to chocolate. \_\_\_\_\_
- 13) You could try the lamb. That's very good here. \_\_\_\_\_
- 14) Shall we order a bottle of the house red? \_\_\_\_\_
- 15) Could we order some mineral water, too? \_\_\_\_\_
- 16) This absolutely delicious. \_\_\_\_\_
- 17) Now, how about a dessert? \_\_\_\_\_
- 18) Better not. I'm on a diet. \_\_\_\_\_
- 19) No, no, I insist. You're my guest. \_\_\_\_\_
- 20) I'll have the cheese tart. \_\_\_\_\_

### 16. Read and translate the following text.

*Denise Pirrotti Hummel, J.D. is the CEO of Universal Consensus, a cross cultural advisory firm specializing in assessments, training, and coaching to empower businesses to succeed across cultures.*

### ***Managing across cultures***

Carlos Ghosn, president and CEO of Nissan and Renault, argues that corporate culture is the key to success in the next wave of global mergers and acquisitions. The imperative of globalisation will lose none of its strength in 2006 and may tempt managers to acquire and absorb a far-off competitor as a shortcut to global presence. But even with two strong partners and a respectful courtship, the expected synergies often fail to materialise. Why?

Companies do not simply snap together like plastic building blocks. This is particularly true where different national cultures are involved, but even a crosstown merger can disrupt the key driver of value creation. The most important asset in any company is *esprit de corps*: the motivation of individual employees and their ability to collaborate in teams. Even in a cordial merger, it can vaporise overnight.

I do not deny that companies from opposite ends of the earth can come together to realise synergies. The problem is the “acquire-and-absorb” model. The experience of Renault and Nissan since 1999 points to another, more effective way to create value on a global scale—and a model for corporate transformation.

In 1999 Renault was a successful European carmaker, but without a market presence in Asia or North America its growth potential was constrained. Nissan had a significant presence in those two key markets, but was struggling after ten years of losses. A proud Japanese company faced the need to seek help from abroad.

It is by no means easy for people at Renault or Nissan, but we have embraced English as a language that allows us to communicate effectively with each other and with customers around the world

The news that Renault would buy a 36.8% stake in Nissan in March 1999 met with scepticism. Observers predicted a clash between the French and Japanese cultures. And our talk of “an alliance of equals” was seen as a figleaf to cover a takeover.

In fact, aiming at alliance not absorption was the key to our chance of success. What value did Nissan offer? Given excess capacity worldwide, its plant and equipment were not the attractions. The gems were Nissan's global brand, its reservoir of skills and the loyalty of its employees. The imperative was to reinvigorate and reform Nissan's existing culture, creating a peer to Renault, not a subsidiary.

As they began to understand that Nissan would indeed remain a separate company with its own management, distinct corporate culture and brand identity, employees developed the confidence to support the decisive actions necessary to revive the company. They have propelled it to the top level of profitability in the

global auto industry. Our strategy was effective only because it engaged the latent power of Nissan's culture.

The conclusion I draw from this experience is that corporate culture is the key driver of value creation in this age of globalisation. Tangible corporate assets have a certain break-up value. But to create additional value with these assets you need motivated employees. Such motivation can occur only on a wide scale in a healthy and dynamic corporate culture. And globalisation challenges corporate culture to evolve in several ways.

### **Cultural evolution.**

The first challenge is to maintain the best features of existing cultures while promoting necessary evolution. The cultural values of Japan and France are fundamental strengths for Nissan and Renault. To a large extent, internal cohesion relies on shared norms that individual employees acquire through the experience of school in each country. We must not discard these strengths.

But just as we could not have merged the two cultures without destroying value, so we must ensure that both be open in response to a new global imperative: diversity. To compete globally we must attract and motivate high-quality people close to our customers around the world.

Why should talented young people in other countries aspire to careers with Nissan or Renault if nationality bars their rise to the top? And why, as a customer, should you buy from a global brand that would never accept your son or daughter as CEO? It is by no means easy for people at Renault or Nissan, but we have embraced English as a language that allows us to communicate effectively with each other and with customers around the world.

Gender is as much a challenge as geography. Especially in Japan, where the labour force and population are poised to decline in size, we can no longer afford to ignore the existence of a large population of bright, well-educated and motivated women. We need their contribution and so we are actively recruiting women at all levels. We are aware, however, that we cannot simply expect women to thrive in a culture that in large measure traces its roots to engineering fraternities. We must make space for women, and in particular we must take into account their unique needs, which will often balance childbirth with a long-term successful career.

Generational transition is in fact a further challenge. Rather than entrench the privileges of seniority, a dynamic global corporate culture must promote the growth of the next generation. And so Nissan employees are learning to embrace cultural reforms such as promotion and compensation based on merit not seniority—essential features for a global company.

I naturally illustrate these challenges with examples from Nissan and Renault, but they are universally significant in this global era. In any discussion of mergers and acquisitions or transnational growth—and such discussion will no doubt only intensify in 2006—corporate culture should never be an afterthought. It is the key driver of value creation.

*From The World In 2006 print edition*

## **17. Scan the text. Then, summarize the information.**

## *Break Bread for Business*

If you're interviewing clients or meeting a prospective employer in a restaurant rather than an office, remember that actions speak louder than words. Knowing what to do when having lunch can make or break an offer or a deal. Here are tips to keep in mind.

- *Be in the present moment.* Limit glancing around the room; maintain a lot of eye contact with your guest(s). Your luncheon partner does not want to have a conversation with someone who is only half there.

- *Get there on time.* This sounds like common sense, but more than half (65%) of people run late. Don't push your time to the last minute or you'll be tardy. Take some reading or work with you, arrive early, sit in the lobby until your guest arrives. Or give yourself some time to think over how you want to approach the meeting.

- *Turn off your cell phone before entering the restaurant.* No one around you wants to hear your phone conversation. Never ignore your lunch companion to take a call. It's just rude.

- *If you are a woman and this is business, it's appropriate to stand up and firmly shake the hand of a business associate.* This overrides the old rule of staying seated. However, if the meeting is for your husband and you are present, you may stay seated as your spouse stands up.

- *Think of an opening statement to make for your introduction.* This is part of making your first impression, so make it good. Always use the guest's first name (if he or she is a client, not a prospective employer) either at the beginning or at the end of the statement. You could say, for example, "Thank you for taking the time to get together today, Katherine," When making group introductions, remember to start with the highest rank.

- *Small talk is important; don't leave it out.* The length of time for small talk depends on many factors. If you are meeting with a company's executives or high-end clients, the small talk is going to be quick; as short as one or two sentences.

- *Where does the napkin go?* Immediately after sitting, place the napkin in your lap. If you excuse yourself during the meal, place the napkin on the left-hand side of your plate or on your chair. This signals the server that you haven't finished.

- *What to eat and use first?* Bread and salad plates are always to the left and drinking glasses to the right. Utensils start from the outside in and the dessert fork is by the dessert plate.

- *Who picks up the tab?* If you invited the clients, then you're responsible for the check. If the meeting is jointly arranged, ask when scheduling the lunch or at the beginning of the meal about splitting the check. Waiting until the check arrives to ask about check splitting is awkward.

- *Leave a lasting impression.* A handwritten follow-up note to your client or to your prospective employer also is appropriate.

(Source: *Journal of Accountancy*, Aug2006, Vol. 202 Issue 2, p32, 1p.  
Item Number: 22039923)



## CHAPTER II

### INTRODUCING YOURSELF

*Work in groups of three. Read the information on the business cards.*

#### **Student A**

- Note the names on the business cards for students B and C.
- Introduce students B and C to each other.

#### **Students B and C**

- Respond when you are introduced.
- Ask each other two questions.

*Do the role play two more times. Change roles each time so that each student has a turn introducing the other two students.*

#### *Student A*

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Nikolai Ivanov <i>Accountant</i>	
PO Box 103, St. Petersburg, 193015 RUSSIA	<b>Tel: (812) 275-5626</b> <b>Tel/fax (812) 101-4046</b> <b>Email:ni@accounts.ru</b>

#### *Student B*

<b>Baires SegurosS.A.</b>	
<b>Eva Rosado</b> <b>Senior Manager</b>	
<b>Cervino 4924</b> <b>(B1765ETL)</b> <b>Buenos Aires,</b> <b>Argentina</b>	<b>+(5411) 4625-1796</b> <b>E-mail:R@baires.com.ar</b>

#### *Student C*

<b>Habermos GmbH</b>	
<b>Erica Schulz</b> <b>Product Manager</b>	
	<b>Steintwiete 47</b> <b>20459 Hamburg</b> <b>Germany</b> <b>Tel: +49(0) 40-56 91 65 56</b> <b>Fax: +49 (0)40-56 91 65 66</b> <b>Mobile: +49 (0) 177- 7 46 94 36</b> <b>E-mail: eschulz@habermos.de</b>

### Active vocabulary

#### Introducing people

I'm ...

My name's...

This is ...

He's / She's in sales.

He's / She's with Nokia

#### Asking about business

How's business?

#### Offering a drink

Would you like a drink?

How about a coffee?

Another drink?

#### Saying goodbye

See you later.

Nice talking to you.

#### Greetings

Pleased to meet you.

Nice to meet you.

Good to see you again.

You, too.

#### Replying

Not bad, thanks.

Fine. / OK. / Not too good.

Thanks very much. I'd love one

Yes, please. / No, thanks.

Goodbye. See you soon.

## NEGOTIATING: A NEW COMPANY CAR

*Work in pairs. Role play this situation. Student A is a sales representative for a computer company. You ask the sales manager for a new company car. Student B is the sales manager.*

#### **Student A**      *Sales representative*

You want an expensive new car.

Try to persuade your manager to let you have the car.

- You were the top salesperson last year.
- You travel thousands of miles each year.
- An expensive car makes the company look good.

Your competitors often call you to offer you a job at a higher salary, but you always refuse.

### **Student B Sales manager**

You do not want to give the salesperson a new car at the moment.

Try to persuade him or her to wait until next year.

- No other salesperson in the team has a new car this year.
- The company needs to save money this year.
- You want to spend any extra money on bonuses.
- You don't want this salesperson to leave the company.

### **Active vocabulary**

EMPLOYEE

#### **Describing the problem**

There's too much ...

There isn't enough ...

#### **Emphasizing the problem**

It's really important...

We need to...

#### **Making suggestions**

Why don't you...?

We could...

MANAGER

#### **Responding**

I'm sorry but...

I understand but...

#### **Explaining the reasons**

The problem is...

The reason is...

#### **Responding**

OK, I'll think about it.

All right. I'll get back to you.

## **STARTING A PRESENTATION**

*Work in pairs. Prepare an introduction to a presentation. Then introduce the presentation to each other. Choose role 1 or role 2, and use the notes to introduce your presentation. Add any information you wish.*

### **Role 1**

**Topic:** The launch of your company's new product

**Plan:** 1 The background to the launch

2 The features of the new product

3 The advertising and marketing plans

**Aim:** To give a clear idea of the sales potential of the product

### **Role 2**

**Topic:** Your company's new e-mail system

**Plan:** 1 The background

2 Why the company needed to change the system

3 How to use it and to report faults

**Aim:** To give a clear idea of how the new e-mail system improves communication in the company

### **Active vocabulary**

#### **Greeting**

Good morning / afternoon. I'm .. Hello, everyone. Nice to see you again.

#### **Topic**

My subject today is ...

I'd like to talk to you about...

I'm going to talk about...

### **Plan**

There are three parts to my presentation. My presentation is in three sections.

Firstly,...

Secondly,... Finally,...

### **Aims**

By the end of my presentation, you will have a clear idea of...

By the end of my talk, you will understand how / why ...

## **SOLVE THE PROBLEM**

*Role play these two telephone situations.*

1 Student A is a company employee who has arranged to meet Student B, a colleague from one of your subsidiaries. Explain that you cannot keep the appointment, and give a reason. Suggest an alternative day.

2 Student B is on a business trip to Sydney, Australia and wants to stay an extra day. Telephone the Qantas airline office. Talk to the representative, Student A, to arrange a different flight.

### **Active vocabulary**

<p><b>Answering the phone</b> Hello, Erik Hales speaking. Good morning, Madison Ltd.</p> <p><b>Making contact</b> I'd like to speak to Anna Schilling, please. Could I have the sales department, please?</p> <p><b>Identifying yourself</b> This is / My name's Marta Blanco. Marta Blanco speaking.</p> <p><b>Stating your purpose</b> I'm calling about ... The reason I'm calling is...</p> <p><b>Making arrangements</b> Could we meet on Monday at 10.30? How / What about April 10th? Is 11.15 convenient / OK?</p>	<p><b>Changing arrangements</b> I'm afraid I can't come on Friday. We've got an appointment for 11.00, but I'm afraid something's come up. Could we fix another time? I can't make it on ...</p> <p><b>Responding</b> That's fine / OK for me. Sorry, I can't make it then. No problem.</p> <p><b>Closing</b> Good. So, I'll see you on the 8th. Thank you. Goodbye. Right. / OK then. That's great, I'll see you ...</p>
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## DEALING WITH COMPLAINTS

Role play this situation.

One of you is the Production Manager for a power tools manufacturer. The other is a supplier of components. Role play the following telephone call. Use phrases from the Useful language box below.

<p><b>Production Manager</b> Ring your supplier to complain about some electric motors (order No. PV205) which have a number of defects (don't fit, not up to usual standard, etc.).</p>	<p><b>Supplier</b></p> <ul style="list-style-type: none"> <li>• Deal tactfully with the complaint.</li> <li>• Show understanding.</li> <li>• Get the facts.</li> <li>• Promise action.</li> </ul>
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### Active vocabulary

<p><b>COMPLAINING</b> <b>Making the complaint</b> I'm ringing to complain about... I'm sorry, but I'm not satisfied with ... Unfortunately, there's a problem with ... <b>Explaining the problem</b> The CD player doesn't work. There seems to be a problem with ... We haven't received the ... <b>Insisting</b> It really isn't good enough. I'd like to know why ... <b>Threatening</b> If you don't replace the product, I'll complain to the manager. If you can't deliver on time, we'll have to contact other suppliers.</p>	<p><b>DEALING WITH COMPLAINTS</b> <b>Showing understanding</b> Oh dear! Sorry to hear that. Mmm, I see what you mean. I'm sorry about the problem/delay. <b>Getting the facts</b> Could you give me some details, please? What happened exactly? What's the problem exactly? <b>Making excuses / denying responsibility</b> It's not our policy to replace items. It's not our fault that it hasn't arrived. I'm afraid that's not quite right. <b>Promising action</b> OK, I'll look into it right away. I'll check the details and get back to you.</p>
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## HOLD A MEETING

You are managers of a retail fashion chain called Space. You are holding your regular management meeting. Use the Managing Director's notes below as an agenda for your discussions. A different person should chair each item.

## 1 DRESS CODE

Following complaints from customers, we need to discuss ideas for a dress code for all employees, as well as guidelines^ on personal appearance"

2 POLICY FOR SMOKERS Non-smoking staff complain that staff who smoke take frequent 'cigarette breaks' outside the store. Should smokers work extra time to make up for the time lost?

## 3 COMMISSION PAYMENTS

At present, commission is based on quarterly sales at each store <sup>r</sup> and is divided equally between all staff. Now, our Sales Director wants each person to receive commission according to their individual sales.

## 4 END-OF-YEAR BONUS

Staff receive sales vouchers as an end-of-year bonus. The vouchers give discounts on a range of goods at major department stores. Some managers are proposing to issue no sales vouchers this year. Instead, staff will be invited to an end-of-year party.

## 5 STAFF TURNOVER

Staff tend to be young so employee turnover *is* high. As a result, training costs have increased dramatically. What can be done to keep staff longer?

### Active vocabulary

#### Starting

OK, let's get down to business. Right, can we start, please?

#### Setting objectives

The purpose of this meeting is, The aims of this meeting are...

#### Asking for reactions

How do you feel about...?  
What do you think?

#### Dealing with

#### interruptions

Could you let him finish, please? Could you just hang on a moment, please?

#### Keeping to the point

I'm not sure that's relevant. Perhaps we could get back to the point.

#### Slowing down

Hold on, we need to look at this in more detail.

I think we should discuss this a bit more.

#### Summarising

OK, let's go over what we've agreed.

Right, to sum up then ...

## NEGOTIATION: GIVING BAD NEWS

*Role play the negotiation below between a shop owner and a chocolate manufacturer. Be diplomatic.*

### Shop owner

- You want to order 50 boxes of deluxe chocolates at the quoted price.
- You want a 20% discount.
- You want 30 days' credit.
- You get a bonus if the order is over 100 boxes.

**Chocolate manufacturer**

- You don't give a discount for orders of less than 100 boxes.
- You want payment on delivery.
- You can deliver in three weeks.

**Active vocabulary**

**Diplomatically giving bad news**

I'm sorry, we weren't able to agree on this. I'm afraid your price is rather high.

**Using speculative language**

It would probably arrive late. It could be a problem. It may be difficult to deliver. We might not be able to do that.

**Using a past form to express disappointment**

We were hoping for... We were expecting...

**MAKING A DECISION**

*Role play this situation.*

*You are board members of a manufacturing firm. As your company is making a loss, you must cut costs. Hold a meeting to decide which one of these options to follow.*

- **Cut factory workers' wages by 10%**
- **Make 50 employees redundant**
- **Pay no end-of-year bonuses**
- **Reduce everyone's salary by 8%**

**Active vocabulary**

<p><b>Asking for the facts</b> Can you bring us up to date? Can you give us the background? Where do we stand with ...?</p> <p><b>Making a suggestion</b> We should sell out as soon as possible. Why don't we sell out?</p> <p><b>Disagreeing</b> I don't agree with that at all. I totally disagree.</p> <p><b>Identifying needs</b> We've got to get more information. We need more information about where we're going wrong.</p>	<p><b>Expressing doubt</b> I am worried about the store's location. I'm not sure about that.</p> <p><b>Making a decision</b> The solution, then, is to keep the store going. I think, on balance, we feel we should keep the store going.</p> <p><b>Stating future action</b> So, the next thing to do is ... What we've got to do now is ...</p> <p><b>Agreeing</b> You're absolutely right, ...totally agree with you.</p>
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## WHAT'S YOUR POSITION?

### Setting up

*Photocopy Game Sheet 1 and cut it into twenty cards: ten job title cards and ten job description cards. Give half your students a job title role-card and the other half the corresponding job description role-cards.*

### Playing the game

*The object of the game is for students to find their partners. To do this, they must move around the room telling (not reading!) their roles to each other until they have found the student with the corresponding card. When all the students have found a partner, let them introduce themselves to the rest of the class to see if they are correctly paired.*

### Game Sheet 1

<b>Managing Director</b>	Someone who heads a company and is responsible for its running.
<b>Executive Secretary</b>	Someone who does secretarial work for top management.
<b>Sales and Marketing Manager</b>	Someone who heads the department that advertises and sells the product.
<b>Sales Representative</b>	Someone who is responsible for selling the product to customers.
<b>Production Manager</b>	Someone who heads the department responsible for manufacturing the product.
<b>Personnel Manager</b>	Someone who heads the department responsible for staff matters, such as the hiring of employees.
<b>R &amp; D Manager</b> (research and development)	Someone who heads the department responsible for scientific research and the development of new products.
<b>Finance Director</b>	Someone responsible for running the company's financial affairs.



<b>Accountant</b>	Someone who keeps the accounts in the finance department.
<b>Receptionist</b>	Someone who sits in the lobby, answers the phone, and greets visitors.

**Game Sheet 2 Find the colleague who ...**

You are the Managing Director of the company and are in charge of running it. You've been with the company for 20 years. Your hobby is playing golf. You often play with business clients.	You are an executive secretary. You are the 'right hand' of the Managing Director. You've been with the company for 5 years. Your hobby is Italian cooking and in your free time you like to give dinner parties.
You are the Personnel Manager. You are in charge of staff matters, such as training programmes and hiring. You've been with the company for one year. Your hobby is gardening.	You are a sales representative. j Your job is selling the company's : product to customers. You've been with j the company for 2 years. In your free time you take evening classes to learn Japanese.
You are the Sales and Marketing Manager. You are in charge of your company's sales and marketing strategy. You've been with the company for 7 years. In your free time you like to go hiking.	You are an accountant in the finance department. Your job is keeping the company's books and accounts. You've been with the company for 4 years and are hoping for a promotion soon! In j your free time you like to read detective j stories.
You are the company's Production Manager. You head the department that makes the product. You are a newcomer to the company. In your free time you like listening to classical music.	You are the R & D Manager and are in charge of scientific research and the development of new products. You've been with the company for 9 years. In your free time you like to collect j butterflies.
You are the Finance Director and are in charge of the company's financial affairs. You've been with the company for 10 years. In your free time you take ballroom dancing lessons with your partner.	You are a technician in the production department and work on technical aspects of production. You've been with the company for 8 years. Your hobby is building and flying model planes. You spend every free minute on this hobby with your partner!

## WHAT'S YOUR PRODUCT?

### Setting up

*Photocopy Game Sheet 1. Cut out the word cards. Divide your class into a minimum of three groups. Give each group three word cards, chosen at random. If you have only three to five students, give each student three word cards and let them work on their own. Make sure the students understand the words or phrases on their cards.*

### Playing the game

*The object of the game is for each group to invent a new product that has all the features described on the three word cards. The groups then can either present their products to the class and vote on which is the most interesting, or students can mingle and try to 'sell' their products to the other students. Students may only vote for or buy one product, and it may not be their own group's product. The group or student that wins the most votes or sells the most products is the winner.*

### Game Sheet 1

high-quality components	a choice of fashionable colours	30-day money-back guarantee
unequaled performance	state-of-the-art design	eye-catching packaging
standard and deluxe models available	available in small, medium, and large	compact
high-tech design	all natural materials	user-friendly
completely reliable at all temperatures	on-site maintenance	sophisticated technology
distinctive style	durable	maximum speed of. . .
easy to use	48-hour delivery guaranteed	width of. . .
robust construction	one-year warranty	height of. . .
laboratory tested	portable	built-in safety features

## A DIFFICULT CHOICE!

### Setting up

*Photocopy Game Sheets so that there is a role-card and an information-card for every student in the class. Put the students in groups of six or more. Six of the students in the group will need the role-cards describing their position in a*

*fictitious company; any extra students are observers with the task of listening for the proper use of exponents.*

### **Playing the game**

*First review or brainstorm the language of expressing opinions, and agreeing and disagreeing politely. Then give the students time to read the information on their role-cards; make some notes to help them formulate their arguments and to study the exponents gathered on the board. When everyone is ready, let the Managing Director in each small group call the meeting to order. The Managing Director should listen to each individual's opinion as well as expressing his or her own. The aim of the game is to try to convince the others that the option you've chosen is best. However, the group must ultimately reach consensus.*

*After giving groups plenty of time to argue, the teacher should tell students that compromise will be necessary to make a decision. In a second round, every company member may cast a final vote, based on the arguments that convinced them most during the simulation. Make it clear that they do not have to vote for the product they argued for! The product with the most votes wins. If the observers are also given a vote, there is less danger that the result will be undecided. If the result is still a tie, the Managing Director may make the final decision. Compare the results and experiences of the small groups as a class. Ask any observers for their comments.*

### **Game Sheets**

**The Polar Bear Ice Cream Company, Ltd plans to introduce one of the following to the market next year:**

- a) Teddy bars: chocolate ice-cream on a stick shaped like teddy bears to appeal to children.
- b) Multivitamin bars: A 10-fruit sherbet on a stick with vitamins added for the health-conscious.
- c) Champagne-truffle bars: champagne-flavoured ice-cream with a chocolate truffle coating to appeal to adults.

**You are the Managing Director of the Polar Bear Ice Cream Company Ltd.** You will chair the meeting which is being held to choose your company's new product. Everyone at the meeting will help to make the decision. You are very interested in hearing the arguments and hope the group can achieve consensus. You personally favour option b and are against option c. When presenting your opinion,

**You are the Marketing Manager of the Polar Bear Ice Cream Company Ltd.** The General Manager has called a meeting to choose a new product. You are very much for option a and definitely against option b. When presenting your opinion at the meeting, remember to bring up market research reports and promotional issues to support your argument.

emphasize your concern for the image of the company and with making a profit.	
<b>You are the Export Sales Manager of the Polar Bear Ice Cream Company Ltd.</b> The General Manager has called a meeting to choose a new product. You are very much for option c and definitely against option b. When presenting your opinion at the meeting, remember to bring up your knowledge of the export market to support your argument.	<b>You are the Production Manager of the Polar Bear Ice Cream Company Ltd.</b> The General Manager has called a meeting to choose a new product. You are very much for option b and definitely against option a. When presenting your opinion, remember to bring up issues of production costs and feasibility to support your argument.
<b>You are the Domestic Sales Manager of the Polar Bear Ice Cream Company Ltd.</b> The General Manager has called a meeting to choose a new product. You are very much for option c and definitely against option a. When presenting your opinion at the meeting, remember to bring up your knowledge of the domestic market to support your argument.	<b>You are the Purchasing Manager of the Polar Bear Ice Cream Company Ltd.</b> The General Manager has called a meeting to choose a new product. You are very much for option a and against option c. When presenting your opinion at the meeting, remember to bring up the varying costs for the different ingredients involved to support your argument.

### Active vocabulary

In my opinion ... That's a good idea. I quite agree.

I'm afraid I see that differently.

I'm afraid I don't think that is a good idea.

Is that really such a good idea?

Don't you think it would be better to...?

It is surely far more important to ...

We can't ignore the fact that...

## THE BEST POLICY

*Discuss and decide which policy to take out.*

*You are the Travel Organiser for your company which has many executives travelling round the world. Because it is cheaper, you want to find a standard business travel insurance policy which will operate for any of your executives when they have a business trip which involves flying.*

Silver Lining Insurance		Executive Insurance	Loss Support Insurance	B.T. Insurance
Premium per flight + daily cost	£1.50 £1.00	£1.50 £1.50	£1.00 £1.25	£2.00 £1.00
Maximum medical benefits	£1 m	£500 000	£750 000	£No limit
Cover for journey delays	yes	no	yes	yes
Total claimable For loss of:				
*valuables	£250	£250	£200	£500
*cash	£200	£400	£200	£300
*personal belonging (clothing etc.)	£1 000	£1 200	£800	£1 000
*documents	£200	£250	£200	£200
*equipment(PC, fax,etc.)	£1 500	£2 000	£1 500	£3 000

### Active vocabulary

From the information we have, it seems to me that...

I would be inclined to choose

Policy .... looks the best available

... seems to cover everything we need

My choice would be...

Policy ... is obviously not | what we need| suitable for us.

## RELOCATING THE FACTORY

*Compare the solutions of different groups.*

*The factory used by Morecap pic is no longer big enough. More space is needed but it is not possible to build a new factory near the present one. They must move.*

The actions to be taken can be divided into 5 groups:

- a) Preliminary work
- b) Construction work
- c) Work related to Customer Relations
- d) Work related to new personnel
- e) Work related to existing personnel

## **In Groups**

*Put these actions, necessary to relocating the factory, in the correct position on the chart:*

1. Hold the opening ceremony.
2. Evaluate the information about the towns.
3. Create informative literature for all staff and customers.
4. Train new staff.
5. Have the new company stationery printed.
6. Hold a farewell presentation for the staff who are leaving the company.
7. Furnish the offices.
8. Engage an architect.
9. Move the staff that are transferring to the new factory.
10. Engage a relocation consultant.
11. Find out how many employees are going to move.
12. Arrange the levels of compensation or relocation expenses.
13. Visit the possible towns.
14. Recruit new staff.
15. Inform your customers.
16. Arrange for senior staff to see the new location.
17. Install the new production equipment.
18. Have the plans approved by the local government.
19. Have the proposals approved by the Board of Directors.
20. Write to development organisations in possible towns.
21. Draw up a short-list of towns.
22. Put the construction work out to tender.
23. Meet with the union representatives.
24. Engage a building contractor.
25. Build the factory.

## **Active vocabulary**

We have to X before we can Y

We can't X before we Y

We really shouldn't X until we have Y-ed

We could X and then we could Y

X-ing must come after Y-ing

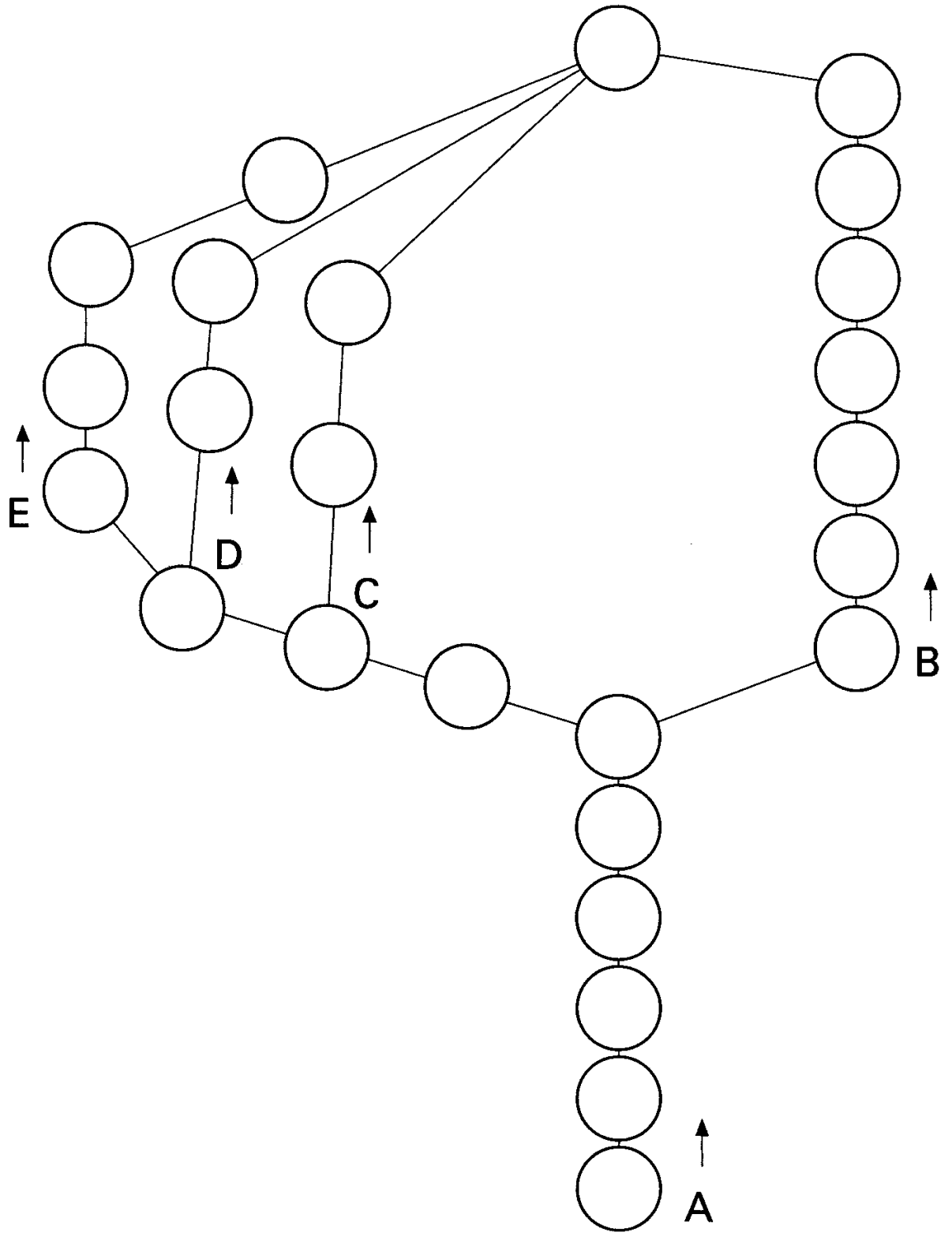
First we must X

Next we should Y

Oughtn't we to X later

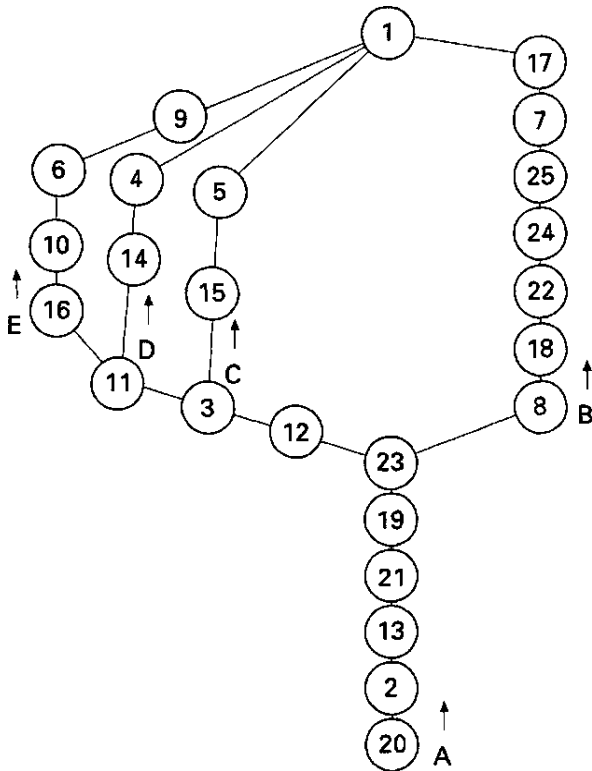
As soon as | we've X-ed we could Y

We could X and Y at the same time.



## The chart: relocating the factory

### Possible solution



## WORKING CONDITIONS

*This is a negotiation between an Office Services Manager and a Trade Union Representative. When you have read about the work of Office Services Departments in general and the specific points raised by the staff in this particular company, you will be given a role and also some extra information to help you to negotiate.*

*In pairs make a list of some of the cleaning / maintenance / purchasing installation enquiry / work which an Office Services Department may have to organise.*

### Extra information

#### ***The Office Services Department***

The job of the Office Services Department is to keep the company's buildings clean and in good repair and also to make sure that the employees have a good environment to work in. It looks after the general comfort of the company's staff, making sure that their surroundings and equipment comply with health and safety laws and allow them to work as efficiently as possible. Everything has to be maintained and, from time to time, replaced and so the OSD has to obtain information for all departments which need new office furniture and equipment.



### ***The Meeting***

A meeting has been arranged between the Office Services Department and the Trade Union Shop Stewards to discuss and find solutions to the following points that have been raised by the staff.

1. Complaints of headaches, said to be due to poor or wrong lighting.
2. Canteen queues are too long.
3. Staircases and corridors are dark and drab.
4. People working with VDU's suffer from tiredness and headaches.
5. Workers on the south side of the building are insufferably hot in summer, when the sun comes in.
6. Department heads have complained that staff are late more often than they used to be. The most frequent excuse is that buses are full and the staff have to wait for several buses before they get on one.
7. Many complaints of backache from staff who sit all day.
8. **Trade Union Representative**
9. **Special information for the Trade Union Representatives — the management must not know that you have this information.**
10. In order to prepare for your negotiation, form a group with the other Trade Union Representatives and read about your role.
11. Your main objective is to get the complaints dealt with as quickly as possible. There are four months of this financial year left and you have been told that there is still money in the Office Services budget as yet unspent.
12. REMEMBER — The management must not know that you have this information.
13. Discuss the possible solutions to each complaint with the others in your group and decide which you will press for when you meet the management.
14. Form a pair with an Office Services Manager and role play the meeting in pairs.

***Special information for the Office Services Managers — it would be undiplomatic if you told this to the Trade Union Representatives.***

*In order to prepare for your negotiation, form a group with the other Office Services Managers and read about your role.*

*There are 4 months of this financial year left but the remainder of your budget is promised for the total renovation of the Managing Director's office suite.*

*REMEMBER — It would be most undiplomatic to tell this to the Union Representatives.*

*Discuss the possible solutions to each complaint with the others in your group and decide which you will suggest when you meet the union.*

*Form a pair with a Trade Union Representative and role play the meeting in pairs*

### **Active vocabulary**

We | could | ask for

- They may consider doing X to improve things
- We can offer
- We would be willing to
- What would you say if we...?
- Our proposal would be to...
- We could accept this only if....

**STRENGTHS AND WEAKNESSES**

*In pairs, draw a typical organigram of a manufacturing company. You can choose the company's name, what it makes and how and where it operates but it has to include everyone who works in the company - not only the managers but also the secretaries, production workers, salesmen and supervisors etc.*

**Organigram of \_\_\_\_\_ Products \_\_\_\_\_**

***Work in Groups.***

*Then you will be given information about the characteristics of people born under various signs of the Zodiac. You will work in 3 groups. Each group will receive information about 4 different signs. Total 12 signs in all. Read the information carefully.*

*Find 2 other people both with different information from yours and complete your information by asking and answering questions. Next, in this group of 3 look at each of the Zodiac signs, decide which of the characteristics mentioned are important in the world of work (either positively or negatively).*

*Now for each Zodiac sign make a list of the characteristics.*

Aries	+	Libra	+
	-		-
Taurus	+	Scorpio	+
	-		-
Gemini	+	Sagittarius	+
	-		-
Cancer	+	Capricorn	+
	-		-
Leo	+	Aquarius	+
	-		-
Virgo	+	Pisces	+
	-		-

*Then discuss and decide which jobs in the company should be done by which people from which Zodiac sign(s).*

**The characteristics of people born under various signs of the Zodiac**

### **Aries 21 March to 20 April**

Courageous leaders, energetic, ambitious, lovers of new ideas, have a desire for quick results, impatient, insensitive to others, manipulative, quick-witted, unable to foresee difficulties, self-centered, unwilling to obey, punctual, prone to accidents and physical injury, over-optimistic.

### **Taurus 21 April to 20 May**

Hostile to change, industrious, reliable, practical, methodical, lazy, dislike exercise, creative, good founders of enterprises, work best in routine positions of trust and responsibility, horror of debt, good with their hands, enjoy music and art, love good food and luxury, practical rather than intellectual, fixed opinions, over-cautious.

### **Gemini 21 May to 21 June**

Versatile, able to see both sides of a question, take on too many projects, childish, demand others' time and energy, like life to be exciting and free of routine, kind, generous, don't take things seriously, worriers, intelligent, enjoy learning new things, good communicators, sometimes liars or confidence tricksters.

### **Cancer 22 June to 22 July**

Thick-skinned, unemotional, insensitive, intuitive, good memories, sympathetic, imaginative, determined, change opinions and loyalties easily, tactless, easily corrupted, moody, difficult, sometimes have an inferiority complex, a good sense of money, idealistic, easily flattered, good at looking after others.

### **Leo 23 July to 22 August**

Natural leaders, outgoing, outspoken, enthusiastic, inspire loyalty in others, practical, cheerful, brave, creative, dignified, delegate details, love pleasure and luxury, arrogant, intolerant, impetuous, suspicious of rivals.

### **Virgo 23 August to 22 September**

Dignified, charming, quiet, not very friendly, sensible, discrete, understand others' problems, enjoy learning, good with their hands, logical, analytical, easily discouraged, accept new ideas, careful with money, like routine, pay attention to detail, worriers, hypochondriacs, make mountains out of molehills.

### **Libra 23 September to 22 October**

Elegant, kind, hate cruelty, optimistic, co-operative, love harmony, hate conflict, artistic rather than scholarly, observant, dislike extremes, trustworthy with other people's money, women can be careless with money, over-enthusiastic for new causes, don't like being criticised, don't like dirty work, sometimes ambitious, want approval.

### **Scorpio 23 October to 22 November**

Unconventional, courteous, dignified, reserved, thoughtful in conversation, strong will-power, sensitive, quick to anger, religious, vindictive, love to be praised and flattered, discard friends when they are no longer useful, procrastinators.

### **Sagittarius 23 November to 22 December**

Idealistic, optimistic, generous, fair-minded, versatile, forgiving, religious, foresighted, good judgment, innovative, restless, ambitious, want to be leaders, enjoy travel, tactless, inconsiderate, quick-tempered, rush plans through immediately, expect too much of others, demand recognition for themselves, neglectful of their duties.

### **Capricorn 23 December to 20 January**

Serious, hard-working, persistent, over-cautious, economical with money, independent, achieve great results with minimum effort, can do several things at the same time, determined, resourceful, good organisers, respect discipline, good memories, lack originality, family life is important, selfish, pessimistic, practical business ability combined with tact.

### **Aquarius 21 January to 19 February**

Quiet, gentle, strong-willed, speak moderately, idealistic, don't respect authority, intelligent, inventive, logical thinkers, able to change their opinions if evidence shows they are wrong, make few friends, good judges of human nature, work well in a team, secretive, break promises.

### **Pisces 20 February to 20 March**

Dislike discipline, imaginative, versatile, popular with all kinds of people, easygoing, honest, let problems solve themselves rather than trying to solve them, they give more than they ask, loyal, home-loving, sympathetic, unreliable, gossipers, careless, impractical, indecisive in important matters, dependent on others, can turn to drink and drugs.

### **Active vocabulary**

There are X departments

There is a Y department with a Z section

The X Manager is responsible to the Y Manager

The X Manager is responsible for Z clerks

The X Manager needs to be..

A Virgo is good at..

A Scorpio hasn't got the right temperament for....

A Pisces is too...../ not...enough.

A Libra would cause problems as a...

## Case Study : APPLYING FOR A JOB

### Background

*High Profile Inc. (HPI) is one of the biggest sports agencies in the world. It works with famous sportspeople. It helps them to earn money from advertising and special promotions for big companies. HPI charges the sportspeople a commission based on the money they earn. The agency's head office is in Chicago, and it has offices in London, Frankfurt and Tokyo.*

*At present, HPI is interviewing two candidates for the job of marketing manager in its London office. Read the marketing director's notes.*

Skills required	Duties	Reasons
Communication skills	Meeting agents, persuading sportspeople to work with HPI	A lot of face-to-face contact with famous sportspeople
Teamwork skills	Organising and leading the team	There are 10 people in the office (4 in sales? Six in administration)
Negotiating skills	Negotiating contracts with clients	To increase profits at HPI
Speak two European languages	Presenting the work of HPI to agents and sportspeople	Most of HPI's clients are European sportspeople.
Interested in travel	Travelling to many European countries, meeting agents and clients and going to sport events	The marketing manager will spend 50% of their time travelling

### Work in groups of four.

*Read your role card and prepare for the interview.*

### Marketing director and Human Resources director

1. One of you interviews J. Walter (age 34, married, 2 children) first. The other interviews P. Madison (age 42, single). Then you interview the other candidates.
2. Check the candidate's personal details.
3. Ask questions about the candidate.
  - Why they want the job
  - Qualifications
  - Work experience
  - Skills
  - Interests

4. Ask any other questions you want to.
5. Ask the candidate if they have any questions.

### **Preparing for the interview**

You can offer:

- a salary of €80,000
- 3 weeks' annual leave
- a company car
- flexitime

You can invent any details you want.

### **Candidate 1**

***J. Walter: age 34; married, 2 children***

***Qualifications:*** A university degree and a diploma in marketing

***CV summary***

- Travelled round the world for a year
- Worked in a department store for 8 years
- Present job: chief buyer for a clothing manufacturer (5 years)
- Present salary: €64,000
- Reason for moving: you want a new challenge
- Interests: family and managing a youth football team

#### ***Preparing for the interview***

***Think about:***

- why you want the job.
- what questions you want to ask at the interview. You can invent any details you want.

### **Candidate 2**

***P. Madison: age 42, single***

***Qualifications:*** A degree in business studies

***CV summary***

- Left school at 16
- Worked for 5 years in a large company
- Went to university at 21
- Worked for several companies in sales
- Present job: manager for a sports goods store
- Present salary: €60,000
- Reason for moving: you want a more interesting job with travel
- Interests: art and sports

#### ***Preparing for the interview***

***Think about:***

- why you want the job.
- what questions you want to ask at the interview.

You can invent any details you want.

*Hold the interview.*

*The interviewers decide which candidate is best for the job and say why.*

**Writing**

*Write a letter to the successful candidate. Give the name of the position, the starting date, the salary and number of days of annual leave. Also tell the candidate where to report on the first day.*

Writing file( Example)

**Tilly's Trinkets Ltd**  
**62 Wardour Street**  
**London WC1**

Ms Jing Peng  
36 Hersham Rd  
Alton-on-Thames  
KT13JR

Dear Ms Peng

Re: Job application

We are pleased to inform you that you have been successful in your application for the position of secretary to the managing director at Tilly's Trinkets.

As agreed in the interview, we would like you to start on 1 October in our Wardour Street office. Your starting salary will be £20,000 per annum. You can take 20 days annual leave.

Please sign and return a copy of the contract enclosed to confirm acceptance of this offer. We look forward to hearing from you soon.

Yours sincerely

*Karen Gilbert*

Karen Gilbert  
HR Manager

Enc. Contract  
Cc: Elaine de Groove  
Managing Director

## **Case Study: WORK , REST AND PLAY**

### **Background**

ICON is a computer software company based in Los Angeles, USA. The Manager of its company travel service is making arrangements for some senior managers to attend a seminar in France.

The seminar starts on Friday July 5th and ends on Sunday July 7th. It will include meetings to discuss work problems and executive games to encourage teamwork. This is important because the participants are of different nationalities. The participants will expect to work hard, then relax, enjoy the amenities of the hotel, explore the surrounding area and have a really good time. The Manager of ICON's travel service wants to book a hotel which is both stylish and value for money.

### **Task**

*You are either: Manager, ICON'S travel service or Account Manager for Corporate Travel, Universal Airlines. You should keep these roles throughout the case study.*

### **Stage 1**

The Manager of ICON's travel service phones the Account Manager for Corporate Travel at Universal Airlines. He asks Universal to propose three hotels in France for the seminar. The Account Manager of Corporate Travel asks for more details about the seminar and its participants. Manager, ICON's travel service: **Case Study Card 1**. Account Manager, Universal Airlines: **Case Study Card 2**.

Read your information files. Then role play the telephone conversation and arrange to meet one day the following week.

### **Stage 2**

The Manager of ICON's travel service has to change the date of the meeting. Read your information files and role play the telephone call. Manager, ICON's travel service: **Case Study Card 3**. Account Manager, Universal Airlines: **Case Study Card 4**





### Chateau Munford \*\*\*

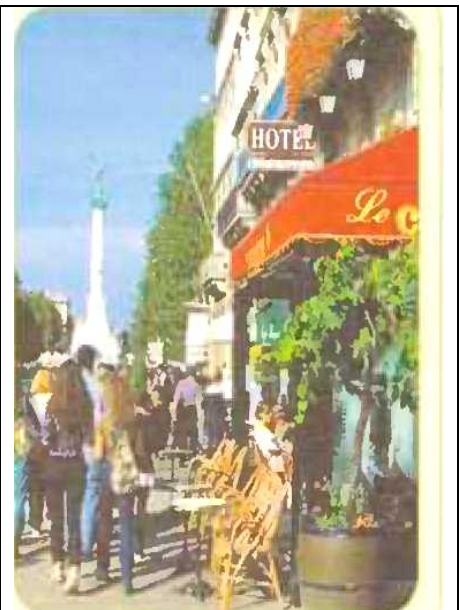
Description: 18th century castle; 35 rooms  
Location: In the countryside. Bordeaux - 30 km;  
airport - 25 km; railway station - 20km  
Restaurant: French cuisine. Excellent vegetarian food.  
Price: ₺200 per room per night. Cost of meals per  
day: ₺50. Group discount: 20%  
Conference facilities: 1 large room, 3 small rooms.  
Other facilities: Swimming pool, Gym, Bar  
Disabled facilities on the ground floor only. No  
smoking.  
Free visits to a nightclub (Sat evening).

### Hotel Marine \*\*\*

Description: Modern hotel; 68 rooms  
Location: On the seafront in the Bay of Arcachon; Bordeaux - 60  
km; airport - 50 km; railway station - 1.5 km  
Restaurant: International cuisine. Vegetarian menu available  
Price: ₺ 150 per room per night. Cost of meals per day: ₺80.  
No discount for groups  
Conference facilities: 2 large rooms, 2 smaller rooms. High-tech equipment  
Other facilities: Bar, Satellite TV, Modem point. Air conditioning Smoking areas  
in hotel lounge only. Disabled facilities on ground floor only.  
Outdoor activities including golf, horse-riding, wind-surfing, fishing and boat  
trips.

### Hotel Splendide\*\*\*

Description: Modern hotel (built in 1992); 120  
rooms Location: In Bordeaux city centre in a large  
pedestrian zone. Airport -15 km; railway station -  
15 km; hotel shuttle bus to and from the airport  
Restaurant: French and Italian cuisine. Vegetarian  
menu available.  
Price: ₺220 per room per night. Cost of meals per  
day: ₺80.  
Group discount: 10%  
Conference facilities: 1 large rooms, 3 small rooms.  
Basic equipment.  
Other facilities Bar, Satellite TV, Modem point,  
Air conditioning No smoking. Disabled facilities  
on all floors.



### Stage 3

The Account Manager at Universal Airlines sends information about three possible hotels for the seminar to the Manager, ICON's travel service. They are all in Bordeaux, or in the surrounding area. At the meeting they discuss the three proposals and choose one of the hotels for the seminar. Role play the discussion.

### Useful notes

#### Vocabulary for intercultural communication

##### American /British English

billboard / hoarding  
coach class / economy class  
elevator / lift  
parking lot / car park  
round trip / return (ticket)  
carry on baggage / hand luggage  
downtown / city centre  
freeway / motorway  
resume / CV  
subway / underground  
schedule / timetable

#### Case Study Card 1

##### Stage 1: Manager, ICON Travel Service

The Account Manager for Corporate Travel will ask you some questions about the seminar and its participants. Use this information to answer his/her questions.

No of participants	<ul style="list-style-type: none"><li>• 20 (Male 12 / Female 8)</li></ul>
Requirements	<ul style="list-style-type: none"><li>• Single rooms for all participants, conference room and 3 smaller seminar rooms</li></ul>
Arrival	<ul style="list-style-type: none"><li>• Most will arrive on Friday afternoon, a few will come later</li></ul>
Departure	<ul style="list-style-type: none"><li>• After 5 p.m. on Sunday evening</li></ul>
Type of hotel	<ul style="list-style-type: none"><li>• A comfortable stylish hotel in an interesting area</li><li>• 3- or 4-star hotel, if possible</li></ul>
Equipment required	<ul style="list-style-type: none"><li>• Overhead projector, flip chart, PowerPoint, VCR</li></ul>
Meals required	<ul style="list-style-type: none"><li>• Friday evening: dinner; Saturday and Sunday: breakfast, lunch, dinner</li></ul>

Special requirements	<ul style="list-style-type: none"> <li>• Two participants are vegetarian.</li> <li>• Four do not drink alcohol.</li> <li>• One participant uses a wheelchair.</li> <li>• Six are smokers.</li> </ul>
Meeting	<ul style="list-style-type: none"> <li>• Suggest a meeting next Wednesday</li> </ul>

### **Case Study Card 2**

Stage 1: Account Manager, Universal Airlines

When the manager of ICON'S travel service calls you, find out the following information.

- Participants: how many male? female?
- Arrival and departure times
- What kind of hotel do they want?
- Any special equipment for the seminar?
- Meals: When? How many?
- Any special requirements? For example, do any participants smoke?
- Anything else?

Meeting Agree to meet

### **Case Study Card 3**

Stage 2: Manager, ICON Travel Service

You must rearrange your meeting with the Universal Airlines Account Manager. Here is your diary for the week.

	Morning	Afternoon
Monday	All-day meeting to discuss the department's budget	
Tuesday	Meeting & dental appointment	
Wednesday	All-day training session	
Thursday	Interviewing candidates until 4 p.m.	
Friday	Department meeting until 2.30 p.m.	

### **Case Study Card 4**

Stage 2: Account Manager, Universal Airlines

You must try to arrange a suitable day and time for your meeting with IDP's travel service Manager. Here is your diary for the week.

Monday	Morning	Afternoon

	All-day visit to a conference centre	
Tuesday	Free	Appointment with your son's headmaster at 3 p.m.
Wednesday	Free after 10.30 a.m	Free
Thursday	Entertaining foreign visitor all day (including the evening)	
Friday	Presentation to Board	Free after 3 p.m.

This style of e-mail is similar to a standard business letter. The ending can be the less formal *Best wishes* or *Best regards* or the more formal *Yours sincerely*, depending on how well the writer knows the recipient.

**Writing**

*As the Account Manager for Corporate Travel at Universal Airlines, an e-mail to the manager of the hotel chosen for the seminar. Confirm the booking, giving details of the number of participants, arrival and departure times, meals, equipment and any other special requirements.*

Writing file( Example)

**E-mails**

To...	<a href="mailto:tom.hunt@promoworld.com">tom.hunt@promoworld.com</a>
From...	Harry King
Cc...	<a href="mailto:mary.fowler@audiovision.com">mary.fowler@audiovision.com</a>
Bcc...	<a href="mailto:claudia.stahnke@audiovision.com">claudia.stahnke@audiovision.com</a>
Subject:	Friday's meeting
Tom	
Just to confirm that we will be able to attend the meeting next Friday. I'll be with our Sales Director, Mary Fowler.	
Harry	

Be careful to type in all e-mail addresses accurately.

Bcc means blind copy (a copy will be sent to this person but other people will not know this)

E-mails are often used for brief communications.

To...	JohnWaters( <a href="mailto:John.Waters@sitco.com">John.Waters@sitco.com</a> )
From...	Peter Lewis
Subject:	Extension of trading agreement
Dear Mr Waters	
It was very good to see you again at our meeting in Paris on 16 July. I hope you had a safe journey home afterwards.	

We agreed that your company will continue to represent us and to promote the full range of our services throughout Europe, the Middle East and North Africa for three years with effect from 1 August. During this period we expect to see an increase of at least 15 percent in the value of business we do in this region.

Full details of the payments we will make and the expenses we will cover are included in the attached agreement. Can you please check this and, if all is in order, sign and return one copy of the agreement to me.

We look forward to continuing to develop our business in the region in association with yourselves.

Best wishes  
Peter Lewis  
Managing Director  
Mesnik Professional Services  
397 City Lane  
London EC2 3RW

This style of e-mail is similar to a standard business letter. The ending can be the less formal *Best wishes* or *Best regards* or the more formal *Yours sincerely*, depending on how well the writer knows the recipient.

## **Case study: AURIC BANK**

### **Background**

*'We constantly review our business in order to provide customers with excellent service at competitive prices. As part of our major reorganisation, we've been looking at the cost of customer services. We have a range of options. We can make changes in-house, outsource call centres to areas within the UK or outsource off-shore to low-cost countries such as India.'*

*Graham Hammond, Chief Executive, Auric Bank.*

The Chief Executive made the statement above to a group of investors three weeks ago. Auric Bank (AB) lost J1.5 billion last year because it invested in unprofitable areas of business. Since then AB has earned out a major review of its operations. It has concluded that:

1. customers believe AB is charging too much for its services;
2. AB no longer has the image of a 'caring' bank which is close to its customers and understands their needs;
3. the bank needs to reduce costs to boost its profits and share price.

To cut costs and increase efficiency, AB is now considering a number of options concerning the location of its call centres.

## **The call centres**

AB has approximately 2,500 employees working in three large call centres located in cities in the South of England. The company's headquarters are in London. There are four options that the directors of the bank are considering.

### **Task**

*Work in groups of four. You are directors of AB.*

- 1. Choose a case study card. Read your role card and prepare for a meeting to consider the four options.*
- 2. Discuss the advantages and disadvantages of each option.*
- 3. Try to persuade the other directors that your option is the right one for AB.*

### **Extra information**

#### **Opinion 1: Keep the call centres in-house**

Keep the call centres in their present locations but try to reduce costs by:

- using more part-time employees
- reducing the hours of business of the centres
- increasing the targets for the number of calls handled per hour

Estimated cost of running the centres for the next five years: \$16 million.

Estimated savings by introducing changes above: \$3 million.

#### **Opinion 2: Outsource the call centres to a company based in South Africa**

Use Resource Pic, a Cape Town firm. They can set up the call centres in Cape Town and run them.

- the firm has an excellent reputation for reliability and good service
- it has a lot of experience in running centres

Cost of the contract with Resource PLC to run the call centres for the next five years: \$8 million.

#### **Opinion 3 Outsource the call centres to a company based in Scotland**

Use Orion PLC, a Scottish firm

- the firm is new; its managers are young
- it has several contracts with big companies
- it is experienced in running call centres
- some customers have complained in newspapers that the lines are always busy

Cost of the contract with Orion PLC to run the call centres for the next five years: \$10 million.

#### **Opinion 4: Outsource the call centres to a company based in India**

Use X-source India, a company based in Bangalore.

- X-source India is expanding fast
- it has contracts with several large US companies

- it has no problems hiring staff and its costs are low
- Cost of the contract with X-source India to run the call centres for the next five years: \$5.5 million.

<p><b><u>Case study card 1</u></b></p> <p>Student A You want AB to use the firm in India, X-source India. You think:</p> <ul style="list-style-type: none"> <li>• many American firms cut costs by outsourcing to India.</li> <li>• the employees will be very skilled - mostly university graduates.</li> <li>• service will be fast and efficient.</li> <li>• the contract will be cheap.</li> </ul> <p>If AB chooses one of the other options, you do not feel:</p> <ul style="list-style-type: none"> <li>• the cost savings will be sufficient</li> <li>• AB will not be able to reduce the prices it charges its customers</li> <li>• You feel running call centres is time-consuming and distracts the bank from developing its main business.</li> </ul>	<p><b><u>Case study card 2</u></b></p> <p>Student B You want AB to keep their call centres in-house, in the south of England. You think AB staff in the call centres:</p> <ul style="list-style-type: none"> <li>• can give customers a personal service.</li> <li>• know the bank's products and services well.</li> <li>• can build relations with customers.</li> <li>• will show customers that AB is still an 'English' bank.</li> </ul> <p>If AB chooses one of the other options, you feel:</p> <ul style="list-style-type: none"> <li>• the unions will be against the move and cause trouble.</li> <li>• the quality of service will not be as good.</li> <li>• data protection could be a problem (personal details might not be 'secure').</li> </ul>
<p><b><u>Case study card 3</u></b></p> <p>Student C You want AB to use Resource PLc, the South African firm. You think:</p> <ul style="list-style-type: none"> <li>• Resource PLc will manage the call centres efficiently.</li> <li>• staff will be trained to sell the Bank's new products and services.</li> <li>• Resource PLc is not the cheapest but it offers value for money.</li> <li>• its staff have telephone voice</li> </ul>	<p><b><u>Case study card 4</u></b></p> <p>Student D You want AB to use Orion , the Scottish firm. You think:</p> <ul style="list-style-type: none"> <li>• the cost of the contract is very reasonable.</li> <li>• there are many skilled workers in the area.</li> <li>• the move will create a lot of jobs in the area (good public relations for AB).</li> <li>• there will be good data protection.</li> </ul>

<p>training and are extremely professional.</p> <p>If AB chooses one of the other options, you feel:</p> <ul style="list-style-type: none"> <li>• reducing the hours of business at the in-house call centres is not a good idea.</li> <li>• the Scottish and Indian companies have taken on too much business so there may be problems getting through.</li> </ul>	<p>If AB chooses one of the overseas options, you feel:</p> <ul style="list-style-type: none"> <li>• personal information may not be secure.</li> <li>• service will not be as good.</li> <li>• employees will not know enough about AB's customers or its products.</li> <li>• You do not think the cost saving suggested for the in-house call centres are sufficient.</li> </ul>
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**Writing**

*Write a short report to the Chief Executive giving both a summary of the four options .*

Writing file( Example)

**Reports**

A report should be well organised with information in a logical order. There is no set layout for a report. It will depend on:

- a) the type of report
- b) the company style

The format used here is suitable for formal reports:

- title
- executive summary
- introduction
- findings
- conclusion
- recommendations

Business Software plc

**Product report**

Executive summary  
 We have been contacted by Lenz AG, a German manufacturer of mobile telephones, and asked about the possibility of a co-operation agreement. We would adapt our business software for use in their products. Tests show that their product is a very good one and popular with our target market.

Introduction  
 This report will look at:

- the hardware manufacturer and their equipment
- software that could be used on their mobile phones

The *executive summary* is a summary of the main points and conclusion of the report. It gives the reader a quick overview of the total situation.

The *introduction* shows the points that will be looked at.



- the advantages of working together
- recommendations for action

### Findings

1 Lenz has been developing cheap, small-scale electronic devices for thirty-five years. In the last five years they have focussed on more expensive mobile phones for businesspeople. These have been very successful. One in four mobile phones for the business market is a Lenz.

2 Our new 'Executive Organiser' software has a lot of attractive features for the travelling businessperson (e.g. address book, e-mailware, voice recorder, street finder function, etc.)

3 Market research shows that there is a big interest in our products being used on machines apart from computers.

### Conclusion

The two companies have products which fit well together.

### Recommendation

We should have a meeting with representatives from Lenz as soon as possible to discuss a joint venture between our companies, with the aim of putting our software onto their mobile phones.

Tracy Cruickshank Research and Development  
Director 19 October 2012

The *findings* are the facts discovered.

The *conclusion* is what you think about the facts and how you interpret them.

*Recommendations* are practical suggestions to deal with the situation and ideas for making sure future activities run more easily.

## Case study: EMPLOYEE DEVELOPMENT

### Background

Suave Ltd is a busy manufacturing company. They produce men's shirts in a highly competitive market. At the moment they export about 40% of their production and they know that, in the current economic climate, increasing exports is the most promising growth area for their business and a new export sales manager is soon to be created. Two years ago Suave Ltd were taken over by a forward-looking company, a fabric manufacturer whose business complements theirs.

Since the takeover many changes have been made, including the introduction of computer-assisted cutting equipment. This has resulted in an

increase in production but with no increase in the amount of fabric used. There has, therefore, been an increase in profits.

The parent company encourages a generous budget for training, both for shop-floor workers and for management.

**Task.**

*Look at the information about possible courses for senior management and decide who you would send on a course and which course you would choose. (You can choose more than one manager and more than one course if you wish.)*

*Consider the following executives for courses:*

**Decision Grid**

	<b>Needs</b>	<b>Course</b>
Managing Director		
Production Manager		
Finance Manager		
Personnel Manager		
Export Sales Manager		
Domestic Sales Manager		
Other .....		

**Course One: Effective Speaking**

**Length of Course:** 1 day

**Topics Covered:** Planning and giving a presentation

- ✓ Selecting and using visual aids
- ✓ Presenting arguments / ideas persuasively
- ✓ Managing nerves
- ✓ Keeping the audience interested
- ✓ Dealing with questions confidently

**Who should attend:**

Most managers will benefit from this course particularly those who need to present an idea confidently and effectively to any number of people.

**Course Two: Effective Meetings**

**Length of Course:** 1 day

**Topics Covered:** Preparing an agenda

Room layout and seating Effective visual aids Managing time during the meeting Lubricating discussion Contributing effectively Follow up

**Who should attend:**

Anyone who participates in meetings, runs meetings, or takes part in decision making.

### **Course Three: Recruitment Interviewing Skills**

**Length of Course:** 1 day

**Topics Covered:** Preparation of the job description

- ✓ Comparing the different advertising methods
- ✓ Defining the ideal candidate
- ✓ Preparing for the interview
- ✓ Making an interview plan and conducting the interview
- ✓ Behavioural skills and body language
- ✓ Evaluating the success of interview methods

**Who should attend:**

Anyone who has to choose new staff to join their organisation and wants to make sure that they choose the best person for the job.

### **Course Four: Building and Leading a Team**

**Length of Course:** 2 days

**Topics Covered:** Choosing and motivating a good team

- ✓ Creating an atmosphere which produces good teamwork
- ✓ Identifying and eliminating factors which reduce good teamwork
- ✓ Using individual strengths
- ✓ Improving communication within the team
- ✓ Leadership skills
- ✓ Producing an action plan and monitoring it

**Who should attend:**

Newly-appointed team leaders or managers. Managers whose success is likely to be affected by the performance of their team and teamwork.

### **Course Five: Time Management**

**Length of Course:** 2 linked days with 3 weeks in between

**Topics Covered:** Analysing how time is spent

- ✓ Deciding on priorities and allocating time
- ✓ Identifying time-wasters and eliminating them
- ✓ Delegation
- ✓ Controlling workload, paperwork and interruptions
- ✓ Your diary/personal organiser

**Who should attend:**

All who want to achieve more in less time and who want practical ideas and techniques that they can apply immediately.

### **Course Six: Stress Management Length of Course:** 2 days

**Topics Covered:** Understanding stress and how to use it as a motivator

- ✓ Positive stress reduction strategies
- ✓ Avoiding negative strategies such as drink and drugs
- ✓ Relaxation techniques
- ✓ Practical ways of managing stress to maintain and improve effective performance in yourself and others

**Who should attend:**

All those who may be under stress themselves or who have managerial responsibility for sustaining the performance or motivation of staff.

**Variation**

*The information about the courses could be distributed in such a way that it was possible to include an information gap element in the activity*

**Case study: TRADE FAIR VENUE****Background**

You are a project manager for Confix, a company specialising in arranging conferences and conventions. You have to organise a Trade Fair for organisations who train people in using all forms of new technology. The Trade Fair has to attract people from all over the world both as exhibitors and visitors.

***In pairs***

*Discuss and decide what amenities are important in the city where the Trade Fair will be held. Consider these points and fill in Table 1 :*

Table 1:	Delegates' Needs
The city (Historic/Industrial)	
The weather	
Transport (to the city)	
Transport(in the city)	
Food/Restaurant	
Hotels	
Entertainment	
Shopping	
Sightseeing	
The country	

**In Groups**

*Now you will be given information about various venues and the facilities that they offer. You will start by dividing into 2 groups. Each group will be given information about 3 of the 6 possible venues. Read the information carefully and, in pairs, summarise it and fill in as much as you can of Table 2.*

**In Pairs**

Now exchange information with someone who had information about the other 3 venues and fill in the rest of Table 2.

***Finally choose the Trade Fair Venue according to the needs of the client defined at the bottom of your 'Information on Venues' sheet.***

## **Information on Venues 1**

### **Calgary, Canada**

The convention centre was opened 2 years ago at a cost of £1 billion with an auditorium for 3,500, restaurant facilities for 2,200, plus 20 other meeting rooms for between 100 and 620 people. It has a concert hall for 2,500, a theatre for 500, plus an exhibition area of 3,000 square metres. Calgary is a rapidly developing city with an efficient bus and underground system. It is home to the annual 'Stampede' which attracts 1.5 million visitors every year.

### **Nairobi, Kenya**

Nairobi is the centre of the East African safari tourist trade which is at its peak between November and April. The Koi Conference Complex is due to be opened in 2 months time at a cost of £30 million. It is designed to house sport, music, trade fairs and conventions. The large assembly hall will seat 9,000 delegates with an additional 5 conference rooms accommodating a total of 6,500. It is a multi-purpose building in the centre of the capital of a rapidly developing 3rd World nation. It has 5,000 square metres of exhibition space.

### **London, UK**

The East London (Docklands) Conference Centre which opened in February can host events with audiences of up to 12,600. The seating can easily be moved to provide 7,900 square metres of exhibition space. Other rooms can accommodate between 70 and 400 people. Docklands has a newly-built railway link with the City and other areas of London. There is a wide range of hotel accommodation in the West and Central London area.

### **Task**

*Collect information about the other 3 possible venues. FINALLY choose the best venue for the Trade Fair. You will have to explain your choice to the committee of organisers.*

*Your clients want:*

- a) to accommodate at least 150 exhibitors*
- b) to hold an opening dinner for 1,500 people (exhibitors, visitors, local business people, government representatives, etc.)*
- c) to offer smaller meeting rooms for exhibitors to have meetings with possible clients*
- d) to offer exhibitors good facilities for entertaining visitors*
- e) video-conferencing facilities*
- f) the most modern technological aids (sound / visual systems etc.)*
- g) to attract the maximum number of visitors*

## **Information on Venus 2**

### **Hawaii, US**

The Convention and Exhibition Centre was opened last year with a conference hall for 2,600. It has other meeting rooms with capacities ranging from 40 to 600. Facilities include modern sound equipment, theatre lighting and simultaneous translation. The total exhibition space is 22,700 square metres divided into 3 areas. Hawaii has a worldwide reputation as a beautiful island and a tourist centre.

### **Paris, France**

The conference centre which opened this year in Paris - the food capital of the world - is an extension of existing facilities. The combined complex will accommodate 5,000, with one auditorium seating 1,000, another for 700 and a third for 350. In addition there are several smaller meeting rooms with capacities ranging from 20 to 100. One auditorium can easily be adapted to provide an exhibition area for 130 stands. Another can be adapted to provide banqueting facilities. The centre can provide all the usual exhibition and conference equipment. The Paris Metro is now one of the most modern city transport systems in the world with high speed lines to areas outside the city centre.

### **Saporro, Japan**

The International Conference Centre was opened just over a year ago. The main hall will seat 3,000 and there are 16 other meeting rooms with capacities ranging from 40 to 1,000. Equipment provides for simultaneous translation, audio-visual presentations and many other features. The nearby Palace and Yokosaki Hotels provide excellent accommodation. Video-conferencing facilities should be fully operational within the next 6 months.

### **Task**

*Collect information about the other 3 possible venues. FINALLY choose the best venue for the Trade Fair. You will have to explain your choice to the committee of organisers.*

*Your clients want:*

- a) to accommodate at least 150 exhibitors*
- b) to hold an opening dinner for 1,500 people (exhibitors, visitors, local business people, government representatives, etc.)*
- c) to offer smaller meeting rooms for exhibitors to have meetings with possible clients*
- d) to offer exhibitors good facilities for entertaining visitors*
- e) video-conferencing facilities*
- f) the most modern technological aids (sound / visual systems etc.)*
- g) to attract the maximum number of visitors*

Table 2:	Calgary Canada	Hawaii US	London UK	Nairobi Kenya	Paris France	Saporro Japan
Exhibition space						
Banqueting facilities						
Seminar rooms						
Transport facilities						
Hotels						
Restaurant facilities						
Video facilities						
Special equipment						
Other facilities						

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