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ДЕЛОВОЙ ИНОСТРАННЫЙ ЯЗЫК
Учебно-методическое пособие для студентов магистратуры

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Учебно-методическое пособие включает тексты и задания для обучения студентов магистратуры практическому владению деловым иностранным языком в сфере профессионального общения.

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Introduction

Первостепенным направлением развития современного высшего образования является подготовка специалистов, готовых и способных работать в конкурентных условиях производства и бизнеса. Профессиональная компетентность современного специалиста предполагает не только владение узко-профильными знаниями, умениями, навыками, но и способность к коммуникациям в различных сферах профессиональной и социальной жизни.

Цель учебно-методического пособия – формирование коммуникативной компетентности специалиста на основе компетентностного подхода к обучению в соответствии с требованиями ФГОС. Коммуникативная компетентность – это умение корректно выстраивать ролевое коммуникативное поведение адекватно ситуации общения на родном или иностранном языке. Деловое общение – это широкий спектр коммуникативных ситуаций в разноплановых целевых аудиториях, начиная от необходимости общения с руководством, коллегами, партнерами, клиентами и заканчивая неформальной встречей вне работы.

Curriculum Vitae

1. Work in groups. Discuss these questions.

1. What makes a good CV?
2. How long should it be?
3. What should it contain?

2. Read what a human resources manager says about CVs and compare your ideas in ex. 1.

There's lots of advice on CVs and a lot of it differs so it's hard to say exactly what the perfect CV is. I'd say a good CV should cover no more than two sides of A4 paper and be divided into clear headings. The first section should include personal details: name, address, telephone number, email and things. Some employers like to see a photo, too. You can always phone the company and find out.

Next comes education and qualifications starting with the most recent things. The third section deals with work experience – again starting with the most recent job. I think it's important here to be brief so use bullet points and. You don't need to use complete sentences as long as it's very clear what you've done.

Following this is the section on professional skills. Show the employer your abilities, including your ability to use IT and foreign languages.

Finally, detail your interests. An employer likes to know what kind of person you are and things like team sports, for example, show this.

Perhaps the most important thing is to show how you meet the criteria in the job advertisement. Make it easy for the employer to ask you to an interview.

Presentation is also important. Good quality paper and a clear typeface make a difference. And once you've written your CV check your grammar and spelling carefully.

Use **action verbs** to describe your experience. They attract attention and demonstrate that you are an 'action' person. What are these typical action verbs in your language?

achieve		introduce	
co-ordinate		manage	
create		organise	
develop		plan	
direct		research	
establish		set up	
implement		supervise	

3. Read the text again. Are these statements true or false? Correct any false statements. How is this advice different to CVs in your country?

1. A CV should be no longer than two pages.
2. You should always include a photograph.
3. You put the most recent experience first.
4. You should write in full sentences.
5. An employer is not interested in your hobbies and interests.
6. You should adapt your CV to the job description.
7. You should use good quality stationery.
8. You should make sure there are no grammar and spelling mistakes.

4. Now look at the CV. Does it follow the advice above?

Resume / CV

Thomas Crown

Objective Seeking an International Sales Management position in Information Technology where my extensive sales experience will be used to the full

Experience	2003-present	Intel Inc.	London, UK
-------------------	--------------	------------	------------

National Sales Manager

- Increased sales from £60 million to £100 million.
- Implemented Internet sales grossing £25 million.
- Doubled sales per representative from £5 to £10 million.

2001-2003 Teletron Systems Edinburgh, UK

Northern Sales Manager

- Increased regional sales from £95m to £200m.
- Suggested new services adding £35m to revenue.
- Expanded sales team from 30 to 60 representatives.

1999-2000 ESS Holdings Cambridge, UK

Senior Sales Representative

- Increased sales by 300% annually.
- Closed deals with 100 major new accounts.

- Won over 25 competitor clients - adding £50 million to revenue.

1996-99 ESS Holdings Cambridge, UK

Sales Representative

- Increased sales by 300% annually.
- Awarded company's top sales award each year.
- Developed 'Winning Presentations' training course.

Education

1992-96 London University

London, UK

- BA, Business Administration & Information Systems
- Captain of University Rugby Club

• 1988-92

St Andrew's School

Plymouth, UK

- 4 GCE 'A' Levels
- President of school's Drama Society

Interests St Andrew's Board of Governors, rugby, drama, chess

17 King's Terrace, Richmond, Surrey, UK Tel: +44 181 123 456 Email:
tc@repu.co.uk

5. Draft your own CV using the sample form below. The words in *italics* will give you some ideas how to present each section in a CV.

Curriculum Vitae

NAME

DATE OF BIRTH

ADDRESS

NATIONALITY

TELEPHONE

SEX

EDUCATION

WORK

EXPERIENCE

June - August

Merrill Lynch: Private Banking Intern

1999

Skills gained:

- *working in a team*
- *report writing*
- *working to deadlines*
- *supervision of others*
- *liaison with clients*

**ACTIVITIES &
INTERESTS**

..... -

Cellist in school and college orchestra

Skills gained:

- *performing in public*
- *social skills*

..... -

***Publicity officer, College Geographical
Society***

Skills gained:

- *managing a budget*
- *working to tight deadlines*

Summer 1998

Travel round Eastern Europe

Skills gained:

- *planning and organizing*
- *independence*

**ADDITIONAL
SKILLS**

- *clean driving licence*
- *conversational French*
- *computer literate, Microsoft Office,
Excel and Word*

REFERENCES

***Prof. N Smart
Kings Charles College***

***Mr T Davis
Merrill Lynch***

London WC1Z 9ZZ
(Tutor)

London EC3T 2NB
(Employer)

6. Show your CV to a partner / your teacher. Ask him or her to evaluate it using these check points.

- 1.Does it look good?
- 2.Does it list experience starting from the present?
- 3.Is it too long / too short?
- 4.Is the contact information clear?
- 5.Does it provide a good basis for an interview?

Cover Letters

1. A short cover letter should always accompany your CV. Organise the following advice into two categories, dos and don'ts.

- 1.Type your letter of application.
- 2.Use interesting coloured paper.
- 3.Write at least two pages.
- 4.Repeat what is already on your CV.
- 5.Point out professional skills that you have acquired.
- 6.Emphasise how you believe you meet the employer's needs.
7. Tell the employer that you will call in to discuss your application.

2. Read the text about writing cover letters and use the advice to complete the sentences below.

When writing cover letters you need to use a standard format. Remember that the address of the person you are writing to always appears on the left-hand side of the page and your address is in the top-hand corner. Put the date under your address.

Always make sure you start and end your cover letters correctly. If you are writing to Mrs Linda Carr then you should start the letter 'Dear Mrs Carr' and finish it with 'Yours sincerely'. Note that 'sincerely' has a small 's', not a capital letter.

If the advertisement asks you to send your application to Melanie, how would you begin your letter? 'Dear Melanie'? 'Dear Melanie Thompson'? 'Dear Mrs Thompson' is not really appropriate as she might not be married. It is probably safe to put 'Dear Melanie Thompson'.

If the advertisement just says 'reply to J. Brown' how would you address the letter? 'Dear Sir'? or 'Dear Madam'? or 'Dear Mr Brown'? You should ring the company and find out J. Brown's name and whether this person is a man or a woman.

Remember that letter etiquette costs you nothing, but can really pay dividends and you may be the only person who has made the effort to find out. This could help to make you different from all the other applicants and being noticed is important if you are going to get invited for interview.

If the advertisement just states: 'Write to the Human Resources Department' or 'Reply to Atlas Travel' it may not be possible for you to find out who will be dealing with your reply. In these cases you will have to start your letter 'Dear sir / Madam' and finish the letter with 'Yours faithfully' with a small 'f'.

1. The address of the person the letter is addressed to appears

.....

2. If you begin a letter with 'Dear Mrs Healey' you should end with

.....

3. You should write your own address

4. If an advertisement says 'Reply to Vikki West' you should

.....

5. If an advertisement says 'Reply to R. Simpson' you should

.....

6. If an advertisement says 'Please send CV+cover letter to Marketing Director', you should begin your letter with, and end with

.....

3. The following phrases are useful when writing cover letters.

- Say where you saw the advertisement.

I am writing in reply to your advertisement in the ...

- Say what job you are interested in.

I would like to apply to the position of (job title).

- Emphasise what makes you the right person for the job. I have experience in (types of duties and responsibilities).

I am a (positive adjective to describe you).

- Say when you can attend an interview.

I am available for interview (days and times).

- Write a concluding sentence. I look forward to hearing from you.

Sample Cover Letter

Charles Piper 41, Sefton Road Manchester 15th April, 2013

Dear Sir / Madam,

I am writing to your advertisement in the *Manchester Evening Times* on Wednesday 12 April. I would like to apply for the position of Assistant Purser with Royal Mediterranean International.

I am an outgoing and motivated person and I also have strong communication and organizational skills. I have not worked on board a cruise ship before but I have experience as a hotel receptionist and I have the GNVQ Diploma in Leisure and Tourism.

Please find enclosed a copy of my CV. I am available for interview at any time.

Yours faithfully,

Charles Piper

Charles Piper

4. Use these phrases to complete the cover letter below.

I am confident

please find enclosed

I am available

I am writing with reference to

I have experience of

I look forward to hearing

Alex Ivanov

5 Levin Street Kemerovo Russia alex_iv@mail.ru 6th September

The Human Resources Officer Global Networks

89 Campbell Street

London WC2 9AN

Dear Sir or Madam,

..... 1 the position of Sales Manager as advertised on *The Job Search. com.* of 11 August.

..... 2 a copy of my CV outlining my background and qualifications for your consideration. As an Sales Assistant Manager of a small trading company

..... 3 managing budget and dealing with customers.

I also have practical experience of increasing sales and producing financial statistics. If given the opportunity

..... 4 that I could make a valuable contribution to the developing sales statistics.

..... 5 for interview at a time and place of your convenience. I can be reached at above postal and email addresses or on 8964456789.

I appreciate your time and consideration and 6 from you soon.

Yours faithfully,

Alex Ivanov

Alex Ivanov

Enclosures: CV and Photograph

5. Use the information below to write a cover letter for one of these jobs.

Cruise ship vacancies: Royal Mediterranean International are looking for staff to work on our newest and largest ship afloat due to be launched in July. Interested? Well, so are we!

Positions available: Gift shop sales assistants, waiter, youth staff, cruise staff, shore excursion manager, disk jockey, bartender, fitness staff. We are looking for highly motivated, energetic, outgoing, friendly and professional employees with a positive attitude. We need people committed to customer service excellence. Send us your CV today!

Job Interviews

1. In your opinion, which three qualities are the most important for a successful career in business?

• being on time	• being adaptable
• having ambition	• knowing about computers
• working hard	• having a sense of humour
• getting on with people	• looking smart

2. Now read what the specialist on human resources and recruitment says about business careers and compare what she says with your answers to exercise 1.

What are some of the qualities or skills needed for a successful career in business?

That's a difficult one because, of course, it does depend on what field you're in ... but if you press me, I would offer three particular qualities, I think. First, you need to be able to get on with people. Whatever job, you're going to have colleagues and customers. You need to be able to get on with people at all levels. Second, you need to be adaptable; businesses go through constant change. Your role will change, as will the people you work with, even the place where you work sometimes. And finally, of course, you need a sense of humor to keep it all in proportion.

3. Human Resources Manager is talking about recruitment interviewing. Read the first part of the talk and answer the questions.

1. According to the HR-manager, which of the following is the most important when trying to impress an interviewer:

- | | |
|-------------------|----------------|
| a) qualifications | d) preparation |
| b) character | e) enthusiasm |
| c) appearance | |

2. What mistake did he make?

How can a candidate impress an interviewer?

Well, I feel it's basically all down to good preparation. First of all find out about the job. You could ring up the Press Officer or the Marketing Department and get the latest press releases or perhaps an annual report. The annual report, for example, will say where the company operates and the products it sells.

Then, when you get there, you perhaps could congratulate the interviewer on a recent success the company has had. In a nutshell, find out about that company. Show that you've taken an interest in the company, and show enthusiasm for the job because, after all, that's what they're looking for in the candidate. They want somebody not only who's qualified for the job but will want to do the job, and will be interested and enthusiastic about the job.

Secondly, you could go to the company maybe a few days before the interview, talk to the receptionist, get a company newspaper – you can always pick up literature on the products maybe you'll be involved in.

A very good tip – find out what the dress code is. You need to fit in and you need to make a good impression.

Finally, your CV. Make sure it's easy to read, it's well written, but it's concise – don't ramble.

I must say that I have done all of this, I've prepared my CV, it was really good. I left it behind – I didn't get the job!

4. Now read the second part of the interview and answer the questions.

1. What four questions do interviewers usually ask candidates?
2. What examples does the HR-manager give of candidate's likes and dislikes?

Are there any questions that you regularly use when interviewing candidates?

Yes, there are and it's almost a ritual with me. Following the CV tells you about the person and their qualifications. What you also want to know is their personality. So the key question I ask – what do they like most and what do they like least about their present job? They might say that they like travelling and they like

meeting new people. These are standard answers. I think more interestingly perhaps are what they don't like about the company. They might not like working weekends at their current company. You might have the same problems with yours, working weekends might be something essential for the job. Also, ask them what their weaknesses are. They're usually, generally I would say, quite honest when they're giving their weaknesses. And ask them what their strengths are. It gives you an in-depth, if you like, feeling about their personality rather than just the straightforward qualifications that they have on their CV. Do they fit in? That's what you're really looking for.

5. At an interview it is important to 'sell' yourself to the company. Read what each candidate says to 'sell' him / herself.

1. Well, I enjoy working with people as part of a team. I think the best results come from working together. I've found that's true in all the projects I've worked on.

2. I applied for the job because I think I've got a lot to offer. I'm competitive and I like to win. I know a few people think I'm difficult to work with. Maybe that's true, but I get results, that's the main thing.

3. I've got a lot of experience, and I've always been successful wherever I've worked, especially during the past year. I think I could lead a team well, I'm the head of our local business club, and I like organising people and telling them what to do. I'm a very fast learner. I'd enjoy going on a training course to help me do the job better.

4. I think I have the ability and experience to do this job. I'm a 'safe pair of hands', as they say. People respect me because I have good judgement.

5. I like doing lots of different things and I find time for them all because I am just very active. I try to organise my studies and my other interests so I can do as many things as possible. I think it's good to meet lots of different people and have lots of different experience.

6. I want to work in this area because I think marketing's a really interesting area. I've enjoyed doing my marketing course and it's convinced me that this is the right area.

6. Use the ideas below to describe yourself during the interview. What else can you add to the list?

I'd like to apply for the position of ... I've got a degree in

I have ... years experience working as....

I know how to operate the computer.../ I am computer literate...

I am cooperative and dependable.../ I have some leadership skills..... I think I am punctual, accurate.....

I think I have enough experience to do the job.

They gave me very good references when I left my last job. I've got very good references.

7.Prepare yourself for a job interview. Answer the questions giving as much information as possible.

An interviewer	An applicant
Can you tell me about yourself?	
What are your strong / weak points?	
Why do you want to work in the travel industry?	
Why did you choose to study tourism?	
How did you find out about the job?	
Why do you want to work for us?	
Where would you like to work?	
Do you have any previous work experience?	
What kind of job are you looking for?	
What languages can you speak?	
Which language do you speak the best?	
How long have you studied English?	
What was your last job?	
What do / did you like least about your previous job?	
Why should we hire you?	
What do you think you are good at?	

--	--

What essential skills do you have?
Why do you think you are the right / suitable person for this job?
Did you send a letter applying for the job?
What additional qualifications do you have that are suitable for the job?
Could you tell me about your personal background?
What are your hobbies?
What do you see yourself doing five years from now?
What kind of salary are you looking for?
What was your salary when you left your last job?
When would you be willing to start?

8. Work in pairs and decide what the interviewer and the interviewee could say at each of the nine stages.

Example:

1. Make the candidate feel at ease:

Interviewer: 'Thank you for coming, I hope you had a good journey.'
Interviewee: 'Yes, thanks. It only took 40 minutes, door-to-door, and it's easy to get here from the station.'

9. Look at the information below and prepare to interview candidates for the job.

Interviewing procedure for the interviewer:

- read the candidate's CV and cover letter before the interview.
- welcome the candidate and put him / her at ease.
- start with some small talk about a subject of interest to you both.
- give the candidate some brief information about your company.
- ask the candidate questions about recent experience and qualifications.
- find out about the candidate's strengths / weaknesses / motivations.
- allow opportunities for the candidate to ask you questions.
- thank the candidate and say when you will contact him / her.

10. You have applied for a job and been asked to attend an interview. Submit your CV and cover letter. Use the following advice to help you prepare for your interview.

Interviewing procedure for the interviewee:

- sit comfortably; do not lean forward, or back or cross your knees.
- be positive.
- pause before you reply to show that you are thinking clearly about the question.
- distinguish between questions that need short answers and longer responses.
- ask questions about the company and the requirements of the job.
- find examples from your experience to back up your answers.

11. During an interview it is appreciated when an applicant asks his / her questions to show his interaction with a interviewer, his /her interest in the job. Here are some possible questions. What other questions can you add to the list below?

What kind of company as? How many people does it employ? What kind of work is available? What are the promotion prospects?

Are there any chances of promotion / salary rise here? What time would I have to start?

How soon will you let me know? /When will I be able to start? How often would I have to travel abroad?

How many people would I be working with? What / How much is the starting salary? What benefits are there?

When will you be able to let me know?

III

SIGNING A CONTRACT

Contracts

1. Study the words and word combinations which are used in contracts.

- | | |
|--------------------------------------|--|
| 1 agreement | <i>n.</i> an arrangement between two or more people, countries etc; contract |
| 2 appendix | <i>n.</i> additional or supplementary material at end of contract, book etc |
| 3 arbitration
arbitrate, <i>v</i> | <i>n.</i> settlement of a dispute by a person chosen by both parties |
| 4 article | <i>n.</i> a particular statement or stipulation in a contract etc; clause |
| 5 clause | <i>n.</i> a particular statement or stipulation in a contract etc; article |

6 condition	<i>n.</i> anything necessary before the performance of something else
7 <i>forcemajeure</i>	<i>n.</i> superior, power; unforeseeable event excusing one party from fulfilling contract
8 fulfil fulfill (US)	<i>v.</i> to satisfy a condition; to complete the required task
9 here in	<i>adv.</i> in here; in this (document etc)
10 here in after	<i>adv.</i> in the following part (of this document etc)
11 here to	<i>adv.</i> to this (document etc) [e.g.: attached hereto]
12 here tofore	<i>adv.</i> up until now; until the present; before this
13 in behalf of on behalf of (UK)	in the interests of (person etc); for (person etc)
14 null and void	invalid; without legal force; not binding
15 on the one hand	on one side – on the other hand on the other side
16 party	<i>n.</i> the person or persons forming one side of an agreement
17 stipulate stipulation, <i>n.</i>	<i>v.</i> to specify as an essential condition
18 terms	<i>n.</i> conditions or stipulations
19 warrant	<i>v.</i> to give formal assurance; to guarantee
20 where as	<i>conj.</i> it being the case that; in view of the fact that [in introduction to contracts]

2. Learn the vocabulary in English to talk about job contracts. Read and translate the examples. Make up your own sentences with the words from the left-handcolumn.

Word combinations	Examples
A 'binding contract' is one which cannot be legally avoided or stopped.	<ul style="list-style-type: none"> We have a legally binding contract and you must supply us with these services. You can't walk out on your binding contract just because you have received a better offer elsewhere.

<p>An 'exclusive contract' is one which prevents the person from working with other people.</p>	<ul style="list-style-type: none"> • You have an exclusive contract to work with us and you cannot take on work for anybody else. • I think we should offer her an exclusive contract so that she only works for us.
<p>A 'renewable contract' is one which can be continued after it has finished by a new one. The opposite of this is a 'non-renewable contract'.</p>	<ul style="list-style-type: none"> • To work on this project, we can offer you a non-renewable contract of one year. • The contract is for one year, renewable for a second year if we are satisfied with your work.
<p>A 'temporary contract' is one that is not permanent.</p>	<ul style="list-style-type: none"> • We can give you a temporary contract for six months. • You'll start on a temporary
	<p>contract and we may then offer you a permanent one.</p>
<p>A 'valid contract' is one that has legal force.</p>	<ul style="list-style-type: none"> • This contract is not valid until it is signed by both parties. • This letter is not a valid contract. I want a proper one.
<p>A 'breach of contract' is when the person does something which breaks the terms of the contract.</p>	<ul style="list-style-type: none"> • If you don't agree to move to Paris, you will be in breach of your contract. • If you refuse to work on Sunday, that is a breach of contract and we will dismiss you.
<p>The 'terms of contract' are the conditions contained within the contract.</p>	<ul style="list-style-type: none"> • Under the terms of your contract, you have to work on some Sundays. • You are asking me to do something which is not in the terms of my contract.
<p>If you 'draw up' a contract, you</p>	<ul style="list-style-type: none"> • I'll draw up a contract for

prepare it.	<p>you and you can sign it tomorrow.</p> <ul style="list-style-type: none"> I'll get a new contract drawn up including the new terms and conditions.
If you ' get out of ' a contract, you are no longer bound by it.	<ul style="list-style-type: none"> I'm not happy in my job and need to find a way to get out of my contract. I think she's being difficult because she wants to get out of her contract with us.
If you ' go through ' a contract, you look at it in detail.	<ul style="list-style-type: none"> We need to spend a few minutes going through your contract. Make sure you go through your contract carefully before you sign it.

3. Complete the sentences with a suitable word below.

exclusive temporary draw up breach of go through

1. Make sure you _____ your contract carefully before you sign it.
2. I'll _____ a contract for you and you can sign it tomorrow.
3. If you refuse to work on Sunday, that's a _____ contract and we will dismiss you.
4. You'll start on a _____ contract and we may offer you a permanent one.
5. I think we should offer her an _____ contract so that she only work for us.

4. Complete the sentences with a suitable word below.

terms binding valid renewable get out of

1. We have a legally _____ contract and you must supply us with these services.
2. The contract is for one year, _____ for a second year if we are satisfied with your work.
3. The contract is not _____ until it is signed by both parties.
4. You are asking me to do something which is not in the _____ of my contract.
5. I'm not happy in my job and need to find a way to _____ my contract.

Contract Clauses

1. When forming contracts, lawyers often use contract templates or forms which include certain boilerplate (=standard) language. Often, contracts written in English are divided into several different clauses, each with their own heading. Some of the most common clause types are listed below.

An assignment clause is a clause prohibiting or permitting a complete transfer of rights under the contract to another party.

A confidentiality clause is a clause in which certain information is labelled private and prohibited from being disclosed or distributed to anyone other than specifically identified individuals or organisations.

A consideration clause is a clause setting forth that which a party undertakes to do (or not do), which induces the other party to enter into the agreement. Consideration clauses typically set forth the terms of payment and/or the price of the contract.

An entire agreement clause states that the written terms of the agreement represents the whole agreement and that any prior or oral agreements have been consolidated into the written document. An entire agreement clause is sometimes referred to as a whole agreement clause, a merger clause (in the US) or an integration clause.

A force majeure clause is designed to protect against failures to perform contractual obligations caused by unavoidable events beyond a party's control, such as natural disasters (referred to in some contracts as 'acts of God') or wars.

An indemnification clause is a provision in a contract in which one party agrees to be financially responsible for specified types of damages, claims, or losses. In such clauses, one party promises to reimburse (or 'hold harmless') the other party in the event any such claims are brought.

A **liquidated damages clause** lists the amount pre-determined by the parties as the penalty for breach (i.e. the amount the breaching party will have to pay thenon-breaching party).

A **severability clause** provides that, in the event one or more provisions of the agreement are declared unenforceable, the rest of the agreement remains in force.

A **termination clause** sets forth when, and under which circumstances, the contract may be terminated (=ended).

4. notice of default

- a.notification of a failure to perform obligations under a contract
- b.suspicion that a party may be in breach
- c.notification of both parties jointly intending to terminate the agreement
- d.notification of a party's intent to cancel the contract

Sample Contracts

1. Employment Contract

This agreement is made and takes effect on MM/DD/YYYY between (company), a (State) corporation, hereafter called 'Company' and (employee), hereafter called 'Employee'.

Witnessed:

1. The Company hereby employs Employee for a term commencing on the date of this agreement and Employee hereby accepts such employment.
2. During the Employee's employment he/she will:
 - A. Devote such time and effort as may be reasonably required by the Company to perform his/her duties.
 - B. Not engage in any other employment or business activity without the Company's written consent.
 - C. Perform such duties as may reasonably be requires of him/her by the Company.
3. For services rendered by the Employee, the Company shall pay him/her as follows:
 - A. The annual sum of \$X, calculated as follows (insert compensation formula).
 - B(Optional) A bonus of (\$X, Y% of sales, etc.) payable (monthly, quarterly, annually) based upon (performance goals).
 - C. (Optional) Non-payrollbenefits to include health insurance, travel and business entertainment expenses, and other items specified in Attachment A.
4. Employee agrees that during his/her term of employment by the Company and for a period of one year after termination of such employment, he/she will not act as an

employee, agent, broker, shareholder, or otherwise engage in any business selling products similar to those customarily sold by the Company within the States of (specify).

5. Employee understands that he/she will acquire confidential information of business value to the Company during the course of his/her employment. Employee hereby agrees not to divulge such confidential information to any other party, or to use such information for his/her own profit except in performance of employment activities beneficial to the Company.

6. This agreement is an employment-at-will agreement. The Company may, at any time, with or without cause, discharge the Employee by giving him/her written notice of such discharge.

7. Employee's employment shall terminate upon his/her death; inability or failure to perform the duties required by his/her employment; or his/her written notice of resignation given to the Company.

8. Following termination of employment, all obligations under this agreement shall end except for the provisions of items 4 and 5, and any causes of action which may arise from the circumstances of the termination.

9. This agreement constitutes the entire agreement between Company and Employee.

10. This agreement shall be interpreted and, if necessary, adjudicated in accordance with the laws of (State, County).

11. Until written notice of other address(es) are exchanged between the parties, all notices legally required shall be deemed delivered by the sending of registered mail to the following addresses:

Company address:

Employee address:

In witness to their agreement to these terms, Company's representative and Employee affix their signatures below:

2. Personal Loan Contract

This contract ('Contract') is an agreement between {Name}, henceforth known as "Borrower," and {Name}, henceforth known as 'Lender'.

Borrower wishes to borrow {amount in dollars}, known as 'Loan', from Lender. Loan will be furnished to Borrower on {Date}.

Conditions for this Loan are as follows:

- Borrower will begin repayment of Loan on {Date repayment will begin}.
- The repayment plan {details of the repayment plan, including any installments, interest, and how payments will be made to Lender}.
- The final date for repayment will be {Date}.
- Failure to repay the Loan within {number of days} of {Date} will result in the matter {being turned over to collection, addressed in court, etc.}.
- Borrower and Lender agree to the conditions above, and sign to that effect in the presence of a notary public on the {date} day of {month}, {year}.

Borrower Name _____

Lender Name _____

Borrower Signature _____

Lender Signature_____

Notary Signature and seal:

3. Contract for Purchase of a Car

Buyer's Name

Address

City, State, ZIP

Phone

Seller's Name

Address

City, State, ZIP

Phone

The Seller hereby conveys to the Buyer full ownership and title to the motor vehicle described below:

Description of Motor Vehicle Sold:

Year _____ Make _____ Model _____

VIN: _____

The Buyer hereby agrees to pay the Seller **\$X** on **MM/DD/YY**, and **\$Y** on the **Nth** day of each month beginning **MM/DD/YY**, until all payments made to the Seller total **\$X**.

If Buyer fails to make a payment on or before its due date, a late fee of **\$X** shall be added to the balance due and shall be payable immediately.

Both parties hereby agree that this is an “as-is” sale, with no warranties of any kind expressed or implied.

This agreement shall be governed by the laws of the State of _____ and the County of _____ and any applicable U. S. laws.

The parties hereby signify their agreement to the terms above by their signatures affixed below:

Buyer’ssignature, date

Seller’ssignature, date

4. Contract for Cleaning, Housekeeping, and/or Janitorial Services

This contract is made between _____, (hereafter known as the Client) and _____ (hereafter known as the Contractor). The Client desires to have certain cleaning, housekeeping, and/or janitorial services, described below, performed upon the Client’s premises located at _____.

Therefore, the parties hereby agree as follows:

- 1.Client shall grant Contractor access to the yard and its surroundings during regular business hours and other mutually agreeable times.
- 2.Client shall provide for Contractor’s use in performance of this

contract the following equipmentand supplies:

3.Client shall pay Contractor **\$X** on the first day of each(**week or month**) for services to be performed during the rest of that(**week or month**).

4.Services to be performed by Contractor include vacuuming of carpets and rugs; dusting and polishing of furniture and decorations; cleaning of bare floors, kitchen appliances, bath tub and/or shower stall, toilet, sinks, and water fixtures; and removal of trash from interior trash containers to outdoor Dumpster or other disposal container located on Client’s premises.

5. Contractor shall begin performing services on **MM/DD/YY**. Thereafter, services shall be performed on a schedule to which the parties agree.

6. Either party may terminate this agreement with written notice to the other party. Any payment for services rendered owed by Client shall be due and payable at the time this agreement is terminated.

In witness to their agreement to these terms, the Client and Contractor affix their signatures below:

_____	_____ Co
____ Client's signature, date	____ Contractor's Signature, date
_____	_____ C
____ Client's printed name	____ Contractor's business name
_____	_____
Client's street address, city, state, ZIP code	Contractor's business address, city, state, ZIP code

5. Land Sale Contract

The first party (henceforth known as 'Buyer') agrees to purchase from the second party (henceforth known as 'Seller') the land (henceforth known as 'Land') located at the following address: {address}, in the city of {city}, county of {county}, and State of {state}. Further legal description of the Land is as follows:

{details of the Land, perhaps using the description listed in public record}

This Contract is executed on {date}, {year}.

The following terms and conditions apply to this Contract:

Price: Buyer agrees to purchase the Land described above, paying a total purchase price of {amount in dollars}. Buyer will pay {amount in dollars} for a down payment, and thereafter payments will be made monthly. Monthly installments will be in the amount of {amount in dollars}, including a {number}% interest rate, to be determined by {description of how interest rate will be computed}. Said payments will start on the {date} of {month}, {year}, and be due on the {date} of every month until such time as the entire payment amount has been satisfied.

Late fees: Buyer agrees to pay the monthly installment on the due date, with the understanding that a {amount in dollars} late fee will be added to the monthly payment if said payment is more than {number} days late.

End of contract: The entire balance must be paid by the {date} of {month}, {year}. If there is a remaining balance on this date, the interest on said balance shall be {number}%, with a {amount in dollars} late fee applied every day month until the balance is paid in full.

Default: If Buyer does not pay {number} payments on time, Seller has the right to declare Buyer in default of this Contract.

Title: Upon final payment, when entire purchase price has been paid in full, Buyer agrees to provide Seller with the title(s) and/or deed(s) to the Land. Seller further agrees to relinquish any and all claims to the Land. Buyer agrees to remove Seller from any liability with regard to issues that arise~~after~~ the date of the title transfer. Buyer agrees to take complete responsibility, financial and otherwise, for the Land upon title transfer.

Insurance: Seller agrees to maintain a hazard insurance policy on the Land of no less than {amount in dollars} until the completion of the payment plan, at which point any insurance becomes the responsibility of Buyer.

Taxes: All taxes on the Land shall be the responsibility of Buyer as of the date of this Contract.

ADDITIONAL TERMS:

{insert description of any other terms agreed upon by both Buyer and Seller; must be inserted prior to the signing of the document}

This Contract is executed on the {date} of {month}, {year}. We, the undersigned, agree to this Contract and all its terms.

Seller (Print Name)

Date

Seller Signature

Date

Buyer (Print Name)

Date

Buyer Signature

Date

Witness (Print Name)

Date

Witness (Signature)

Date

6. Event Planner Contract

Host:	_____	Title:	_____
Company:	_____	Phone	_____
	_____	No.	_____
Email:	_____	Fax:	_____
Address:	_____		
Planner:	_____	Event:	_____
Company:	_____	Phone	_____
	_____	No.	_____
Email:	_____	Fax:	_____
Address:	_____		

This document serves as a binding contract between {Host's Name}, hereafter known as 'Host', and {Planner's Name}, hereafter known as 'Planner', signed {date}. The Host desires to engage the services of the Planner for the {Name} event on {date(s)} at {location(s)}. Both parties agree to abide by the following conditions:

The Event will be as follows: {Description of event.}

The Planner will be in charge of the following aspects of the event: {Attach addendum detailing every aspect for which the Planner will be responsible.}

The Host will pay the Planner \${amount} for all services rendered or {number} hours of work, with the option to negotiate further payment for more hours worked. The Planner will be given an initial amount of \${amount} for {fees, deposits, down payments, etc.} The Planner will receive the additional {amount}% at the completion of the event.

In addition to event design, Planner's duties will include but not be limited to {drawing up contracts for venue/vendor, putting down deposits, etc.}

Necessary lodging/travel costs incurred by the Planner {will/will not} be covered by the Host.

The Planner agrees to use Host's company logo and no other where desired.

The Host agrees to acknowledge the Planner's services in {place, aspect}, including the Planner's logo.

The Host will not enter into any contracts on behalf of the Planner or without the Planner's knowledge and consent.

If the Host cancels within {days} of the event they will be refunded {amount}% of the original fee. If the Host cancels within {days} of the event they will receive {amount}%, and after {days} no refund will be given.

If the Planner cancels, {he/she} will either provide a substitute planner or refund the full fee, minus the cost of nonrefundable deposits.

(Host's Signature)

(Date)

(Planner's Signature)

(Date)

IV

MAKING A PRESENTATION

What Makes a Good Presentation

1. Study the words and phrases below.

audience	<i>n</i> , group of listeners or spectators
body language	communication through facial expressions, body movements, etc.
chart	<i>n</i> , sheet of information in the form of a table, graph or diagram.
diagram	<i>n</i> , graphic representation of a situation e.g. the results of an action.
flipchart	pad of large paper sheets on a stand for presenting information.
graph	<i>n</i> , diagram showing the relation between variable quantities.
guidelines	<i>n</i> , advice or instructions given in order to guide or direct an action.
handout	<i>n</i> , written information (report etc.) given to people at a presentation.
keypoint	essential or main point.
marker	<i>n</i> , pen with felt tip used for writing on a whiteboard.
microphone	<i>n</i> , electrical instrument used to amplify the speaker's voice.
O.H.T.	overhead transparency : sheet of film with an

	image or printed information for overhead projector.
objective	<i>n</i> , what one wants to achieve; aim
outline	<i>n</i> , brief description or presentation.
overheadprojector	device that projects an o.h.t. onto a screen.
overview	<i>n</i> , short presentation of the main points.
pointer	<i>n</i> , rod or stick used to indicate things on a map, screen, etc.
screen	<i>n</i> , flat, reflective blank surface on which films, slides, etc. are projected.

Signposting language phrases used to help focus the audience's attention on different parts of a presentation.

slide	<i>n</i> , smallphotographictransparency.
summarize	<i>v</i> , make a summary of the essential points; sum up.
topic	<i>n</i> , subject of a discussion or talk.
transparency	<i>n</i> , image or information printed on transparent plastic or film.
visualaids	aids such as charts, slides, etc. used at a presentation.
whiteboard	<i>n</i> , f lat white board on which to write or draw with markers.

2. Read and translate the article below and answer the question 'What makes a good presentation?'.

Presentations are an important part of business communication skills. For a successful presentation you need: strategy and tactics; enthusiasm and self-confidence;knowledge of the subject. You need to have a balance of all 3 parts.

To define your strategy correctly you need to know audience's needs and interests. The tactic will be successful if you: master a maximum of instruments and techniques of communication and presentation; learn to 'slave' to audience's

interests; analyze your own weaknesses and strengths. Self-assurance is defined by your approach and mood, and also by the degree of your readiness to communicate with audience. If you treat your presentation as a gambling game, you will definitely be enthusiastic. But be sure to not be too self-sufficient to not develop audience's negative attitude toward yourself. Knowledge of the subject is knowledge of those benefits that audience can receive from presented idea. You need to know your audience.

3. Dos and Don'ts: preparation. Here are some tips for a stand-up presentation (one person talking to an audience).

- a) Find out about the **audience**: how many people there will be, who they are, why they will be there, and how much they know about the subject.
- b) Find out about the **venue** and the **facilities**: the room, the seating plan, the equipment, etc.
- c) Plan the **content** and **structure**, but don't write the complete text of the presentation.
- d) Write notes on sheets of paper, not on **cards**.
- e) Try to **memorize** the first five sentences of your talk.
- f) Prepare visual aids: pictures, diagrams, etc.
- g) **Rehearse** your presentation (practise it so that it becomes very familiar) with friends or colleagues.
- h) At the **beginning** introduce yourself and your subject.
- i) **Outline** what you're going to talk about: describe the different sections of your talk
- j) Say whether people should ask **questions** during the talk, or at the end.

4. Here are reasons for the advice given in the task above. Match each reason (1-10) to a piece of advice (a-j).

- 1. If you drop the cards on the floor, you're in trouble.
- 2. It could sound monotonous and boring if you speak from a complete, prepared text.
- 3. It will help you adjust the content of your talk so that it is suitable, for example not too easy or difficult.
- 4. It will help you to keep control, and avoid people interrupting if you don't want them to.
- 5. It will help your audience follow the logic of what you're going to say.
- 6. It will make you feel more at ease at the beginning, when you may be nervous.
- 7. It will reassure people that they are in the right place, and provide a focus for the beginning of your talk.
- 8. They add visual interest, provide you with support and help the audience follow you.

9. You can ask for changes in the seating plan if necessary.
10. They will be able to tell you if anything is unclear before the presentation.

5. Now read the recommendations below and make a list of your own tips for developing a presentation strategy. Share it with your classmates.

Tips for a successful presentation

1. Don't try to learn the topic by heart. If you do, you'll sound like a robot playing back a cassette. This affects your readiness to be able to respond naturally to the audience's questions. The task is not a memory test. You won't be able to respond naturally to questions, and you'll probably have an expression of panic on your face when you are asked a question for which you have no pre-arranged answer.

2. Try to avoid sounds such as 'Eeerrmmm' or 'Weeelllll' between sentences. It gives the impression that you are not sufficiently prepared, and have no clear focus. On the other hand, as mentioned above, avoid speaking like a cassette on fast forward. Find the balance between the two extremes. But you can – and should – take notes with you and use them for guidance during your presentation / speech (but don't simply read them). Try to look audience direct in the eye when speaking.

3. If your topic has a lot of special terms, ask a teacher to help with translation or how to avoid having to use them.

4. If you don't understand a question, avoid replying with 'What?', or making ugly sounds such as 'Eh?', 'Ugh?', 'Aah?', or 'Chero?' Try to remember phrases such as 'I'm sorry, I didn't understand the question. Could you repeat it please?' Or, for an individual word, try 'I'm sorry, I don't know what this word means, could you explain it please?' Use the appropriate language!

5. If someone from the audience asks you a question about your topic, don't be afraid to take the time to answer it as soon as asked. If you can do this, it shows that you don't have a set text you are afraid of diverging from.

6. Don't use too much language which you don't use in your normal English speech. If you do this, it will become clear when the audience asks you questions during the free conversation later.

7. Use full answers when asked a question. Sometimes this doesn't sound very natural, and we don't often do this when speaking naturally. However, answering a question like 'Would you have done the same if you had been in her place?' with either 'Yes' or 'No' doesn't give the audience any indication that you are competent with the target structure of the question (third conditional). Therefore, pay attention to the question, and answer fully with the required structure (for example: 'I don't know what I would have done if I had been in her place. Maybe I would have...').

8. Use visual aids to help the audience understand you better.

6. Comment on the following statements. In your opinion are they: a) essential b) helpful c) unhelpful for a successful presentation?

1. Tell a joke at the beginning.
2. Speak more slowly than you normally do.
3. Smile a lot.
4. Involve the audience.
5. Invite questions during the presentation.
6. Always keep to your plan.
7. Move around your presentation.
8. Use a lot of gestures to emphasize important points.
9. Read out your presentation from a script.
10. Stand up when giving your presentation.

7. Dos and don'ts related to timing.

1. Start on time. Don't wait for **latecomers**.
2. Plan how long you're going to spend on each point and keep to these **timings**.
3. Don't **labor** a particular point (spend too long on something).
4. Don't digress (talk about things that have nothing to do with the subject), unless you have a particular purpose in mind.
5. Finish on time. Don't run over. It looks bad if you don't have time to finish all your points and answers.

8. Read and remember dos and don'ts related to body language. Do you have any personal stories to comment upon each point?

1. Make eye contact: look at each person in the audience for about a second, before moving on to the next person. Don't concentrate on just one or two people.
2. Don't speak to the equipment or the screen: face the audience at all times.
3. Smiling is fine at appropriate moments, but not too much.
4. Use gestures to emphasize key points.
5. Stay more or less in one place: don't move around too much. Avoid mannerism (ways of moving and speaking which you do repeatedly without realizing).

9. Presentation techniques. Which of the points below are right for a good presentation? Read and mark each one either T (true) or F (false).

1. When preparing a presentation, try to find out what your audience already knows.
2. Everyone in your audience should be at the same language level.
3. Visit the room in which you are presenting before you actually make the presentation.

4. The first stage of your presentation is when you should get the full attention of your audience.
5. If you memorize the introduction, you will be more confident when making a presentation.
6. The whole text of your presentation should be written on postcards.
7. If you use an overhead projector, you should remember to turn it off when you don't need it.
8. Remember that the content of the presentation is much more important than your presenting style.

10. Read what an expert says about presentations and check your ideas in the exercise above. Practice reading this text aloud as though you deliver a lecture to some colleagues. Mark all stresses and intonation.

The key is preparation. So the first step is to find out who you're going to be presenting to. Now you need to do this on two levels. Firstly, how much does the audience know about the subject? Are they experts or do they know a little? Secondly, are you presenting to a group from the same or from different countries?

And adjust your language so that everybody can understand. If possible, visit the room where you'll be giving the presentation beforehand and organize it precisely to your own requirements. Check you're familiar with the equipment, re-arrange the seating, and try to make yourself feel comfortable and relaxed in it. So once you know who you're presenting to and where, you're ready to start preparing what exactly you are going to say. OK? So stage one is the opening – the tall-important first few moments that can make or break the presentation. Then stage two, a brief introduction about the subject of your talk. Then three, the main body of the presentation. And four, the conclusion, which should include a summary of your talk and your final opinion or recommendations. Finally, the question and answer session.

Now the most important stage is the opening minute or so and I'd suggest that people memorize it exactly as if they were actors. Write down the opening with all the pauses and the stress clearly marked, and then record it, listen to it, and practice it again and again. This is so important because if it's properly done, you not only get the audience's attention immediately, but you feel confident during what can be the most frightening part of the presentation. After that, you can start using your notes. So the first step is to write those notes. Write the whole presentation out just like an essay. Then select the key points. But read the full version over and over again until it's imprinted on your mind. The next step is to buy some small white postcards and write no more than one or two of the key points or key phrases onto each one.

Now, visual aids, like overhead transparencies, are very important of course. But most people put far too much information on them. Don't – because it's difficult to read and it bores the audience. Remember to turn off the projector when you're not actually using it. And don't talk to the machine, or the transparency, which again lots of people do. Face the audience at all times. Finally remember that it's not just what you say. How you say it is just as important. Quite unlike meetings and negotiations, a good presentation is very much a performance.

11. Study the expressions used in a good presentation. Introducing yourself

Good morning everyone.

Let me introduce myself. My name is...

I'm a specialist in...

Introducing your topic

What I'd like to present to you today is... Today's topic is...

The subject of my presentation is... Today I'm going to talk about...

Stating your purpose

The purpose / objective / aim of this presentation is to... My objective is to...

Today I'd like to give you an overview of... Today I'll be showing you / reporting on...

Structuring the presentation

I'm going to divide my talk into 4 parts. I've divided my presentation into three parts.

In my presentation I'll focus on three major issues.

Sequencing

First I'll give you; after that; finally...

Point one deals with... , point two ..., and point three... First, I'll be looking at ..., second..., and third...

I'll begin / start off by Then I'll move on to ... I'll end with...

Inviting questions

If you have any questions, don't hesitate to ask.

I'll be glad to answer any questions (at the end of my talk). There will be time for questions after my presentation.

If you have any questions, feel free to interrupt me at any time.

Giving background information

I'll give you some background information. Let's start with the background.

Changing the topic

Right, let's now move on to...

Ok, I'll now look at.../ let's now take a look at... This leads directly to my next point.

This brings us to the next question.

Referring to the audience's knowledge

As you know...

As you are aware...

Referring to visuals

If you look at the graph...

Could I draw your attention to the chart?

Concluding

To sum up... / So to summarise...

To conclude / in conclusion, I'd like to...

OK, I think that's everything I wanted to say about...

Ending

Thanks very much. Any there questions?

And now I'll be happy to answer any questions you may have. Well, that's all I have to say. Thanks for listening to my talk.

12. Now make your presentations in groups. After each presentation, discuss these questions.

1. Was the presentation interesting? Was it lively? Was it clear?
2. Did the beginning have impact? Did you want to hear more?
3. Did the presentation have a logical structure – a beginning, middle and end?
4. Was it divided into sections? Did you know when the presenter was moving from one part of the talk to another?
5. Was there a summary or a conclusion?

Self-presentations

1. Prepare yourself for a self-presentation. Make an outline of the areas to cover.

1. Your personality.
2. Your job description / responsibilities.
3. Your recent achievements.
4. Your plans for the future.

2. Use the some more ideas in the language box below.

<i>Introducing yourself:</i>	Good morning / afternoon. Let me introduce myself. My name's... . I'd like to welcome you. Hi / hello, I'm Good to see you all.
<i>Introducing the topic:</i>	I'm going to talk about / tell you about...

Structuring the presentation:	My presentation is divided into ... parts. I'm going to divide my talk into First of all I'll give you....; after that... ; finally....
Inviting questions:	If you have any questions, please don't hesitate to interrupt / ask me. If you are not clear about anything, go ahead and ask any questions you want. I'll be glad to answer any questions (at the end of my talk).
Giving background	I'll give you some background information. Let's start with the background.

3. Your presentation will sound more natural and logical if you use the following ideas below.

Linking words:	Firstly / at first... Secondly / at second... Then... Besides... Moreover... Although...	On top of that... As a result... Because... Hence... Consequently... In spite of it...
-----------------------	---	---

Giving your opinion:	To my mind... In my opinion... As I think... Personally, I think... It's my opinion that...	believe I (honestly think / really) feel (that) suppose agree
-----------------------------	---	--

My (mother / father / sister / brother) says that I am ...

My friends consider me to be ... As my ... thinks / believes I'm ...

Other people's According to my ...'s words / opinion I'm ...**opinion**

And I think they / he / she is right. It's funny, but I agree with ...

But I can't agree with ... because I ...I disagree with ...

I think she is mistaken ...

4. The following tips will make your presentation more interesting.

Aspect	Vocabulary	Tips / comments
1. Strengthening your positive features:	Usually I'm ... / I'm always ... I always try to be .../ I'm very ... I'm absolutely .../ I'm extremely .../ I'm incredibly ... I'm not ... at all. I'm ... indeed.	Be positive! Show your best! But don't lie or exaggerate! The truth is near here ... People may think you boast!!! First impression is very important! Try to be sincere!
2. Golden middle? ...	Sometimes I'm ... From time to time I can be ... I'm quite / rather / fairly ... On the one hand I'm On the other hand I can be... . It depends. (on the situation / the way people treat me / talk to me...)	<i>It's nice that you are realistic about yourself!</i> Nobody's perfect ... (...only practice makes perfect...) But ... are you sincere ... ?
3. ... nobody's perfect ... Speaking about your negative qualities (weaknesses):	Unfortunately I'm ... Probably it's not a bad quality, but I'm ... (and see boxes 2, 3 ...)	<i>And come on!!! You can't be that bad ...no one is. Are you a perfectionist?</i> Although being self-critical is appreciated... You'll improve, won't you?

V

NEGOTIATING

Preparing to Negotiate

1. In his book, *The Art of Winning*, Harry Mills says that most negotiations have seven stages. These are listed below, but are in the wrong order. Put the stages in order. What word do the initial letters of the stages spell?

1. 2. 3. 4. 5. 6. 7.

- Probe with proposals

Make suggestions and find areas of agreement.

- Close the deal

Bring the negotiation to a clear and satisfactory end.

- Signal for movement

Signal that you are prepared to move from your original position. Respond to signals from the other side.

- Exchange concessions

Give the other side something in return for something you need or want.

- Tie up loose ends

Confirm what has been agreed. Summarise the details on paper.

- Explore each other's needs

Build rapport. State your opening position. Learn the other side's position.

- Ready yourself

Prepare your objectives, concessions and strategy. Gather information about the other side.

2. Do you have to negotiate? Do you like negotiating? Why / why not?

3. An expert on negotiation shares his knowledge. Read the article and make a list of tips for successful negotiations. Give definitions to the words in bold or translate them. What else can you add to the list?

Preparing to negotiate

Before negotiations begin, preparing and planning is very important. Get as much information as possible about the situation. If dealing with people from another culture, find out about its **etiquette** and **negotiating styles**: the way people negotiate, what they consider to be acceptable and unacceptable behavior, and so on.

For example, in Country A, managers are usually easy to talk to

– **accessible** and **approachable** – and there is a tradition of employees being involved in **decision making** as part of a **team of equals**. In Country B, managers are usually more **distant** and **remote**. Employees may feel quite distant from their managers and have a lot of **deference** for them: accepting decisions but not participating in them.

Work out your initial **bargaining position**: what are your **needs** and **objectives** (the things that you want to achieve)? Decide your priorities (the most important objectives). Try to estimate the needs and objectives of the other side. Prepare a **fallback position**: conditions that you will accept if your original objectives are not met.

Perhaps you are in a position to influence the choice of **venue**: the place where you are going to meet. If so, would you prefer to: **be on your own ground / on home ground** (in your own offices) or go to see the other side **on their ground** (in their offices), maybe meet on **neutral ground**, for example in a hotel?

If you are negotiating as part of a **negotiating team**, consult your colleagues about points **a toe**, and **allocate** roles and responsibilities.

Negotiating scenario

At the beginning of a negotiation, follow these steps:

1. meet and greet representatives of the other company and introduce your colleagues;
2. offer coffee and **small talk**. Try to create a **relaxed atmosphere**;
3. go to the meeting room and suggest that you **get down to business**;
4. have a clear **agenda** and a **timetable**;
5. First give the **background** to the negotiations. Talking about the situation is a good way of reminding people of key facts and issues;
6. Then **kick off** (begin) the negotiations themselves, perhaps by finding out more about the priorities of the other side (the things they think are most important) or talking about your own requirements.

Negotiating Across Cultures

1. When you are negotiating with people from other cultures, it's important to think about what they consider as 'normal behavior'. You'll need to think about the following:

- | | | |
|--------------------|------------------------|---------------------|
| - body language | - conversational rules | - hierarchy |
| - physical contact | - relationship | - attitudes to time |

2. Here are some areas of potential cultural misunderstandings. Consider them in the context of your culture.

1. Attitudes towards time: when to arrive/ leave?
2. Distance when talking to people: what is comfortable?
3. Eye contact: how much of the time do people look directly at each other?

4. Gesture: do people make lots of facial gestures? How much do they move their arms and hands?
5. Greetings / goodbyes: do people shake hands every time? Are there fixed phrases to say?
6. Humour: is this a good way of relaxing people? Or is it out of place in some contexts?
7. Physical contact: how much do people touch each other?
8. Presents: when should you give them? When should you open them? What should you say when you receive one?
9. Rules of conversation and the role of silence: how long can people be silent before they feel uncomfortable? Is it acceptable to interrupt when others are speaking?

3. Which points 1 - 9 above are referred to each gap in this story?

Sally, a student, is working for a company abroad for work experience. The company has employees from all over the world. The head of the company, Henrik, invited Sally to a barbecue for his employees at his home, at 3 pm on Saturday.

She is the first to arrive, at exactly 3 o'clock. When the others arrive, some shake hands with each other. Some kiss on one cheek, others on both cheeks. Others arrive and say hello without kissing or shaking hands. (1-...) Some bring wine or flowers, which the host does not open and puts to one side. Others bring nothing. (2-...)

In conversations, some people move their arms around a lot and seem to make signs with their hands, others keep their hands by their sides. (3-...) Some people do not let others finish what they are saying, and others say almost nothing; the people with them seem upset and move away when they can. (4-...) Some people look directly at the person they are talking to. Others look away more. (5-...) Some touch the arm of the other person whenever they are speaking to them. (6-...) She notices that some people seem to be slowly moving backwards across the garden as the conversation goes on, while the person with them is moving forward. (7-...)

Later, somebody makes a joke but nobody laughs. Everyone goes quiet. (8-...) People start saying goodbye and leaving.

4. Read the four articles about different negotiating styles. Before you read each one, match the words with their definitions.

Article A

1. tactics

2. make compromises

3. consistency

a) be flexible

b) not changing your opinion or attitude

c) the methods you use to get what you want

Negotiations are demanding and may become emotional. You may find your Russian negotiator banging his fist on the table or leaving the room. Accept such tactics with patience and calmness. They are designed to make it difficult for you to concentrate. Russian negotiating teams are often made up of experienced managers whose style can be like a game of chess, with moves planned in advance. Wanting to make compromises may be seen as a sign of weakness. Distinguish between your behavior inside and outside the negotiations. Impatience, toughness and emotion during the negotiations should be met with calmness, patience and consistency. Outside the negotiating process you can show affection and personal sympathy.

Article B

1. speak your mind *a) when you find out what others want*

2. place great weight on *b) say what you think*

3. exploratory phases *c) consider very important*

As well as being formal, negotiations are direct. German managers speak their mind. They place great weight on the clarity of the subject matter and get to the point quickly.

Excessive enthusiasm or compliments are rare in German business. You should give a thorough and detailed presentation, with an emphasis on objective information, such as your company's history, rather than on clever visuals or marketing tricks.

Prepare thoroughly before the negotiation and be sure to make your position clear during the opening stage of the talks, as well as during their exploratory phases. Avoid interrupting, unless you have an urgent question about the presentation.

Article C

1. small talk *a) styles of behaviour*

2. protocol *b) polite or social conversation*

3. manner *c) the way things are done on official occasions*

Communicating is a natural talent of Americans. When negotiating partners meet, the emphasis is on small talk and smiling. There is liberal use of a sense of humour that is more direct than it is in the UK. Informality is the rule. Business partners do not use their academic titles or their business cards. Sandwiches and drinks in plastic or boxes are served during conferences.

This pleasant attitude continues in the negotiation itself. US negotiators usually attach little importance to status, title, formalities and protocol. They communicate in an informal and direct manner on a first-name basis. Their manner is relaxed and casual.

The attitude ‘time is money’ has more influence on business communication in the US than it does anywhere else. Developing a personal relationship with the business partner is not as important as **getting results.**

Article D

- 1. counterparts** **a) unplanned thoughts**
2. spontaneous ideas **b) give your opinion**
3. put your point across **c) the people on the other negotiating team**

At the start of the negotiations you might want to decide whether you need interpreters. You should have documentation available in Spanish and English.

During the negotiations your counterparts may interrupt each other, or even you. It is quite common in Spain for this to happen in the middle of a sentence. For several people to talk at the same time is accepted in Latin cultures, but is considered rather unusual in Northern Europe. The discussion is likely to be lively. In negotiations, Spanish business people rely on quick thinking and spontaneous ideas rather than careful preparation. It may appear that everybody is trying to put his or her point across at once. That can make negotiations in Spain intense and lengthy, but also enjoyably creative.

5. Answer these questions. In which country (Russia, Germany, the US or Spain):

1. should you start a negotiation with general conversation?
2. do negotiators show strong emotions?
3. is it common for there to be several conversations at the same time during a negotiation?
4. do negotiators focus on results rather than developing relationships?
5. do negotiators plan their tactics carefully?
6. should you not stop someone while they are talking?
7. is it usual for the atmosphere to be relaxed and friendly?
8. do negotiators prefer to think of ideas during a negotiation rather than before it starts?
9. do negotiators like to talk about business immediately?
10. should you not give the other side too much as they will not respect you?

6. Use the correct form of these words from the articles to complete the first two columns of the chart. Use a good dictionary to help you.

	Noun	Adjective	Opposite
1.	patience		
2.	calmness		nervous

3.	weakness		strong
4.	toughness		
5.	emotion		
6.	consistency		
7.	sympathy		
8.		formal	informal
9.	enthusiasm		

7. Complete the right-hand column of the chart with opposites of the adjectives.

Opposite meanings of the adjectives above are formed in one of two ways:

a) using a prefix un-, in-, im-, for example, formal, informal. b) using a different word, for example, weak, strong.

8. Use one of the adjectives or its opposite to complete the following sentences.

1. He gets very angry if people are late for negotiations. He is very
2. She always has ideas and easily finds solutions to problems. She is a very person.
3. He never shows anger, enthusiasm or disappointment during a negotiation. He is totally
4. He always agrees with everything his negotiating partner suggests. He is
5. She wants to get her own way. She doesn't like to compromise. She is a very negotiator.
6. He likes people to feel comfortable and relaxed during a negotiation. An atmosphere is very important to him.

9. Look again at the adjectives and their opposites. Choose what you think are the best and worst qualities for a negotiator. Then compare your ideas with partners and try to reach an agreement.

10. Complete each sentence with the negative form of one of the three adjectives.

1. It was very to be late for the meeting and not even apologise.

- a) polite b) emotional c) formal
2. He prefers meetings, where everybody can relax and feel comfortable.
- a) patient b) responsive c) formal
3. It takes two to tango. They should both try to be less
- a) critical b) co-operative c) formal
4. He signed the contract without reading it. What an attitude!
- a) emotional b) responsive c) responsible
5. She'll criticize you one day and praise you the next. How can anyone be so?
- a) patient b) emotional c) consistent
6. I think he is too He seems to accept whatever people say, without thinking.
- a) co-operative b) critical c) formal

11. Complete the sentences with the best word from the box.

difference	discussions	disagreements	argument	conflict
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1. There is some of opinion about the question of insurance costs.
2. They had a heated about transport costs.
3. You can't employ more people and cut costs. The two objectives are in.....
4. There were too many among the negotiators, so the plan did not succeed.
5. The negotiating teams will have some informal later today.

Negotiating Styles

1. In his book *The Pocket Negotiator*, Gavin Kennedy describes two extreme styles of negotiator: *Red stylists* and *Blue stylists*. Read the summary of the two styles. Then decide if you are: 1. A Red stylist. 2. A Blue stylist. 3. Somewhere between the two styles.

Redstylists	Blue stylists
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Want something for nothing.	Want to trade something for something.
Try to win by showing they are stronger than the other person.	Try to succeed by cooperating with the other person.
See negotiation as a short-term activity.	See negotiation as a long-term activity.
Use tricks and pressure to get what they want.	Do not use tricks. They think about each other's interests.

2. Study the negotiating vocabulary. Starting

Could we begin now please? OK, let's get started, shall we?

Exploring positions

What do you have in mind?

How would you feel about a bigger discount?

Making offers and concessions

If you order now, we'll give you a discount.

We'd be prepared to offer you a better price if you increased your order.

Checking understanding

When you say there are delivery problems, what do you mean? Have I got this right?

You said a discount on an order of 1000. If I understand you correctly...

Refusing an offer

I'm sorry, we can't accept that. I'm not sure about that.

Accepting an offer

I think we can agree to that.

That sounds reasonable.

Playing for time

I'd like to think about it.

I'm sorry, but I'll have to consult my colleagues about that.

Closing the deal

That's it, then. I think we've covered everything. Great! We've got a deal.

3. Read and remember some more expressions from the Useful Language list below. Practice using them in a mini-dialogue of your own.

Stating aims

We'd like to have it in a month's time.

We must have delivery by the end of next week.

Making concessions

If we have to finish in one month, I'll need to have an extra designer. That could be all right – as long as I get some money in advance.

Rejecting suggestions

We'd prefer to pay you a fixed amount.

Bargaining

How about paying me half when I start the work? What if we offer you a better price on a bulk purchase?

Focusing the discussion

Let's talk about the time for arranging the next meeting.

4. Which of the following are good ways of dealing with conflict in a negotiation?

1. Avoid eye contact.
2. Smile a lot.
3. Sit back and appear relaxed.
4. Stop the discussion and come back to it later.
5. Say nothing for a long time.
6. Say 'I see what you mean'.
7. Find out why the other side is unhappy.
8. Focus on the issues, not on personalities.
9. Say something humorous.
10. Speak calmly and slowly.

5. Match these sentence halves.

Six tips for being a more successful negotiator

1. Good answers don't always come quickly,	a) you can't be tough all the time.
2. Sometimes you have to compromise –	b) enthusiastic negotiators are rare!
3. Don't get angry too quickly –	c) or they'll think you are weak.
4. Don't agree with everyone all the time,	d) be consistent.
5. Say when you like an idea –	e) so don't be too impatient.
6. Keep the same attitude towards others –	f) try and stay calm.

6. Read and memorize the expressions from the Useful Language list below. Practice saying them aloud. Remember about your intonation and try to be tolerant, patient and sympathetic while speaking.

Calming down

I understand what you are saying. I can see your point of view. Well, I know / see what you mean.

Why don't we come back to that later?

Let's have a break and come back with some fresh ideas. You don't have to worry about ...

Creating solutions

A compromise could be to ...

How about if ... / What if ...

Let's look at this another way.

Another possibility is ...

Closing a negotiation

Let's see what we've got.

Can I go over what we've agreed?

Let's go over the main points again.

OK, I think that covers everything.

We've got a deal.

Fine.Right. That's it then.

VI

TRAVELLING ON BUSINESS

How to Survive While Traveling

1. Study the useful vocabulary below and put a (+) for speaking about positive tips and a (-)for negative ones and a (*) for neutral. Use the expressions to talk about the survival tips for travelers around your country or abroad.

Useful Language

1. *It's recommended to ...*

2. *It's a good idea to ...*

3. *It's worth ...*

4. *You should ...*

5. *You must ...*

6. *You have to*

7. *Never forget to ...*

8. *It'll be useful to ...*

9. *It'll be appropriate to ...*

14.*If I were you, I'd ...*

15.*Avoid ...*

16.*Don't be / say / do ...*

17.*My advice is ...*

18.*It's vital to remember ...*

19.*It's offensive to ...*

20.*There's no use in ...*

21.*One must remember ...*

22.*Don't be afraid to ...*

10. *It's not acceptable to ...*

11. *It's a tradition to ...*

12. *It's a norm to ...*

13. *There's no point in ...*

23. *It's appreciated ...*

24. *You don't need to ...*

25. *You don't have to ...*

26. *Don't forget to ...*

2. Use the prompt below to speak about the areas of travel etiquette. Take turns with your partners to talk about the chosen areas and add some ideas of your own from what you've heard and your own travel experience.

The Basics of Travel Etiquette

Three overall points to consider when traveling are:

- 1) dress nicely in comfortable clothes;
- 2) bring only what luggage you can carry;
- 3) have dollar bills handy for tipping.

Plane Etiquette

1. Arrive at the airport at least 90 minutes prior to departure.
2. Have picture identification ready when checking in at the airport.
3. Tip \$1 per bag when using a skycap to check your luggage.
4. Carry on a small bag; check large pieces of baggage.
5. Make a polite excuse, such as having work to do, when you do not want to talk to the person next to you who keeps talking.
6. Thank the flight attendants as you disembark.

Elevator Etiquette

1. Stand out of the way as passengers exit the elevator.
2. If you are standing in the elevator by the controls, press the door open button as passengers are getting on the elevator. Politely ask 'What floor?' for new passengers as they enter.
3. Step aside if a passenger behind you needs to exit the elevator.
4. Conduct conversations quietly.

Taxi Etiquette

1. Glance at the driver's identification card to be sure it is legitimate.
2. Tip \$1 for a \$5 ride and \$2 for a \$10 ride.

Hotel Etiquette

1. Leave your room tidy each day so the maid service can easily provide fresh linens.
2. Be sure the television/radio is kept low so your neighbors are not disturbed.
3. Keep voices low when talking down corridors. In your room, be considerate of your neighbors.
4. Hotel quiet hours generally begin around 9 pm.

5. Be aware that hotel doors will slam loudly due to the echo in the corridor.
6. Hotel items are not souvenirs (example: towels, books, etc.)
7. It is not always safe to leave valuables in your hotel room.
8. Tip the bellman \$1-2 per bag if he/she delivers your luggage to your room.
9. Tip the maid \$2 per person, per night. Leave tip on pillow daily!
10. Tip 15-20 percent of the bill for room service; or \$2 per pizza delivery.
11. Concierge – \$5-10 for help with hard-to-get dinner reservations or theater tickets.
12. Delivery of special items – If you request extra pillows or an iron, tip \$1 per item received, minimum \$2.

Restaurant Etiquette

1. Place your napkin on your lap as soon as you are seated.
2. Place your napkin to the left of your plate or on your chair when you excuse yourself from the table.
3. Place your napkin to the right of your plate (not on your plate) when you are leaving the restaurant.
4. Pass salt and pepper together, even when only one is requested.
5. Tear dinner rolls and bread by hand. Butter individual bites as you eat.
6. Wait to begin eating until the host(ess), the appointed person, or the most distinguished person at the table begins eating. Tipping 15-20% on food.

Avoiding Etiquette and Non-Verbal Errors

1. Read the article below. Which of the facts from the article you knew before reading it? Have you learnt anything new? What facts surprised you most? Have you ever made any cross-cultural faux pas?

International Etiquette Errors

Some nations have a reputation for being rude travelers, and it really is no wonder why: every country's rules and customs are different, and sometimes it's hard to find time to read up on the subject before taking trips. Even seemingly harmless codes of behavior used every day in your country can land you in trouble abroad.

With all these different customs, how can travelers avoid causing offense when traveling abroad? Thankfully, we've pulled together a list of common etiquette tips travelers should keep in mind when dining, drinking and more abroad.

Drinking

Japan: When drinking with the Japanese don't fill your own drink; fill the glass of the person next to you and wait for them to reciprocate. Filling your own glass creates an impression to everyone at the table that you're an alcoholic.

Armenia: If you empty a bottle into someone's glass, it obliges them to buy the next bottle – it's polite to put the last drops into your own glass.

Australia: Shout your preferred drink to a group on arrival at the pub. 'Shouting' is a revered custom where people rotate paying for a round of drinks. Don't leave before it's your turn to buy!

Russia: Vodka is for toasting, not for casual sipping; wait for the cue. Men are expected to down shots in one gulp while women are usually excused. Never mix your vodka or dilute it. And don't place an empty bottle on the table – it must be placed on the floor.

Italy: Though it's not technically illegal to order a cappuccino after noon, it's considered a culinary crime punishable by the barista's malocchio (evil eye). If an espresso is too strong, try a macchiato (espresso with a 'stain' of milk).

Table Manners

Japan: When you eat noodles it's perfectly okay – even expected – to slurp them.

Asia: Never stick your chopsticks into a bowl of rice upright – that's how rice is offered to the dead.

Russia: Put your wrists on the edge of the table (not in your lap) while eating, and keep your fork in your left hand and knife in your right.

Portugal: In restaurants, don't ask for salt and pepper if it is not already on the table. Asking for any kind of seasoning or condiment is to cast aspersions on the cook. And cooks are highly respected people in Portugal.

France: Never, ever discuss money over dinner. And splitting the bill is considered the height of unsophistication.

Mexico: Whenever you catch the eye of someone who's eating, stranger or not, say 'Provecho' (Enjoy). Don't avoid this custom. It's good manners and feels nice.

Body Language

UK: Don't stick your index finger and middle finger up with the palm of your hand facing towards you. It's the equivalent of giving someone the finger. Tip: Don't order two beers in this fashion in UK bars. Doing it palm facing out is OK (i.e. the peace sign).

Greece: You shouldn't wave to anyone with an open palm (like greeting a friend or crossing the street) or show your palm (as one might say 'hold on' or 'wait' or show the number 5). It is essentially the way one flips someone the bird in Greece, but more than that, it states 'I reject you', the ultimate 'diss' as opposed to being a friendly gesture.

Asia: Never touch any part of someone else's body with your foot, which is considered the 'lowest' part of the body. If you accidentally do this, apologize by touching your hand to the person's arm and then touching your own head. Don't point at objects or people with your feet, don't prop your feet on chairs or tables while sitting.

Thailand: Don't be alarmed if a local unabashedly picks their nose while talking to you; it's considered a natural act of good hygiene...!

Nepal: It's bad manners to step over someone's outstretched legs, so avoid doing that, and move your own legs when someone wants to pass.

Russia: When sitting on benches keep your feet on the ground. Anyone attempting sideways lounging or picturesqueknee-huggingposes is risking death by babushka laser vision.

2. Make your own research about cross-cultural etiquette in a country you've visited or would like to visit and present it to your class.

3. Translate the article about business traveling to English.

Путешествие за рубеж доставляет нам радость и удовольствие, но может вызвать дискомфорт у тех, кто с нами общается, если мы не знаем обычаев принимающей нас страны. В помощь туристам, отправляющимся за рубеж, руководство компании «Nikko Hotels International» попросило сотрудников своих филиалов в разных странах разработать памятки по этикету. Ниже мы приводим наименее известные правила поведения в разных странах.

Объединенные Арабские Эмираты

В Арабских Эмиратах признаком дурного тона считается показывать подметки ботинок во время встречи.

Мексика

Старайтесь не оставлять кредитные карточки или чаевые прямо на столе, так как здесь это считается невежливым. Положите карточку или чаевые внутрь папки со счетом или на поднос и передайте непосредственно официанту.

Германия

Не обходите вниманием местные напитки. Немцы предпочитают пиво, произведенное в их родных городах.

Китай

В Китае отношение к деловому партнеру нередко измеряется стоимостью преподнесенного ему подарка. Однако не следует забывать, что часы дарить категорически запрещено, так как в Китае часы ассоциируются со смертью. Кроме того, как и во всех азиатских странах, следует внимательно следить за тем, чтобы ваш поступок или слово не заставили вашего собеседника чувствовать себя уязвленным. Даже такой невинный вопрос, как «Неужели вы этого не знали?», может привести к полному разрыву отношений.

Япония

В японских ресторанах старайтесь придерживаться правил приема пищи. Если вы едите суши, в соевый соус следует окунать только рыбу, а рис – нет.

Вьетнам

Во Вьетнаме, как и во всех азиатских странах, существует строгое правило: визитная карточка подается собеседнику обеими руками. Взяв карточку, быстро прочтите надпись на ней и положите на стол рядом с собой.

Малайзия

Необходимо учитывать некоторые местные требования к форме одежды. Желтый цвет – признак принадлежности к королевскому роду. Поэтому если вы приглашены на официальный прием, где будут присутствовать члены королевской семьи, не надевайте одежду желтого цвета.

Dialogues 'Travelling'

1. Practice the dialogue with a partner.

- What flights to Boston have you got?
- There are two flights a week on Tuesday and on Friday.
- What time?
- At 11.30 every Tuesday and at 8.30 every Friday.
- How much is the tourist class ticket to Boston?
- A single ticket is 50 dollars and a return ticket is 110.
- Какие рейсы у вас есть до Бостона ?
- Есть два рейса - во вторник и пятницу.
- Какое время?

- В 11.30 каждый вторник и 8.30 в пятницу.
- Сколько стоит билет туристического класса до Бостона?
- В одну сторону 50 долларов, туда и обратно 110.
- I want one single tourist class ticket for Tuesday.
- Тогда будьте добры, один билет на вторник в одну сторону.

2. Act out the dialogue with a partner.

- Hello. Do you speak English?
- Of course. Can I help you?
- Yes. I'm looking for a double room for the next three nights. Have you got one available.
- Just a moment. I'll see.
- And that's with a bathroom, is it?
- All our rooms have private bathrooms, madam.
- And how much is it per night?
- 230 francs per night, madam.
- O.K. The charge is quite acceptable.
- Then fill in the form, please.

3. Act out the dialogue with a partner.

- Good morning, sir. May I help you?
- I'd like to check out now. My name is Mr Green and I was in room 420.
- Just a moment, please, sir. Did you make any phone calls from your room?
- Yes.
- How many did you make?
- I don't know exactly.
- Just a moment, I'll have to check with the operator.

4. Act out the dialogue with a partner.

- Good afternoon. May I help you?
- Yes. We have a booking for tonight. The name is Brown.
- Just a moment, please. Yes, that was a double room with bath.
- Yes, that's right.
- Would you like to register, please? Then fill in the form. How are you going to pay, sir?
- In cash or by credit card?
- In cash.
- May I see your passport, please?
- Here you are.
- Thank you, sir. Here's your key card and your key. Your room number is 306.
- Thank you.

VII

TELEPHONING

Telephoning Across Cultures

1. Read the following statements and discuss them with your partners.

1. For the British and the Italians it is normal to interrupt the other speaker during the conversation.
2. A special importance is attached to listening in Japanese and Finnish cultures.
3. One should interrupt and try to help speakers who may have difficulty in saying what they want to say.
4. It is unusual for Americans and British to use first names early in business relationship.
5. It doesn't matter if you break certain social rules if it is clear that you are sensitive to other people.
6. Etiquette is the critical point in telephoning between cultures.

2. Now read the text and identify the following points.

1. something that is important before telephoning
2. advice on how to use your voice
3. advice on checking your understanding
4. examples of 'explicit' cultures – what does this mean?
5. examples of 'subtle' cultures – what does this mean?
6. a possible problem about the phone that you would not have face-to-face.

Cross-cultural telephoning skills

Many people are not confident about using the telephone in English. However, good preparation can make telephoning much easier and more effective. Then, once the call begins, speak slowly and clearly and use simple language.

Check that you understand what has been said. Repeat the most important information, look for confirmation. Ask for repetition if you think it is necessary.

Remember too that different cultures have different ways of using language. Some speak in a very literal way so it is always quite clear what they mean. Others are more indirect, using hints, suggestions and understatement (for example 'not very good results' = 'absolutely disastrous') to put their message. North America, Scandinavia, Germany and France are 'explicit' countries, while the British the British have a reputation for not making clear exactly what they mean. One reason for this seems to be that the British use language in more abstract way than most Americans and continental Europeans. In Britain there are also conventions of politeness and a tendency to avoid showing one's true feelings. For example if a Dutchman says an idea is 'interesting' he means that it is interesting. If an Englishman says that an idea is 'interesting' you have to deduce from the way he says it whether he means it is a good idea or a bad idea.

Meanwhile, for similar reasons Japanese, Russians and Arabs – ‘subtle’ cultures – sometimes seem vague and devious to the British. If they say an idea is interesting it may be out of politeness.

The opposite of this is that plain speakers can seem rude and dominating to subtle speakers, as Americans can sound to the British – or the British to the Japanese. The British have a tendency to engage in small talk at the beginning and end of a telephone conversation. Questions about the weather, health, business in general and what one has been doing recently are all part of telephoning, laying a foundation for the true purpose of the call. At the end of the call there may well be various pleasantries, “Nice talking to you, Say hello to your family, Looking forward to seeing you again soon.” A sharp, brief style of talking on the phone may appear unfriendly to a British partner. Not all nationalities are as keen on small talk as the British!

Being aware of these differences can help in understanding people with different cultural traditions. The difficulty on the telephone is that you cannot see the body language to help you.

3. Study the useful language which will help you be more successful in telephoning across cultures.

Stating reason for your call

I’m ringing to... I’d like to...

I need some information about...

Making arrangement

When would be a good time to ...? Could we meet some time next month? Would Thursday at 5 o’clock suit you? What about July 21st?

Changing arrangements

We’ve an appointment for next month, but... I’m afraid I can’t come on that day.

Could we fix an alternative?

Confirming information

So..., can I check that? You said. To confirm that...

Can you/Can I confirm that by fax? That would be fine.

No, sorry, I can’t make it then. Sorry, I’m too busy next week.

Ending a call

Right. Thanks for your help.

I look forward to seeing you. Bye.

4.What makes a good telephone call?

1.Voice (speed, clarity, volume)

2.Structure (background information, key information, repetition, emphasis and confirmation, possible confirmation by fax)

3.Style (formal/informal, cold call/ new contact/ established contact,in-companyvs. customer/ supplier/ outside agent, colleague/ friend/ business associate/ public, company image.

5.Read the suggested structure of a call and practise talking with your partner.

1.Beginning (introduce yourself, get who you want, small talk, state problem/ reason for call).

2.Middle (ask questions, get/give information, confirm information).

3.End (signal end, thank other person, small talk, refer to next contact, close call, check that there's nothing else to say).

Dealing with Tele Breakdowns

1. What expressions can you use on the phone in the following situations?

1.you don't hear what someone says;

2.the person speaks too fast or too quietly;

3.you don't understand a word or expression they use;

4.you want to check the spelling of something;

5.you want more information about a subject;

6.the connection is not good and you can't continue the conversation;

7.you want to check the key points.

2. Ask the two students from the group to read out the sample telephone conversation. Which of the problems mentioned in Task 1 do the speakers have when communicating?

(Student 1: KS – Koichi Sato, Student 2: B–Bernard)

KS: Yamashita Electronics, Koichi Sato speaking.

B: Hello, Koichi, this is Bernard Klebermann. How are you?

KS: Very well, thank you. How can I help?

B:We need some more sales literature. We're planning a big advertising campaign for your new laser printer. And there's a lot of demand for yourother products too, by the way.

KS: Good.

B:Can you send some more brochures, 5,000 would be good, plus some updated price lists, the same amount? Also we need

point of sales literature, especially posters, and ... at least 200 and some of those pens and pencils with the company logo on, also 50 or so of the bags that we give out at exhibitions.

KS: OK, I don't know if I can remember all that ... can you ...

B: Good. Another thing, you might like to know, we've managed to get a big new customer, Seelmayer.

KS: Seel... I don't think I know the company ...

B: We're very excited about it. They're a big restaurant chain. they've placed an order for 18 of the new lasers, please tell your boss, Mr Fujiwara, he'll be pleased, I'm sure.

KS: An order for 80 laser printers. Great! I'll let my boss know. He'll probably want to write to this company ... er ... Seelmund.

B: Yes, please, tell him to write to them. That'd be good PR. They're expanding very fast in Europe and they'll probably order some computers and fax machines from us as well. They're planning a big roll-out there in the next two years. Tell him that.

KS: Er yes, a big er roll-out, you say, er interesting. I'll tell him immediately. I'll need some details about the company, an address and the right person to contact and ...

B: Sorry Koichi, I can't hear you, it's an awful line. anyway, nice talking to you. Speak to you soon.

3. Listen to the two speakers in a similar conversation. Explain why the second conversation is better. give as many reasons as you can.

(Student 1: KS – Koichi Sato, Student 2: B–Bernard)

KS: Yamashita Electronics, Koichi Sato speaking.

B: Hello, Koichi, this is Bernard Klebermann. How are you?

KS: Very well, thank you. How can I help?

B: We need some sales literature. We're planning a big advertising campaign for your new laser printer. And there's a lot of demand for your other products too, by the way.

KS: That's good. Hold on a second while I get a pen ... OK? What do you need?

B: Can you send some more brochures, 5,000 would be good, plus some updated price lists, the same amount? Also we need point of sales literature.

KS: Sorry, Bernard, I didn't catch that. Could you slow down a little, please? I need to take notes.

B: Oh sorry. right. I said, we need more brochures.

KS: Right, I've got so far. Could you give me some more details?

B:Certainly. Er 3,000 brochures for Switzerland, 1,000 for France and 500 each for Spain and Italy. Also, we need point of sales literature especially posters - at least 200 and oh yes some of those pens and pencils with the company logo on, a couple of hundred, also 50 or so of the bags we give out for exhibitions.

KS: Let me check that, 200 posters, pens and pencils and 50 bags. Got it.

B:Good. Another thing, you might like to know, we've managed to get a big new customer, Seelmayer.

KS: Seel ... sorry, could you spell that for me please, Bernard? I don't think I know the company.

B: Certainly, S-E-E-L-M-A-Y-E-R. **KS:** Thank you.

B:We're very excited about it. They're a big restaurant chain. They've placed an order for 18 of the new lasers; please tell your boss, Mr Fujiwara ...

KS: Sorry, did you say 80 lasers?

B:No, 18, one eight.

KS: Right, I'll let my boss now. He'll probably want to write to this company to thank them.

B:Yes, please tell him to write to them, it'd be good PR. They're expanding very fast in Europe and they'll probably order some computers and fax machines as well. They're planning a big roll-out there in the next few years. Tell them that.

KS: Sorry I don't follow you. What does 'roll out' mean?

B:A roll-out is when a company plans to expand throughout a country; it's a nationwide expansion if you like.

KS: Ah I see. I'll tell my boss, Mr Fujiwara, immediately. But I need details about the company ... sorry, it's a bad line. Could you speak up, please? I can't hear you very well.

B:Yes, the line is awful. What did you say?

KS: Could you e-mail me the details, the address, the right person to contact, etc.?

B:Sorry, I still can't hear you. I'll call you back; maybe the line will be better.

4. Complete these extracts with words or expressions from the script of the conversation above.

1. That's good. while I get a pen.

2. Sorry Bernard, I Could you a little, please? I need to take notes.

3. Let me that, 200 posters, pens and pencils and 50 bags. it.

4. Seel ... sorry, could you me, please,
Bernard, I don't think I know the company?
5. 'They've placed an order for 18 of the new lasers...' ' Sorry,
..... 80 lasers?'
6. Sorry, I don't follow you. What..... 'roll-out'..... ?
7. But I need details about the company. Sorry. It's..... . Could
you..... ? I can't hear you very well.
8. Sorry, I still can't hear you. I'll; maybe the line will be better.

5. Work in pairs. Role play.(Student 1: Marketing Manager; Student 2: Overseas Agent). While doing the role play, practice some of the expressions you can use for dealing with breakdowns in communication.

Useful Language

Asking for repetition

Sorry, could you repeat that?

I didn't (quite) catch that.

Could you speak up, please?

Could you say that again, please?

Asking for clarification

Would / Could you spell that, please?

Can I read that back to you?

What do you mean by ... ?

What does ... mean?

Sorry, I'm not with you.

Sorry, I don't follow you.

Could you give me some more details, please?

Could you let me have some more information?

Could you explain that in more detail?

Could you clarify that?

Could you be more specific, please?

Solving a problem

Sorry, it's a bad line. Can I call you back?

Could you speak a bit louder please?

Summarising the call

Let me go over what we've agreed.

Let me just summarise ...

MARKETING MANAGER

You are the Marketing manager of an exclusive leatherware company. You phone an overseas agent to discuss plans for advertising the company's new range of women's handbags and men's wallets before Christmas. You both have various ideas for promoting the sales of these two items. Try to reach agreement on a suitable advertising strategy. Note: you are on your mobile phone and the battery is low, so check all the details carefully.

You want the agent to:

- take out special advertisements for the new products in local magazines and newspapers, and do some limited cinema advertising.
- put additional posters in local stores.
- advertise the products on buses, trams and key outside locations.
- contact a local marketing consultant for advice on online advertising:

David Henderson: tel: 01765 4523 987655 e-mail:henderson.@HRP.compp

You will contribute 60,000 Euros towards the cost of the advertising. You expect the agent to contribute 40,000 Euros towards the cost of advertising.

OVERSEAS AGENT

The Marketing Manager of an exclusive leather ware company phones you to discuss plans for advertising the company's new range of women's handbags and men's wallets before Christmas. You both have various ideas for promoting the sales of these two items. Try to reach agreement on a suitable advertising strategy. Note: you are on your mobile phone and the battery is low, so check the details carefully.

You want to:

- spend a lot of money on cinema, local radio and television advertising.
- invite some well-knownlocal sportsmen and women to promote the new products in large department stores.
- exhibit the products at the local airport, rail and bus stations, and on local transport vehicles.
- send mail order publicity to selected house and apartment owners.
- advertise online, but you have no experience in this area.

You expect the Marketing Manager to contribute at least 80 % of the cost of the advertising. You expect this to be about 100,000 Euros. You could contribute 20 % but this would greatly reduce your profits on the products.

Dialogues'Telephoning'

1. Read this dialogue with a partner.

-Hello.

- GouldIspeaktoMrBokov?
- Who'scalling, please?
- This is Brown from the Foreign Office.
- Thank you. I'm putting you through.

2. Read this dialogue with a partner.

- Five - seven - three, one - nine - oh - four.
- Good evening. Can I speak to Mr Jones, please?
- Sorry. Mr Jones is on the other line. Willyouwait, please?
- Allright.
- Sorry to have kept you waiting, I'm putting Mr Jones on the line.
- Thankyou. - Спасибо.

4. Read this dialogue with a partner.

- Hello. I'd like to speak to Mr Smith.
- I'm afraid you have the wrong number. What number were you calling?
- I was calling 340 - 1098.
- This is 340 - 1098. But there is no one by the name of Smith here. This is a private residence.
- I'm sorry to have bothered you.
- That's quite all right.

VIII INTERNATIONAL BUSINESS COMMUNICATION

Cross-Cultural Communication

1. Have you ever experienced any problems when communicating with foreigners? Some cultural misunderstandings can create culture bumps. What is a culture bump?

A culture bump is:

- a minor incident where one expects one behavior and gets a completely different one
- instantaneous
- a negative, neutral or positive experience
- over within minutes or seconds
- still remembered years later
- sometimes experienced within one's own environment

Examples:

1. A North American is (pleasantly) surprised when kissed on the cheek by a Latin American.
2. A German who is used to getting straight down to business in a meeting gets a little impatient when the British spend a few minutes chatting before getting started.
3. A person from a more formal culture like Japan or Germany is unsettled to see that Americans are on first name terms with everyone.

Think of a culture bump you have experienced. Answer these questions.

1. Where and when did it take place?
2. With whom did it take place?
3. What happened?
4. Describe the behavior of the other person(s).
5. Describe your own behavior.
6. How did you feel?
7. How do you think the other person felt?
8. How do you feel now when thinking back?
9. What conclusions have you drawn?

2. Read the article. What else can you add to the list?

Cross-Cultural Communication Strategies

The key to effective cross-cultural communication is knowledge. First, it is essential that people understand the potential problems of cross-cultural communication and make a conscious effort to overcome these problems. Second, it is important to assume that one's efforts will not always be successful, and adjust one's behavior appropriately. For example, one should always assume that there is a significant possibility that cultural differences are causing communication problems, and be willing to be patient and forgiving, rather than hostile and aggressive, if problems develop. One should respond slowly and carefully in cross-cultural exchanges, not jumping to the conclusion that you know what is being thought and said.

One common suggestion for heated conflicts is to stop, listen, and think, or 'go to the balcony' when the situation gets tense. By this we mean withdraw from the situation, step back, and reflect on what is going on before you act. This helps in cross cultural communication as well. When things seem to be going badly, stop or slow down and think. What could be going on here? Is it possible I misinterpreted what they said, or they misinterpreted me? Often misinterpretation is the source of the problem.

Active listening can sometimes be used to check this out—by repeating what one thinks he or she heard, one can confirm that one understands the communication

accurately. If words are used differently between languages or cultural groups, however, even active listening can overlook misunderstandings.

Often intermediaries who are familiar with both cultures can be helpful in cross-cultural communication situations. They can translate both the substance and the manner of what is said. For instance, they can tone down strong statements that would be considered appropriate in one culture but not in another, before they are given to people from a culture that does not talk together in such a strong way. They can also adjust the timing of what is said and done. Some cultures move quickly to the point; others talk about other things long enough to establish rapport or a relationship with the other person. If discussion on the primary topic begins too soon, the group that needs a "warm up" first will feel uncomfortable. A mediator or intermediary who understands this can explain the problem, and make appropriate procedural adjustments.

Yet sometimes intermediaries can make communication even more difficult. If a mediator is the same culture or nationality as one of the disputants, but not the other, this gives the appearance of bias, even when none exists. Even when bias is not intended, it is common for mediators to be more supportive or more understanding of the person who is of his or her own culture, simply because they understand them better. Yet when the mediator is of a third cultural group, the potential for cross-cultural misunderstandings increases further. In this case engaging in extra discussions about the process and the manner of carrying out the discussions is appropriate, as is extra time for confirming and re-confirming understandings at every step in the dialogue or negotiating process.

3. The following cross-cultural communication tips are provided to help people working in international and multicultural environments. Discuss them and add some more to the list.

Cross-Cultural Communication Tips

1. Be Patient: Working in an intercultural environment can be a frustrating affair. Things may not get done when expected, communication can be tiresome and behavior may be inappropriate. Patience with yourself and others helps move beyond such issues and address how to avoid similar incidents in the future.

2. Establish Rules: Sometimes if working in a truly multicultural team it may be necessary for all to take a step back and set down some ground rules. i.e. how do we approach punctuality, meetings, communication, emails, disagreements, etc? It is always a good idea to try and develop the rules as a group rather than have them imposed.

3. Ask Questions: When you don't understand something or want to know why someone has behaved in a certain way, simply ask. Asking questions stops you making assumptions, shows the questioned you did not understand them and helps build up your bank of cross-cultural knowledge.

4. Respect: The foundation of all intercultural communication is respect. By demonstrating respect you earn respect and help create more open and fruitful relationships.

5. The Written Word: Sometimes people who do not have English as their mother tongue will read more proficiently than they speak. It is a good idea to always write things down as a back up.

6. Time: Not everyone in the world thinks "time is money". Understand that for many people work is low down on the priority list with things like family taking a much higher precedence. Do not expect people to sacrifice their own time to meet deadlines. It is good practice to always leave a bit of spare time when considering deadlines.

7. Humor: In across-cultural environment one man's joke is another's insult. Be wary of differences in the sense of humor and also the acceptability of banter and the like in a business environment.

8. Always Check: The easiest way of minimizing the negative impact of cross-cultural communication is to check and double check. Whether agreeing something or giving instructions, a minute spent double checking all parties are 'reading from the same sheet' saves hours of work later on down the line.

9. Be Positive: When faced with incidents of an intercultural nature steer clear of blame and conflict. Stay positive, analyze the problem areas and work as a team to build strategies and solutions to ensure the same never occurs again.

10. Self-Reflect: A good cross-cultural communicator not only looks outwards but also inwards. Take time to reflect on your own communication, management or motivation style and see where you can improve as an individual.

Research into the area of cross-cultural communication and working in a multicultural environment continues to show that the culturally diverse team is usually the most inventive and vibrant. However, unless businesses and individuals start to address the area of intercultural communication as a serious business issue, this potential will not be realized.

4. Choose any country from the list below or any other at your choice: England, America, France, Germany, Sweden, Switzerland, Poland, Japan, China, South Korea, Saudi Arabia.

Make the list of tips on how to behave in a foreign country. Include as much information as possible about some typical / common / interesting / surprising /

shocking / astonishing / awful / shocking / disgusting / terrible / pleasant / fascinating details.

Use the following ideas:

- greetings
- life style
- negotiations
- national traits
- food and drink
- gifts
- verbal communication
- non-verbal communication
- telephone communication
- business life
- dress-code
- rules and regulations

Cultural and Business Differences

1. Look at the title of the article. Do you think the article will be serious or light-hearted? Why? Then read the article and say whether you were right or not. Prove your ideas.

A World Guide to GOOD MANNERS (or how not to behave badly abroad)

Travelling to all corners of the world gets easier and easier. We live in a global village, but how well do we know and understand each other? Here is a simple test. Imagine you have arranged a meeting at four o'clock. What time should you expect your foreign business colleagues to arrive? If they are German, they'll be bang on time. If they are American, they'll probably be 15 minutes early. If they are British, they'll be 15 minutes late, and you should allow up to an hour for the Italians.

When European community began to increase in size, several guide books appeared giving advice on international etiquette. At first many people thought this was a joke, especially the British, who seemed to assume that the widespread understanding of their language meant a corresponding understanding of English customs. Very soon they had to change their ideas, as they realized that they had a lot to learn about how to behave with their foreign friends.

For example:

-The British are happy to have a business lunch and discuss business matters with a drink during the meal; the Japanese prefer not to work while eating. Lunch is a time to relax and get to know one another, and they rarely drink at lunch time.

-The Germans like to talk business before dinner; the French like to eat first and talk afterwards. They have to be well fed and watered before they discuss anything.

-Taking off your jacket and rolling up your sleeves is a sign of getting down to work in Britain and Holland, but in Germany people regard it as taking it easy.

-American executives sometimes signal their feeling of ease and importance in their offices by putting their feet on the desk whilst on the telephone. In Japan, people would be shocked. Showing the soles of your feet is the height of bad manners. It is a social insult only exceeded by blowing your nose in public.

-The Japanese have perhaps the strictest rules of social behavior. Seniority is very important, and a younger man should never be sent to complete a business deal with an older Japanese man. The Japanese business card almost needs a rulebook of its own. You must exchange business cards immediately on meeting because it is essential to establish everyone's status and position. When it is handed to a person in a superior position, it must be given and received with both hands, and you must take time to read it carefully, and not just put it into your pocket! Also the bow is a very important part of greeting someone. You should not expect the Japanese to shake hands. Bowing the head is a mark of respect and the first bow of the day should be lower than when you meet thereafter.

-The Americans sometimes find it difficult to accept the more formal Japanese manners. They prefer to be casual and more informal, as illustrated by the universal "Have a nice day!" American waiters have a one-word imperative 'Enjoy!' The British, of course, are cool and reserved. The great topic of conversation between strangers in Britain is the weather - unemotional and impersonal. In America, the main topic between strangers is the search to find a geographical link. 'Oh, really? You live in Ohio? I had an uncle who once worked there.'

'When in Rome, do as the Romans do'.

In France you shouldn't sit down in cafe until you've shaken hands with everyone you know.

In Afghanistan you should spend at least five minutes saying hello.

In Pakistan you mustn't wink. It's offensive.

In the Middle East you must never use the left hand for greeting, eating, drinking, or smoking. Also, you should take care not to admire anything in your hosts' home. They will feel that they have to give it to you.

In Russia you must match your hosts drink for drink or they will think you are unfriendly.

In Thailand you should clasp your hands together and lower your head and your eyes when you greet someone.

In America you should eat your hamburger with both hands and as quickly as possible. You shouldn't try to have a conversation until it is eaten.

2. Comprehension check: discuss the questions in pairs.

1. Which nationalities are the most and the least punctual?
2. Why did the British think that everyone understood their customs?
3. Which nationalities do not like to eat and do business at the same time?
4. 'They (the French) have to be well fed and watered.' What or who do you normally have to feed and water?
5. An American friend of yours is going to work in Japan. Give some advice about how he / she should and shouldn't behave.
6. Imagine you are at a party in (a) England; (b) America. How could you begin a conversation with a stranger? Continue conversations with your partner.
7. Which nationalities have rules of behaviour about hands? What are these rules?
8. Why is it not a good idea to:
 - say that you absolutely love your Egyptian friend's vase.
 - go to Russia if you don't drink alcohol.
 - say 'Hi! See you later!' when you're introduced to someone in Afghanistan.
 - discuss politics with your American friend in a McDonald's.

3. Study some tips on cultural differences in business. Make up the similar 'advice list' for your country.

	France	Germany	UK
Greetings	Shake hands on arrival and departure.	Shake hands on arrival and departure and announce your name.	Shake hands – exchange business cards.
Appointment	On time; a few minutes delay is tolerated.	Arrive 5 minutes early.	Mostly on time.
Business cards	In the meeting the card is placed in front of the owner.	Cards not always exchanged.	Exchange and put into wallet.
Business correspondence	Very formal language.	Serious business – like tone.	Sometimes long winded.
Working hours	Don't usually start before 8.30 – quite long lunch – overtime.	7.00 – 16.00. middle and senior management often work later.	Known to work the longest hours in Europe.

Decision making	Department head collects suggestions and makes decision alone.	Often based on team work and consensus.	Decisions can be slow.
Negotiating	Lengthy and formal – like to	Precise, direct, stick to the	Tough underneath

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	make speeches.	point.	polite and sometimes seemingly vague attitude.
Telephoning	Phone a lot – might interrupt speaker.	Short, direct, no small talk.	Polite, a bit of small talk first.
Entertaining	Lavish restaurant lunches.	Short canteen – rarely invite people home.	Business lunches and dinners – pubs.
Meetings	Lengthy, a little disorganised with interruptions.	Short, punctual and well prepared.	Informal tone – use of humour.

4. How culturally aware are you? Read the following scenarios and see if you can identify the problem in each.

1. George Taylor works as a supervisor for an engineering company in Riyadh, Saudi Arabia. In the UK he had a reputation for speaking his mind and by doing so getting the best out of his staff. At the current project in Riyadh he supervises 12 British staff and nearly 50 Saudi staff. After a few months George has become increasingly frustrated by what he sees as a less than effective Saudi team. Their lack of competence and slow work pace is worrying George. What should he do to try and bring the Saudi staff back into line?

a) Publicly reprimand a few of the Saudi staff to ensure the message gets across to them all. By doing so he will also establish who is boss.

b) Pick one member of the Saudi staff to explain his worries to. This staff member will be used to relay George's opinions to the rest.

c) Speak to as many members of staff individually or in small groups, explaining his viewpoint and encouraging them to better their work practice and enthusiasm.

d) Report them to his manager, a Saudi national, and let him deal with them.

2. Jenny Rains had been assigned to the Paris office of her company. As a graduate in French and someone with a lot of admiration for all things French she was very excited. Upon arriving at the new office Jenny was looking forward to meeting all her new colleagues and getting to know them. While waiting for a meeting to begin she decided to initiate some conversation with another member of staff present, Mr Le Blanc. She introduced herself as Madame Rains and went on to enquire as to whether Mr Le Blanc was married and had children. Monsieur Le Blanc seemed distant and unapproachable. Why?

a) Introducing oneself as Monsieur / Madame if you are a foreigner is considered arrogant in France.

b) As a new member of staff Jenny should have waited Mr Le Blanc to approach her.

c) Asking personal questions in France is considered intrusive. d) Chatting before meetings is not considered proper business conduct.

3. Jonathan Manning has been chosen to set up a branch of his engineering consulting firm in Seoul, South Korea. Although the six engineering consultants that would eventually be transferred there were British, Jonathan is interested in hiring locals as support staff. He is particularly keen to hire an accountant. He is offering a great salary with excellent working conditions. He gets some names put forward through contacts he has in Seoul. After meeting with them he is surprised to find that all of them turn down his offer. All preferred to stay with their current employers. Why?

a) Most Koreans stay with their first employer for the rest of their career out of a sense of loyalty.

b) Koreans consider it shameful to work for foreigners.

c) Jonathan should not have approached them directly but through a third party.

d) New firms are seen as risky in Korea, most Koreans prefer to transfer to well established companies.

4. A U. S. golfing equipment manufacturer decided to explore the possibility of entering the Japanese market. They have arranged a meeting with a major Japanese

firm to discuss a joint venture. Three representatives of each firm meet up in San Francisco. Following the initial introductions the men sat down at opposite sides of the table. After offering their Japanese guests a drink the U. S. representatives proceeded to take off their jackets and roll up their sleeves as a sign of 'let's get down to business'. The meeting was unsuccessful and the joint venture never took place. What cultural faux pas did the Americans make?

a)The seating arrangements came across as distant to the Japanese who like to conduct business in a friendly atmosphere.

b)The U.S. business men should have also offered the Japanese the chance to take off their jackets.

c)The removal of jackets was seen as un-business like, in appropriate and in breach of professional conduct.

d)Drinks are always left to after meetings in Japan.

5.Jane and Diana had been working together as teachers in Istanbul, Turkey. It was coming up to the end of their contracts and they'd decided they wanted to see a bit more of 'real Turkey'. As they got further into the countryside and away from Istanbul they started to feel hostility towards them. On one occasion they stopped at a small coffee house in a village for some refreshments and found themselves the centre of attention. They felt shaken by the numerous stares. Jane and Diana could not understand the difference in attitude between people in Istanbul and those in the countryside.

a)There was no hostility – in many parts of the world people tend to stare at something new or unusual. Istanbul is a lot more cosmopolitan and are used to Western women.

b)Women are not allowed to leave the house in rural Turkey.

c)In small villages in Turkey one should always greet the village head before doing anything.

d)Turks in general are suspicious of strangers and this is amplified in rural location.

6.Bob de Jonge and his Thai associate, Chaiwat Soonvichai, are walking into a meeting in Bangkok. Chaiwat asks Bob casually, 'Do you have the latest marketing portfolio with you?' Bob stops in his tracks and slaps his forehead. 'Why on earth didn't you ask me that earlier? Now there's no time to go back and get it'. The two continue on and conduct a successful meeting yet Chaiwat leaves the company. What went wrong?

a)Chaiwat saw the slapping of the forehead as an insult to his intellect.

b)Chaiwat felt a great loss of face through bob's reaction and felt compelled to leave the company.

c)Bob should have apologized to Chaiwat after the meeting as the missing portfolio had no negative effect.

d)Bob's reaction was seen as hot-headed and Chaiwat considered that as a bad sign in terms of an employer.

7. Nick Mills had worked hard to become the top sales representatives of the IT company he worked for. When the company received an invitation from an Argentinean firm to make a marketing presentation for them, Nick was chosen to go to Buenos Aires. Nick had set up an appointment to make his presentation the afternoon he arrived. Upon arrival he was met by the host firm who told him the presentation was postponed for two days to give Nick a chance to rest and see the sites. Nick insisted he was fit and ready for the presentation and pressed to have it that afternoon. Eventually it was put back to the original slot but Nick noticed that none of the executives at the meeting seemed interested. At the end of the meeting the Vice President suggested they all meet again in two days. Why did Nick get this reaction?

a)Argentines are fiercely proud of their culture and heritage and saw Nick's lack of enthusiasm to take in the sights as an insult.

b)Nick's insistence that it take place that day was seen as overzealous – a trait considered undesirable.

c)Their initial offer to delay it two days was their way of allowing enough time to get to know Nick. As a virtual 'stranger' none of the executives felt the desire to engage with him.

Answers

1. Option 3 is the most appropriate. Option 1 would have caused members of staff to lose face in front of their colleagues. This would have caused a lack of respect towards George. Option 2 would have caused resentment among the rest of the staff as would have perceived George as being guilty of favoritism. Option 4 would have made George look incompetent to both his staff and manager.

2.Option 3. The French do not appreciate personal questions, especially from someone they do not know well.

3.Option 1. The majority of Koreans stay with their first employer out of a sense of loyalty and mutual dependence. Individuals in Korean society gain their identity and sense of importance through the prestige of the group they belong to. As a result, a large proportion of Korean employee's life revolves around the workplace.

4.Option 3. The rolling up of the sleeves was perceived as unprofessional and as a result the US representatives lost respect..

5.Option 1. Staring is common in many cultures whereas in the West people perceive it as rude and intrusive.

6.Option 3. Bob's reaction caused Chaiwat to blame himself for the mistake and consequently did not feel he could work for him any longer.

7.Option 3. Ideally Nick should have accepted the delay and used the time to build a personal relationship with the executives he was present to. Business in South America, as in many countries, is a personal thing. People like to know who they are doing business with before doing business.

Dialogues' International Relations'

1. Read this dialogue with a partner.

- | | |
|--|---|
| - Hello, Mr Bokov. How are you? | - Здравствуйте, мистер Боков.
Как поживаете. |
| - Not too bad, thanks. And you? | - Неплохо, спасибо. А вы? |
| - Oh, fine. How are things in Kemerovo? | - Прекрасно. Как дела в Кемерово? |
| - I'm quite busy at the moment. In fact, we are about to open a new branch in Novosibirsk. | - Я сейчас занят. Фактически, мы почти открыли новый филиал в Новосибирске. |

2. Read this dialogue with a partner.

- | | |
|---|---|
| - Who do you work for? | - На кого работаете? |
| - LG Electronics. It's a Korean company. It's a part of the LG - Goldstar Group. And where do you | - LG электроникс. Это корейская компания. Она является частью LG - ГолдстарГруп. А где вы |

work?

- At the Headquarters. That's in Seoul. But I travel a lot. We have branches in over 120 countries. So I'm not actually in my office very often.

работаете?

- В штабе компании. Это в Сеуле. Но я много путешествую. У нас филиалы в более, чем 120 странах. Так что я часто отсутствую в офисе.

3. Read this dialogue with a partner.

- Hello, Paul. Haven't seen you for ages. How are you?

- Привет, Пол. Сто лет тебя не видел. Как ты?

- Hello, Nick. Fine, thanks. I've just changed my job.

- Привет, Ник. Нормально. Я только что поменял работу.

- Can you tell me about your company?

- Расскажешь о своей работе?

- We're in financial services business. Traveler's checks, charge cards, banking and so on. It's a large company. The head office is in New York but we have offices all over the world.

- Мы работаем в сфере финансовых услуг. Дорожные чеки, сберегательные счета, банковские операции и все такое. Это большая компания. Головной офис находится в Нью Йорке, но у нас есть офисы по всему миру.

IX

BUSINESS CORRESPONDENCE

What Makes a Good Letter

1. Study these Guidelines for writing a letter.

- Avoid expressing a date numerically as it can lead to confusion (03 / 04 / 02 is 3 April on the UK and 4 March in the USA).
- The opening salutation is *Dear* + title and name of the person. Use *Mr* for a man (never *Mister*), *Mrs* for a woman and *Ms* (which does not reveal marital status) if the woman has already used this title when writing to you.

- When you don't know the name of the person write *Dear Sir / Madam*.
- It is a good idea to put the main point at the beginning of the letter. People read the first paragraph carefully, but not always everything else.
- Use the pronoun *we* when writing for your company. This is more formal than *I*.
- If you begin the letter with the name of the person end *Yours sincerely*. If you begin *Dear Sir / Madam* end with *Yours faithfully*. (**Am. E.**): *Yours truly, Sincerely, Respectfully*.
- Sign the letter with both first and second names. Then print your name and position under the signature.
- Common abbreviations are:

100

Re: regarding

pp: (on behalf of) when you sign the letter for another person *Enc(s):* documents are enclosed with the letter

cc: copies (The names of the people who receive a copy are included in the letter.)

2. These are some language tips for writing a business letter in English. Read and suggest Russian equivalents for them.

Request for information

I am writing to inquire about ... I am writing in reference to ...

I read/heard ... and would like to know ...

Could you please send me ... at the address below/above. Thank you for your assistance.

I look forward to hearing from you.

Response to request

Thank you for your interest/inquiry. Enclosed is the information you requested. You can learn more about this at ...

If you have further questions, ...

If you require assistance, please contact: ...

If I can be of more help, please feel free to contact me at ...

Sample Sentences: Requests

Could you please send me your most recent brochure? Could you fax me the results of the market survey?

I would like to order ten copies of the book, *Touchy Situations*. I would be very grateful if you could send me this information. Please return the enclosed envelope with your payment.

Sample Sentences: Goodwill

Thank you for your hospitality.

I enjoyed having lunch with you last week while I was in New York. Congratulations on your promotion to General Manager.

I want(ed) to congratulate you on your new position.

I was happy to hear that contract negotiations went well.

Sample Sentences: Introduction of Product/Service.

I am writing to tell you about ...

(Our new product) is coming out next month.

This product/service is designed to (help you) ...

Sample Sentences: Reference

I am writing in regard to ...

I am writing in reference to ...

Please refer to the enclosed invoice/brochure.

I hope you have had a chance to look over the materials we sent.

Sample Sentences: Confirmation

I am writing to confirm ...

I would like to confirm what we discussed last Friday.

I would just like to confirm the main points we discussed ...

Sample Sentences: Notification

I am writing to let you know that ... Please be aware/informed that ...

I would like to inform you of a recent policy change. I am happy to inform you that ...

Your request for funding has been approved.

Sample Sentences: Offering Assistance

We would be happy to ...

If we can be of assistance, please don't hesitate to ask.

Sample Sentences: Collection

According to our records ... Our records show that ...

Your monthly installment is past due. Please send payment as soon as possible.

Samples of Business Letters

1. Inquiry Letter / Запрос

Dear Sirs,

We would like to open a current account at your bank. We will appreciate your informing us of your conditions in regard to interest rates, service charges, handling fees, etc.

Yours faithfully,

Уважаемые господа!

Мы бы хотели открыть текущий счет в вашем банке. Мы были бы признательны, если бы вы известили нас о ваших процентных ставках, банковских комиссионных и тарифах на операционные услуги.
С уважением,

2.OpeninganAccount / Открытие банковского счета

Dear Sirs,

Here we are addressing you with the request to open a current account in the name of our company. Enclosed is the list of persons authorized to sign all documents as well as to cover our liabilities. All banking correspondence (as well as bank statements) is to be directed to on a weekly (monthly, quarterly) basis /at the end of the year.

Payments received from the third parties are to be forwarded by mail immediately / shall be handled like bank statements.

Respectfully,

Уважаемые господа!

Настоящим обращаемся к Вам с просьбой открыть текущий счет на нашу компанию. К письму прилагается список лиц, уполномоченных подписывать документы, равно как и быть ответственными за принятые нами обязательства.

Вся банковская документация (также как и выписки со счета) должны отсылаться по адресу раз в неделю / ежемесячно / ежеквартально / в конце года.

Платежи, полученные от третьей стороны, должны немедленно высылаться по почте / должны рассматриваться как банковские выписки.

С уважением,

3.RequestforCredit / Запрос на получение кредита

Gentlemen,

We would be grateful to receive the information on the conditions for granting a credit on our current account in the amount of...The merchandise we have in stock (the approximate value of.....)will be used as collateral.

Your earliest reply will be highly appreciated. Yours faithfully,

Уважаемые господа!

Просим Вас предоставить информацию об условиях предоставления кредита по текущему счету на сумму ... Товар, имеющийся на складе (ориентировочная стоимость товара составляет ...), будет использован в качестве обеспечения (залога). Благодарим Вас за скорейший ответ.
Искренне Ваш,

4. Overdraft/ Овердрафт

Dear Sirs,

Since we intend to continue business relationship with your bank, we'd be pleased to receive detailed information on the terms and conditions, on which you would allow our company to over draw our account at your bank up to the amount of ...

Respectfully yours,

Уважаемые господа!

В связи с тем, что мы заинтересованы в продолжении делового сотрудничества с Вашим банком, мы обращаемся к Вам с целью получить детальную информацию об условиях предоставления овердрафта на счете нашей компании до суммы ...

С уважением,

5. Application for Commodity Credit / Запрос о возможности получении товара в кредит

Dear ...,

As we have done business with your company for more than 12 months on the basis of payment on invoice, we would now like to request you to grant us open credit terms.

You may check our credit rating with Mr William Smith, Branch Manager of the Chase Bank.

For information concerning our company's promptness in pay in gin voices, we refer you to the following credit references.

If you would require additional information, we will be glad to supply it.

Yours sincerely,

Уважаемый ...,

В связи с тем, что уже в течение 12 месяцев наша компания работает с вами на условиях осуществления платежа по выставленным счетам, мы обращаемся к вам с просьбой предоставить нам кредит.

Вы можете проверить кредитоспособность нашей компании, обратившись к управляющему филиалом Чейз-банка мистеру Уильяму Смиту.

Для получения сведений об оперативности оплаты счетов фактур нашей компанией Вы можете обратиться к следующим компаниям:

Если Вам потребуется дополнительная информация, мы будем рады ее предоставить.

С уважением,

6. Payment Order/ Платежное поручение

Dear Sirs,

Please charge our account # ... in the amount of to the order of to their account with (name of the bank) in payment of Invoice # ... dated

...

Expenses are to be charged to the receiver. Your cooperation is highly appreciated.

Respectfully yours,

Уважаемые господа!

Просим перевести с нашего счета сумму денежных средств на счет (наименование компании) в(наименование банка) в качестве платежа по счету-фактуре № ..., выписанному (дата).

Расходы, связанные с переводом средств, несет получатель. Ценим сотрудничество с Вами.

С уважением,

X

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