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MODERN BUSINESS

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Методические указания представляют собой комплекс упражнений для развития навыков иноязычной устной и письменной речи в сфере управления бизнесом.

Методические указания предназначены для студентов очной формы обучения по направлениям подготовки 38.04.02 Менеджмент.

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Введение

Различные сферы жизни современного общества не могут полноценно развиваться без поддержки со стороны бизнеса. Эти особенности экономического развития заставляют специалистов пересмотреть подходы к управлению бизнесом: наряду с традиционными, доказавшими свою действенность, методами, вырабатываются и новые концепции. Это в свою очередь изменило и обогатило теорию и практику менеджмента. Совершенно очевидно, что менеджер и управленец обязан понимать и природу современного бизнеса, и особенности его эволюции, и современные тенденции развития. К последним, несомненно, относятся, информационная насыщенность и глобальность. Так, исследования показывают, что от 50 до 90 % рабочего времени современный менеджер тратит на обмен информацией во время деловых совещаний и встреч, бесед с коллегами и клиентами, переговоров с партнерами, приема посетителей, при составлении и чтении различных документов и т.п. Причем с учетом интенсивного развития мирового рынка часть информации представлена на иностранном языке. Поскольку английский язык получил статус международного языка, профессионалы любой сферы бизнеса, в том числе и менеджмента, должны владеть таким уровнем английского языка, который бы обеспечил осуществление успешной профессиональной деятельности. Изучение дисциплины «Профессиональный иностранный язык» как раз и ставит перед собой такую образовательную задачу.

Данные методические указания имеют своей целью на материале аутентичных англоязычных информационных источников расширить знания студентов, обучающихся по направлению подготовки 38.04.02 Менеджмент, в сфере профессионального общения на иностранном языке.

Содержание методических указаний соответствует тематике рабочей программы по указанному направлению, и учебные материалы могут быть

использованы как на аудиторных занятиях, так и при организации самостоятельной работы студентов.

Каждый из 5 тематических разделов методических указаний знакомит студентов как с традиционными взглядами на бизнес (Coryphaei about Business; Features of Business), так и с такими его современными чертами как глобализация (Globalization of Business), межкультурность (Intercultural Characteristics of Business), международность (International Business E-mail Etiquette).

В качестве средств самопроверки при самостоятельной работе в заключительной части методических указаний представлены ключи к некоторым заданиям.

Указанные литературные и электронные источники могут служить в дальнейшем углублению профессиональных и иноязычных знаний.

1 Coryphaei about Business

Choose one of the sayings below and try to write a 2-minutes paragraph to support the idea. Be ready to present your short talk to the class.

“Business, you know, may bring money, but friendship hardly ever does”.

Jane Austen

“Whenever you see a successful business, someone once made a courageous decision”.

Peter F. Drucker

“The strength of the team is each individual member. The strength of each member is the team”.

Phil Jackson

“Advertising is legalized lying”.

H.G. Wells

“Your most unhappy customers are your greatest source of learning”.

Bill Gates

2 Features of Business

Below you will find the characteristics of business. Choose a word from the list to complete each comment:

- a. preferences,
- b. profit
- c. deals,
- d. customers,
- e. qualified,
- f. competitive/

1. Buying & selling:

Business people act as sellers of goods & services to satisfy buyers and get

2. Regularity in dealings:

Business ... with different goods and services are never ending as human wants are also never ending.

3. Profit motive:

Business efficiency and ... capacity of business is measured in terms of profit.

4. Risks & uncertainties involved:

Any business enterprise faces risks because of new technologies, changes in consumer tastes and ... , growing market competition, introduction of substitutes etc.

5. Well organized & socially useful:

Businesses are now managed by properly trained and ... persons who use a part of their profit to social development.

6. Creative & dynamic:

Business activities are creative and dynamic as business has to react to changes in ... likes.

Can you continue the list of characteristics? What can you add and what does it mean?

3 Globalization of business

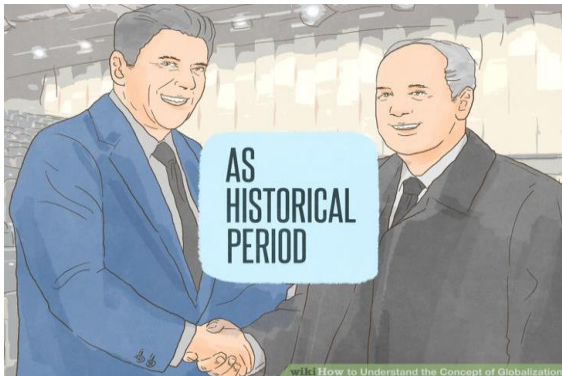
Globalization has effects on many aspects of our modern life, from communications to trade to culture to foreign policy. But what does the term mean? It has to do with the increased global interconnectedness of people and economies. And there are at least five ways to understand it:

- as a historical period
- as an economic phenomenon
- as the triumph of American values

- as a social and technological revolution
- as the nullification of time and distance

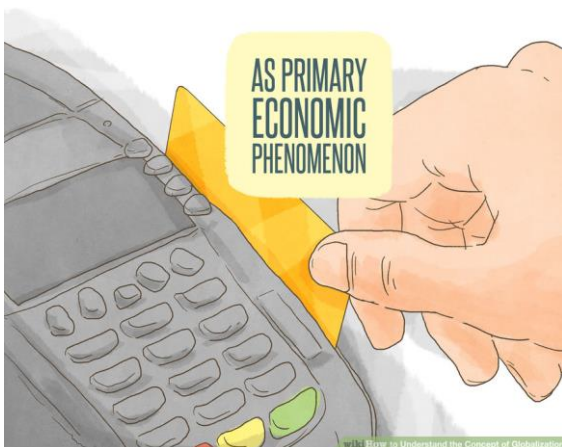
Now match the pictures with the definitions.

1.



a. Globalization is the concentration of politics, economic practices, and culture around a specifically American version of democracy, capitalism, and "commercial secularism". And at least in major cities you feel similar no matter where you are.

2.



b. Globalization created a new economy with a new social order which is more open and flexible with integrated production, specialized but interdependent labor markets, new technological linkages (phones, the internet, online markets) that transcend national borders.

3.



c. Globalization linked economies around the world thanks to liberalization and deregulation of markets, privatization of assets, retreat of state intervention in the economy, diffusion of technology, spread of manufacturing across nations, etc.

4.



5.



d. Planes, cell phones, and the internet have dramatically shortened time and distances so that distant events have local impacts, national boundaries disappear, social activity increases.

e. Globalization can be understood as a period running from approximately 1970 to the present. It followed the era of the Cold War (1945-1989), which in turn followed the Age of Extremes (1870-1945).

4 Intercultural characteristics of business

4.1 Vocabulary

4.1.1 Can you guess the meaning of the following words: authority, autocrats, characteristics, context, etiquette, formal, guarantee, hierarchy, identity, nonverbal, punctuality, stereotypical, verbal

4.1.2 Match the definitions (a – f) with the words (1 – 6) below.

1. intent

a. to express strong approval or admiration for someone or something, especially in public

2. intermediary

b. formal discussions in which people or groups try to reach an agreement, especially in a business or political situation

3. praising

c. someone who talk to each of the people or groups involved in something, usually passing information from one to the other

- | | |
|-------------------|--|
| 4. request | d. the intention to do something |
| 5. sustainability | e. the ability to continue at a particular level for a period of time: |
| 6. negotiation | f. an act of asking for something in a polite or formal way |

4.2 Before you read

Answer the following questions

- What is business etiquette?
- Can you give any examples of business etiquette rules?
- Is it important to follow these rules? Why?
- Do you think business etiquette is universal or it differs in different countries?

4.3 While reading

Tick True or False for each statement.

- | | True | False |
|--|------|-------|
| 1 Business etiquette guarantees understanding of business partners. | | |
| 2 To “save the face” is very important for Germans. | | |
| 3 A bow is an element of introduction in most cultures. | | |
| 4 Business cards are usually placed on the desk during the meetings. | | |
| 5 Conservatism is typical for Chinese culture. | | |
| 6 Directness is necessary when doing business in Germany. | | |
| 7 It is okay to use first names of your German partners. | | |
| 8 Verbal communication is less important than non-verbal in Japanese business. | | |
| 9 Success in business with partners in Japan is impossible without good personal relationships | | |

The twenty-first century business environment is characterized by the interdependence of many countries and their economies. To guarantee growth and

sustainability in international business it is very important to understand and appreciate the culture of all business partners. The text below will introduce you to some cross-cultural business practices and etiquette.

Chinese Business Etiquette

Chinese business etiquette is directly related to “saving the face”. And business people in China employ a number of strategies to do this like indirectness, intermediaries, praising, requests, and shaming. For example, the use of intermediaries allows avoiding direct confrontation, especially in conflict situations, or the praise is used to recognize the status and position of a partner, etc.

Remember that introduction is accompanied by a bow which is uncommon in many other cultures. The right behavior during the exchange of business card will be to study it for a while and then put it down as a sign of respect. Usually, both hands are used when presenting and receiving cards, and it is a common practice to put business cards in front of you on the desk in order to properly refer to names, ranks, and titles.

British (England) Business Etiquette

The rules of business etiquette in England are controlled and determined by the English business persons’ reserved character and strong sense of identity.

Excellent quality in business dress and appearance are important as they demonstrate social and business status.

The negotiation process also reflects one of the main cultural features – conservatism. English businessmen are very formal and polite and pay attention to proper protocol and etiquette.

German Business Etiquette

Business etiquette in Germany is based on the formal culture of Germany. German businessmen respect authority and hierarchy. They are autocrats, who prefer formal communication when conducting business. In addition, they focus on personal achievements and truth and directness are important aspects in business.

The German business people follow business etiquette rules. For example, being on time for all business and social events is more important to the German culture than any

of the six countries listed. This sense of punctuality in all situations has been recognized as one of the most stereotypical characteristics of the culture. Another example of German business etiquette is their etiquette for introductions. In Germany you always use a title when addressing someone until you are told it is okay to use first names.

Japanese Business Etiquette

The Japan's style of business etiquette, as other Asian cultures, is based on their high-context communication. In high-context cultures, people rely less on verbal communication and more on the context of nonverbal actions to convey meaning. For example, the Japanese say "yes" for "no" but indicate whether "yes" is yes or really "no" by the context. Thus business partners from other countries must ask a number of questions to be certain they understand the intent of what is being communicated.

Before any decision making and negotiating in Japan more time may be spent to build relationships instead of working out contractual agreements. Moreover, signing a contract in Japan, as well as in other Asian cultures, does not signal a sale or negotiation, but a continuation of a relationship with obligations and duties in the future.

Indeed, each of these countries has a rich tradition of behaviors and customs that contribute to their standards of business behavior/etiquette. To know what is expected in different countries and cultures is very important for developing and improving international business relationships.

4.4 Further studies

Read the statements below about Russian business etiquette and tick either *do* or *don't* depending on what is appropriate to do and what is not when having business with Russian partners. Discuss with your partner and add some other points that are important to know.

do *don't*

Greetings

Shake hands firmly
Make a bow
Maintain eye contact
Avoid eye contact
State your first name
State your first and family name
Use the first name of your partner
Meetings and negotiations
Avoid high-pressure talk
Be initiative, pressing and aggressive
Be patient and take time
Start from an informal talk
Proceed to a business talk from the very start of the meeting
Pay attention to details
Miss details
Business cards
Use many bright colours
Include a Russian translation
Timing
Be on time
Arrive early
Be a couple of minutes late
Dress code
Wear dark colored and conservative business suits
Wear casual clothes

5 International business Email etiquette

5.1 Before reading

Read the title of the text and guess what issues will be discussed and presented.

5.2 While reading

5.2.1 Divide the text into introduction, body and conclusion.

5.2.2 Read the introduction part and find words and word combinations that mean

по масштабу –

мировой рынок –

овладевать –

установить превосходные отношения –

играть исключительно важную роль –

5.2.3 Read the *Master the Global English Mentality* part and tell why the author alerts to the use humor and irony.

5.2.4 In the *Develop an International Formatting Standard* part find the examples of different formatting standards.

5.2.5 What habit the author advices to develop in *The Power of Punctuality Around the World* part?

5.2.6 After reading the *Context is Everything Internationally* part enumerate the characteristics of high-context and low-context cultures.

5.2.7 The conclusion presents the benefits of knowing global business Email etiquette. What are they?

Modern firms and organizations become more multinational in scope. Moreover, they are increasingly globally interconnected and interdependent. And thus it is of vital importance to develop an effective cross-cultural email etiquette. If you master cross-cultural email etiquette in business, you will not only excel in your interpersonal relationships abroad, but you will also uncover new opportunities with international clients and business partners in today's global marketplace.

Below are four considerations and strategies to keep in mind when communicating through email messages to readers from other cultures:

1. Master the Global English Mentality

The world is moving towards a new international business English. It is practical, purposeful, and useful to most corporations globally as English has become the primary means of communication between businesses in different countries.

To do this, largely focus on general business or commercial terms, rather than specialist vocabulary. Furthermore, if you plan to use jargon or technical terminology, check whether the words you choose are readily found in most standard English language dictionaries. Also, take care when using humor and irony, as these forms of expression are easily misunderstood outside their cultural context.

2. Develop an International Formatting Standard

While this may seem obvious, when writing for an international audience that is culturally accustomed to different formatting standards, review appropriate forms of dates, times, and other units of measurement. For example, 12/1/15 means 12 January 2015 in many countries while in the US, it means December 1, 2015. For this reason, write out month names and globally standardize formatting when appropriate.

Also, when scheduling Skype meetings or project deadlines, make sure to specify time zones or refer to international standards, such as Greenwich Mean Time (GMT) or Universal Coordinated Time (UCT) for clarity. Keep in mind other international standards, such as commas for decimal points and the metric system. The knowledge web-portal Global EDGE also provides a good place to find information about accepted conventions for numbers and symbols and other international standards that are field-specific.

3. The Power of Punctuality Around the World

Email punctuality has the power to make or break deals, especially when running up against deadlines, and can make all the difference in the workplace, as it communicates professionalism and commitment.

When emailing an international audience, one cross-cultural consideration that is often overlooked is acknowledging receipt of an important email from overseas, even if you need more time to complete the request.

When emailing overseas, work and sleep hours often occur simultaneously. Most likely, if you wait one day to respond to an email, the reality for your recipient is that two

days will have passed. Instead of responding only when you have fulfilled a request, get in the habit of writing a short acknowledgment message upon receipt of the request. Developing this routine behavior of giving details in terms of date and time zone as to when you expect (or will provide) a reply goes a long way to getting things done internationally and establishing a relationship of professionalism, respect, and goodwill.

4. Context is Everything Internationally

The expectations of readers from different cultural and linguistic backgrounds vary greatly as ideas about appropriate business writing styles differ from culture to culture. In some cultures, writing that is direct and concise may be seen as efficient and considerate of the recipient's time, whereas in other cultures, such writing could come across as curt or impersonal. It depends whether you are emailing a low-context culture (US, England, Germany) or a high-context culture (China, India, Japan, Middle East, Spain.)

According to Edward T. Hall's distinction between low-context and high-context cultures, a low-context culture values time, directness, and efficiency and wants to get right down to business on email rather than exchange pleasantries. However, a high-context culture, instead of seeing email as a quick form of communication, values detail and respects the value of relationships when conducting business. Ensure that you personalize your emails and add a few sentences to build a personal connection with the reader by asking about family and appropriate topics in addition to discussing business. In this way, you will build better business relationships abroad that lead to greater opportunities and long-lasting partnerships.

When you write for international readers, the process of reflecting on inherent habits and behaviors not only gives us a deeper understanding of other cultures but also gives us a greater self-awareness. We learn why we express ourselves a certain way and then enhance our powers of expression with additional communication styles, increased sensitivity, and greater communicative ability.

The nature of business is collaboration. Becoming aware and sensitive to the business email etiquette of different countries is the key to establishing long-lasting

business relationships around the world and ultimately discovering new horizons of success as partners in the evolution of the global marketplace.

5.3 Follow-up

Write an annotation of the text

5.4 Discussion

What do you think about the information in the text? Can you use it? If yes, how and when?

Keys

2 1 – b, 2 – c, 3 – f, 4 – a, 5 – e, 6 – d

3 1 – e, 2 – c, 3 – a, 4 – b, 5 – d

4.1.2 1 – d, 2 – c, 3 – a, 4 – f, 5 – e, 6 – b.

4.3 1 – True, 2 – False, 3 – False, 4 – True, 5 – False, 6 – True, 7 – False, 8 – True, 9 – True.

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