

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ

ФЕДЕРАЛЬНОЕ АГЕНТСТВО ПО ОБРАЗОВАНИЮ

Государственное образовательное учреждение
высшего профессионального образования

«Оренбургский государственный университет»

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**РАЗВИТИЕ КОММУНИКАТИВНЫХ
УМЕНИЙ СТУДЕНТОВ
В КУРСЕ ДИСЦИПЛИНЫ
«ДЕЛОВОЙ АНГЛИЙСКИЙ»**

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Учебное пособие состоит из 20 разделов и 5 приложений, в которых представлены разнообразные тексты, упражнения, тесты и справочные материалы, направленные на развитие навыков чтения и перевода оригинальных текстов и коммуникативных устных и письменных умений в деловом общении.

Учебное пособие может быть использовано студентами всех специальностей и всеми теми, кто заинтересован в расширении лингвокультурологических знаний в деловом английском языке.

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Введение

Данное учебное пособие предназначено для обучения чтению и пониманию оригинальных текстов по деловому общению, развитию коммуникативных умений и навыков, усвоению бизнес идиом в деловом контексте и оформлению бизнес документов для работы в аудитории под контролем преподавателя и самостоятельно.

Целью пособия является расширение знаний студентов по бизнес этике, бизнес культуре и в деловой переписке (Business Culture Tips).

Учебное пособие предназначено для студентов всех специальностей и всех заинтересованных в развитии знаний и коммуникативных умений в деловом английском языке.

Практическая ценность пособия заключается в наличии материала по бизнес культуре и бизнес этике (Business Culture Tips). Наличие лингвокультурологических знаний позволит восполнить их дефицит у студентов и избежать столкновения культур в деловом общении.

Каждый раздел пособия состоит из трех основных частей. Одна из них предлагает текстовые и разговорные упражнения непосредственно на занятии, а другая предназначена для самостоятельной работы студентов с последующим контролем в аудитории.

В пособии содержатся упражнения, тексты, тесты и в конце каждого раздела приводится словарик с текущей лексикой и фразеологией, относящейся к данному разделу, под таким обозначением (Vocabulary to Help You with the Tests).

Задания к текстам и тестам направлены на расширение словарного запаса, корректировку навыков распознавания грамматических и лексических единиц по их формальным признакам, использование новых терминов, идиом, фразовых глаголов и аббревиатур в процессе выполнения коммуникативно-направленных заданий.

Большое количество разнообразных интерактивных упражнений и заданий позволяет преподавателю дифференцировать их выполнение в зависимости от уровня подготовленности группы.

1 Unit 1 Business Etiquette

1.1 Greetings and meetings in Britain

Vladimir Kartoshkin sees an advert for a management trainee in a Moscow business newspaper. It is a post with Robotalot, a British company that produces robots for domestic services. "This job would suit me down to the ground," he thinks. Vladimir knows that in business, however good you may think you are, most people judge you only by your behaviour. And since he wants to land the job, he buys a few books on business etiquette in order to create a good first impression.

Advice from the expert

Vladimir studies the first chapter by George Mikes 'How to be an Alien'. He is not sure what to think of. See for yourself. This is a unit on how to introduce people to one another. The aim of introduction is to conceal a person's identity. It is very important that you should not pronounce anybody's name in a way that the other party may be able to catch it. Generally speaking, your pronunciation is a sound guarantee for that. On the other hand, if you are introduced to someone there are two important rules to follow:

If he stretches out his hand in order to shake yours, you must turn it down. Smile vaguely, and as soon as he gives up the hope of shaking you by the hand, you stretch out yours and try to catch his in vain. This game is repeated until the greater part of the afternoon or evening has elapsed. It is extremely likely that this will be the most amusing part of the evening.

1.1.1 Comment on the following situations and choose the right answer

1 Which advice do you think is the most truthful?

- a) The English shake hands only in formal encounters;
- b) Businessmen don't shake hands;
- c) They shake hands. It all starts with a handshake.

2 Vladimir is called for an interview. His future boss, Mr. Brain, is waiting for him in his office. What do you think is most likely to happen?

- a) His future boss will stretch out his hand first;
- b) Vladimir takes the initiative;
- c) Shaking of hands is not appropriate in this situation.

3 How should Vladimir introduce himself? Should he say?

- a) I'm Mr. Vladimir Kartoshkin;
- b) I'm Vladimir Kartoshkin;
- c) I'm Mr. Kartoshkin.

4 And what about Jane Kelly? Would she say?

- a) I'm Miss or Mrs. Jane Kelly;
- b) I'm Jane Kelly.

Advice from the expert

Now let's go back to expert George Mikes and his second rule:

“Once the introduction has been made you have to ask about the health of your new acquaintance.

A dialogue like this:

Brain: How do you do?

Kartoshkin: General state of health fairly satisfactory. Slight insomnia and a rather bad corn on left foot. Blood pressure low, digestion slow but normal...

Well, a dialogue like this would be unforgivable.”

Can Vladimir Kartoshkin trust George Mikes?

5 Suppose you are introduced to a potential customer. He asks the famous question “How do you do?” What is your reaction?

- a) Fine, thank you;
- b) And how are you?;
- c) How do you do?.

6 A good business partner arrives. How do you greet him?

- a) How are you, Paul?;
- b) How do you do?;
- c) Hi, Paul.

7 A colleague greets you: “How are you, Bob?” How do you react?

- a) How do you do?;
- b) How are you?;
- c) Fine, thank you;
- d) Thank you, fine.

8 You enter a British company. What are the receptionist's first words?

- a) Good afternoon. Can I help you?;
- b) Welcome. How can I help you?;
- c) How are you? May I have your name, please?.

9 Advice from the Expert

Here's George Mikes again:

“After having been introduced ... you must not say ‘pleased to meet you’. This is one of the very few lies you must never utter because for some unknown reason, it is thought of as being vulgar.”

What do you think?

- a) Here, George Mikes is right;
- b) No, he is wrong.

10 Mr. Brain introduces Vladimir Kartoshkin to Andrew Goodman, sales director, and Mrs. Child, his secretary. What did Mr. Brain not say?

a) Mr. Kartoshkin, I'd like you to meet Mrs. Child, our secretary. And this young gentleman is Mr. Goodman, our sales director. Mr. Kartoshkin will be our new management trainee;

b) Mr. Kartoshkin, I'd like to introduce Mr. Goodman, our sales director. And I'd like you to meet Mrs. Child, our secretary. This is Mr. Kartoshkin, our new management trainee;

c) Mrs. Child, I'd like you to meet Mr. Kartoshkin, our new management trainee. Mr. Goodman may I introduce Mr. Kartoshkin? He will start his job in your department.

1.2 Read the text on Business Culture Tips and make the list of them

Giving compliments is not part of business protocol and can often cause embarrassment and awkwardness. Employees would, of course, be appreciative of praise from superiors, but do not expect it. Compliments, especially from strangers or very casual acquaintances can, in fact, be taken with suspicion.

Americans often converse on a first-name basis in a casual, friendly manner. If an American businessperson uses a first name in an introduction, it would be considered snobbish and unfriendly not to do the same. If you're unsure of how friendly or formal the situation is (in speech and in writing), use addresses such as Dr., Ms., Miss, Mrs. or Mr., along with the person's last name. If you're unsure of a woman's marital status, use Ms.

"Dr." can be a medical or academic title, and is often used, especially among Germans, as part of their names (e.g. in passports, iii phone books, on official documents, all forms of official addresses, etc.). Accordingly, Dr. Martin Meyer should be addressed as "Herr Doktor Meyer." If you are going to meet a professor, address him/her as Herr [or Frau] Professor [Surname]. Accordingly, Prof. Dr. Karin Schmidt should be addressed as "Frau Professor Schmidt." "Fräulein" is very much out of fashion today in Germany. Once a girl comes of age, she is normally addressed as "Frau" in public.

Telephone etiquette expects the person who answers the phone to identify himself to the caller with his last name, in the home as well as in the office. A simple "hello" can throw the caller off in slight confusion, leading him or her to ask point blank "Whom I'm speaking to?" Note that "hallo" is also often used to get someone's attention, much like "excuse me."

Bring plenty of business cards. Businesspeople from the Eastern Europe, Russia, Far East and Arab countries should provide the English translation of the information on one side of their cards, as well as the romanization of their names, for easier initial communication. Unless you will be exclusively dealing with Germans, Frenchmen, Italians, and so on it is unnecessary to have the reverse side translated into German, French, Italian, and so on.

"The machine then selects the likely equations from a complicated pattern of theoretical probable. It calculates these, and the correct answer is put out on a diskette. Then our Miss Smith files them God knows where, and we can never find the damn things again."

1.2.1 Study idiomatic English carefully and be ready to use it in exercises

see	видеть	- смотреть;
see someone about		- выяснять, советоваться, узнавать;
see for oneself		- убеждаться, посмотреть самому;
see (someone) off		- провожать; выгонять, выпроваживать;
see (someone) out		- видеть за окном, снаружи; провожать;
see through (someone)		- видеть насквозь; узнать, понять;
see (something)		- выдержать; проходить;
see to (it)		- присматривать, заботиться.

1.2.2 Test your verbal idioms through gap-filling

A matter of personal interest

Denise: Oh, Jane, I've come to (1) _____ you _____ a very personal problem. I've wanted to speak to you about it for the last two days.

Jane: Oh yes? What is it? I haven't got very long. I have to go and (2) _____ somebody _____ at the railway station.

Denise: Well, this is more important. You know I've (3) _____ your trick. I'm sure it was you who stole my wallet and bank cards. I'm not so worried about the money but I need the cash point cards. I'm determined to get them back. I'm going to (4) _____ this situation _____ to the very end. In fact, I've an appointment with the police at eleven o'clock. Do you want to talk about it?

1.2.3 Study idiomatic English carefully and be ready to use it in exercises

think		- думать;
think about		- обдумывать, думать о;
think about (to oneself)		- обдумывать, обсуждать в уме;
think of		- полагать, считать;
think		- размышлять, продумывать, обдумывать;
think up		- продумывать, придумывать.

1.2.4 Test your Verbal Idioms through gap-filling

Flexible thinking

Terry: Right! We've got problems. We're here in the desert. We can't repair our plane. What do you (1) _____ our chances of surviving?

Ron: We've got to (2) _____ a plan of escape. What did you say? I couldn't hear you.

Terry: I was only (3) _____. I've got an idea. We'll take everything out of the plane. We'll live in the plane itself. There'll be enough space.

Ron: What are we going to drink? We've got no water.

Terry: Yes. I'll have to (4) _____ that _____ Oh, I've got the answer. We can bend the metal into different shapes. Then we hang them upside down. When it rains we can collect water in all of them.

Ron: What happens if it doesn't rain?

Vocabulary

accordingly	- соответственно;
acquaintance	- знакомство;
advice	- совет;
alien	- иностранец, чужак;
amount to	- доходить (до), равняться, составлять;
appointment	- свидание, условленная встреча;
appropriate	- подходящий, соответствующий;
awkwardness	- неловкость, неуклюжесть;
be appreciative	- быть благодарным, умеющим ценить;
be determined	- быть полным решимости;
behaviour	- поведение ;
blood pressure	- кровяное давление;
brand	- бренд, марка;
burlap	- джутовая, пеньковая ткань;
business card	- визитная карточка;
call for	- требовать, призывать;
cash point card	- карточка для банкомата;
casual	- случайный, нерегулярный; несерьезный, легкомысленный неожиданная встреча;
casual acquaintance	- случайное знакомство;
catch	- ловить; поймать; улавливать (смысл);
check-out	- касса в магазине самообслуживания;
collect	- собирать;
come of age	- достигать совершеннолетия;
complicated	- запутанный; сложный;
complicated equation	- сложное уравнение;
compliment	- любезность, комплимент;
conceal	- скрывать; утаивать, умалчивать;
confusion	- смущение, замешательство, конфуз;
consumption	- потребление; расход;
corn	- мозоль (на ноге);
correct answer	- правильный ответ;
desert	- пустыня;
digestion	- пищеварение;
diskette	- дискета;
domestic services	- бытовые услуги, бытовое обслуживание;
elapse	- проходить, пролетать, истекать (о времени);

embarrassment	- замешательство, смущение;
encounter	- случайная встреча; столкновение;
escape	- спастись; отделаться;
fairly	- довольно; в некоторой степени;
file	- хранить в порядке; подшивать к делу;
generally speaking	- вообще говоря;
impression	- впечатление;
in vain	- напрасно, тщетно;
indigestion	- нарушение пищеварения;
initial	- первоначальный; зарождающийся;
introduction	- официальное представление;
land the job	- добиться получения работы;
likely	- вероятный, возможный;
manner	- манера, поведение;
matter	- тема, вопрос, предмет (обсуждения);
meet someone	- встречаться с кем-либо;
message	- послание, сообщение, письмо;
official address	- официальное обращение;
point blank	- прямо, резко, напрямую;
potential customer	- потенциальный клиент;
praise	- похвала;
pronounce	- объявлять; сообщать;
protocol	- протокол, правила этикета;
receptionist	- секретарь в приёмной;
refund	- возвращать деньги;
reverse side	- обратная сторона;
review of the business	- доклад о состоянии бизнеса;
romanization	- латинизация (запись латинскими буквами);
rule	- правило;
rumour	- молва, слухи, толки;
sack	- мешок;
sales director	- директор по сбыту;
satisfactory	- удовлетворительный;
scratch one's head	- чесать голову;
see for yourself	- убедиться самостоятельно;
shape	- форма, вид, образ;
slight insomnia	- лёгкая бессонница;
snobbish	- снобистский;
space	- пространство; место;
state of health	- состояние здоровья;
stock	- доля акций, амер. акции;
stranger	- иностранец, незнакомец; посторонний (человек);
straw	- солома;
stretch out stuff	- протягивать;
suit down to the ground	- набивать, напихивать, заполнять подходить во

superior	всех отношениях; - высший, старший (по званию, положению и т. д.);
suppose	- думать, полагать;
survive	- остаться в живых; уцелеть;
suspicion	- подозрение;
theoretical	- теоретический;
throw off	- повергать, отбрасывать;
truthful	- верный, правильный, точный;
unfriendly	- враждебный, неприязненный, недружелюбный;
unforgivable	- непростительный;
wallet	- бумажник.

[1]

2 Unit 2 When in Rome do as the Romans do

Text 2 Business Etiquette

Now let us visit other countries. Although clothes, food and culture and etiquette are getting more and more uniform, there are nevertheless some subtle differences that manager should be aware of if he or she takes up an offer to visit partners across the borders.

2.1 Do the cultural test on business etiquette

1 In which countries do managers expect to be addressed by their titles?

- a) France;
- b) Germany;
- c) Austria;
- d) Britain.

2 In which countries are women addressed like this?

- | | |
|----------------|------------------|
| 1) Signora; | a) Greece; |
| 2) Mevrouw; | b) Italy ; |
| 3) A Senhora ; | c) Netherlands ; |
| 4) Kyria. | d) Portugal. |

3 Punctuality is also a question of tradition. Should you turn up bang on time, five minutes early or 15 minutes late? Let's suppose you are having a party at seven p.m. You have invited an Englishman, a German, an American from Midwest, a Greek, an Italian and a Japanese. When are they likely to arrive?

- | | |
|----------------|----------------------------------|
| 1) American; | a) six o'clock; |
| 2) Englishman; | b) in the course of the evening; |
| 3) German; | c) five to seven; |

- 4) Greek;
- 5) Italian;
- 6) Japanese.

- d) quarter past seven;
- e) half past seven or eight;
- f) seven o'clock.

4 In almost all European countries it is the custom to invite good business partners to dinner at home and in almost all countries it is customary to bring flowers for the hostess or candy for the kids. There is, however, one country where you don't bring presents on this occasion. Do you know this country?

- a) Denmark;
- b) Spain;
- c) Portugal;
- d) Britain.

5 Here is the true story told by an American gentleman. Can you find out what nationalities X, Y stand for?

"An X air-force officer gave me his impressions about Ys. He likes the people and the country, but found the Ys very straight meaning direct, purposeful and efficient. Straight is not a compliment. It characterizes a one-dimensional person, while Xs feel it is important to develop the whole person, not just the work side. I said I thought the Americans were probably just as the Ys, but he shook his head and grinned. "Worse," he said, "much worse."

I think the X air-force officer is:

- a) Japanese;
- b) Dutch;
- c) Italian.

I think the Ys who are characterized as linear are:

- a) German;
- b) Russian;
- c) Italian.

6 Quite a few successful business contracts have been prepared or even signed on a golf course. Have you ever wondered why a course has 18 holes?

a) In Scotland you had to be 18 years to be admitted a golf club — one year for each hole;

b) In the year 1818, British golf clubs decided to form one league with the same rules for Scotland, England and Wales;

c) In 1764 the Ancient and Royal Golf Club of St. Andrews in Scotland reduced the number of holes from 22 to 18 to increase the distances between the holes to make it more difficult.

7 High-class restaurants may have up to four glasses of various shapes at the top-right corner of the table arrangement. Match glasses and drinks.

- 1) a large one;
- 2) a small bowled one;
- a) red wine;
- b) water;

- 3) a medium-sized one;
- 4) a small, narrow glass.
- c) dry sherry;
- d) white wine.

8 When is a business meal formally ended?

- a) When the host asks for the bill;
- b) When the host stands;
- c) When the waiter clears the table.

9 In which country is it thought of as bad manners when you sit on the floor exposing the soles of your shoes?

- a) Japan;
- b) China;
- c) Saudi Arabia;
- d) India.

10 How do you eat in Saudi Arabia?

- a) Use your right hand;
- b) Keep your right hand clean; you might to have shake hands with latecomers;
- c) As a European you may ask for fork, knife and spoon.

2.2 Text Business Culture Tips

2.2.1 Read the text Business Culture Tips and be ready to discuss it

How Can Your Company Avoid Ethics Problems?

Ethics should start from the top down in any organization. Being honest and open is the only way to succeed at business. As a CEO or top manager, how can you avoid ethics problems within your business? The Better Business Bureau offers the following tips:

1 Bring your highest sense of ethics to your business and lead by example. Demonstrate high ethical standards of behaviour toward your customers, suppliers, shareholders, employees and communities in which you do business. Be honest in all your dealings.

2 Develop an ethics policy. Make certain that your policy starts at the top level so that company management sets an important example for all employees. Set up training programs that will assist employees in carrying out established ethics policies. Although an ethics policy may not stop unethical behaviour, it may give people something to think about and provide a measurement against which to assess their behaviour.

3 Establish an internal communication system that allows employees to express concerns directly to top management if they suspect wrongdoing or are uncomfortable with current practices. Consider appointing an ombudsman.

4 Treat your employees with respect and fairness.

5 Reward your employees for ethical decision making and actions.

6 Meet with your accounting staff to reinforce the highest reporting and accounting standards and expectations. When the line between doing what is right and what is legal is not clear, move back to what you know is right.

7 Know what is going on in your company. Routinely walk around and talk to your employees directly. Get a feel for what they are doing. Be accessible and interested.

2.2.2 Study idiomatic English carefully and be ready to use it in exercises

take;	- брать;
take after;	- подражать; походить на кого-либо;
take care of;	- смотреть за кем-либо, заботиться;
take back;	- хватать относить; брать обратно; возвращать;
take in;	- перерабатывать; понимать, разобраться;
take on;	- брать (заказ); братья (за дело);
take over;	- принимать (дела); подменять (другого);
take to;	- нравиться, чувствовать симпатию;
take up.	- братья (за что-либо); заниматься (чем-либо).

2.2.3 Test your verbal idioms through gap-filling

Industrial democracy

Boss of company: I've called you all together to tell you that we have decided to (1) _____ a lot of extra work in the next month.

Union representative: What does this mean for my members? Will we have to work overtime? What's in it for us? We need time to (2) _____ all these facts

_____ Boss of company: Since you're asking I'll tell you what has happened. We have (3) _____ a small company. It means we have to do the work of that company as well as our own. That will mean overtime and extra money for you, the employees. I'm sure you'll (4) _____ that idea.

Union representative: I don't know if my members are willing to (5) _____ your interesting offer. It's their free time, you know.

Boss of company: Mister, I'm not offering! I'm telling you!

2.2.4 Study idiomatic English carefully and be ready to use it in exercises

turn;	- поворачивать, вертеть, вращать;
turn away ;	- отсылать, прогонять, отказывать;
turn down;	- отвергать, убавить (свет, газ, звук);
turn in;	- лечь спать;
turn to;	- обратиться к кому-либо, оборачиваться;
turn up;	- вскапывать, вспахивать, прибавить (газ, звук);

turn off. | - выключать; исключать, не допускать.

2.2.5 Test your verbal idioms through gap-filling

The blind leading the blind

Wife: I'm tired out. I've been working too hard. I think I'll (1) _____.
Remember to (2) _____ the lights when you've finished.

Husband: Why are you so tired? Did a lot of customers (3) _____ at the office today?

Wife: There were a lot. But I'm afraid we had to (4) _____ a lot of them _____.
We simply haven't got the staff to do all that work.

Husband: That's ridiculous. Why doesn't your boss do something about it?

Wife: Boss? The boss retired five months ago and his son is in charge now. But we can't really (5) _____ him. He has no idea. He's never done this sort of work before.

Vocabulary

accessible	- доступный, достижимый;
accounting	- составление отчётности, бухгалтерское дело, учёт;
admit	- допускать, принимать;
appoint	- предписывать, поручать;
assess	- определять, оценивать, облагать (налогом);
astonished	- изумлённый, поражённый;
avoid	- избегать, остерегаться, аннулировать, отменять;
bang on	- минута в минуту;
be aware of something	- отдавать себе отчёт;
be in charge	- заведовать, руководить, управлять;
bill	- счёт;
border	- граница;
bowled	- шарообразный;
buck	- доллар, бакс, фишка, указывающая, кому сдавать (в покере);
candy	- конфета, сладости;
carry out	- выполнять, совершать, доводить до конца;
community	- общность, тождественность интересов;
concern	- забота, беспокойство, участие;
consume	- поглощать, истреблять, уничтожать, тратить, расточать;
current practice	- текущая практика, установленный порядок;
custom	- обычай, традиция;
customer	- заказчик, покупатель, постоянный клиент;
dealing	- действия, поведение, поступки, манера

decision making	поведения;
develop the person	- принимать решения;
disproportionate	- развивать личность;
efficient	- несообразный, непропорциональный;
established	- эффективный; умелый, дельный;
ethics	- установленный; принятый, укоренившийся;
expose	- этика, мораль, нравственность;
fairness	- показывать, выставлять напоказ;
funeral	- честность, справедливость, чистота;
global	- похороны, похоронная процессия;
grin	- всемирный, мировой
honest	- скалить зубы, ухмыляться;
host	- честный, искренний;
hostess	- хозяин;
in the course of	- хозяйка;
increase the distance	- в ходе, в течение;
investing	- увеличивать расстояние;
legal	- инвестиционная деятельность;
likely	- законный; легальный;
lousy territory	- вероятный, возможный;
ombudsman	- отвратительная отрасль
on this occasion	- омбудсмен, лицо, разбирающее жалобы;
pass the buck	- в этом случае;
policy	- переложить ответственность (на другого);
provide a measurement	- политика, линия поведения, курс;
punctually	- обеспечить систему мер;
purposeful	- пунктуально, точно;
reduce	- целеустремлённый
reinforce	- понижать, уменьшать;
reporting	- укреплять, усиливать;
respect	- составление отчётов;
retire	- уважение, признание, почтительное отношение;
roll	- выходить на пенсию;
routinely	- рулон (бумаги);
seek (sought)	- в плановом порядке, регулярно;
share	- искать, разыскивать;
shareholder	- доля, часть;
since	- акционер, владелец акции;
soles	- так как;
subtle	- подошвы;
successful	- неуловимый, тонкий; изысканный;
supplier	- удачный, успешный;
suppose	- поставщик;
suspect	- допускать, полагать;
	- подозревать, предполагать, допускать;

table arrangement	- сервировка стола;
take up	- воспринимать, предполагать, допускать;
take-away	- на вынос, «с собой»;
tired out	- измученный, смертельно усталый;
top management	- топ-менеджмент, высшее исполнительное руководство;
turn up	- появляться, возникать;
uncomfortable	- испытывающий неудобство, стеснённый;
unethical behaviour	- неэтичное поведение;
uniform	- одинаковый, унифицированный;
vacuum cleaner	- пылесос;
waiter	- официант;
wallet	- бумажник;
whole	- весь, целый; полный;
work overtime	- работать сверхурочно;
worse	- худший; хуже;
worthy	- достойный; заслуживающий.

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3 Unit 3 Teach Them to Strike the Right Tone

3.1 Answer the questions to test your social skills in the field of communication

Companies spend a lot of money polishing and projecting their images in the media, at presentations and in brochures. Then someone blows every penny by answering the telephone in a bored manner or writing unprofessional letters.

1 You are Dr John Foster, head buyer of Spirit Company. How would you like your secretary to answer the phone?

- Spirit Company. Can I help you?;
- Spirit Company. Good morning. Anna Petrova speaking. What can I do for you?;
- Spirit Company, one of the leading software designers in Russia. Can I be of assistance?.

2 You told Igor Stepanov, one of your trainees, to ring up Tom Jones, your biggest client. What do you expect him to say to the receptionist?

- Hello, is Tom Jones in, please? Stepanov from Spirit;
- Stepanov here. I need a quick word with Tom Jones;
- Spirit, Igor Stepanov speaking. Put me through to Tom Jones, please.

3 Tom Jones is not in. His secretary is very helpful. What do you think she told Mr. Stepanov?

- a) Would you like me to tell Mr. Jones anything?;
- b) Would you like to leave a message for Mr. Jones? One moment please, I'll get a pencil and paper;
- c) Can I take a message?.

4 Igor Stepanov does not want to leave a message. You told him to deliver the message personally. Now, what do you think Stepanov should say to Mr. Jones's secretary?

- a) Could you ask Mr. Jones to call me back?;
- b) Will Mr. Jones be in the office tomorrow?;
- c) When would it be a convenient time for me to try again?.

5 In which case would you use the company phone?

- a) to make a complaint to your supplier;
- b) to sack your receptionist;
- c) to announce a promotion;
- d) to congratulate your secretary for doing good job.

6 Among the following letters there is one which should not (or at least need not) be written on company letterhead.

- a) letter to a business colleague with whom you have a close relationship;
- b) letter of congratulation for personal achievement to a company employee;
- c) thank-you letter after having enjoyed another company's hospitality.

7 Business letters should be made out in a clear, concise and appropriate way. Would your secretary be able to match these opening and closing salutations correctly?

- | | |
|--------------------|----------------------|
| 1) Dear Sir; | a) With best wishes; |
| 2) Dear Mr. Smith; | b) Yours faithfully; |
| 3) Dear Tom. | c) Yours sincerely. |

8 Time is money. How do you deal with small unimportant mistakes in letters?

- a) Do you ask your secretary to type them again?;
- b) Do you tell her to use liquid paper (Tipp-Ex)?;
- c) Do you correct small things yourself if your secretary is busy doing more important things.;
- d) Do you correct small things yourself and ask your secretary to print the letter again?.

9 Teach your staff to strike the right tone. Give them the following matching exercise to do:

You may think	You should say
1) We've found the damn file at last.	a) We would be grateful for more

2) We've lost everything	information.
3) We need at least another six months.	b) We've decided to widen our researches.
4) We can't find your letter.	c) We are investigating the matter and will inform you in due course.
	d) I am pleased to inform you that.

10 Telephone etiquette: if they fail the above task give them another matching exercise.

You may think	You should say
1) He's standing in the doorway shaking his head at me.	a) Just one moment please, I've someone on the other line.
2) If we spin it out long enough he'll forget all about it.	b) I'm afraid the manager is out at the moment.
3) Where's a scrap of paper and a pencil?	c) Whendidyou say you sent us your claim?
4) I had it. I had it. Where did I put it?	d) We are giving your complaint the fullest attention.

3.2 Text Business Culture Tips on how to Strike the Right Tone

3.2.1 Read the text Business Culture Tips and be ready to express your opinion on them

1 Americans tend to define people by the jobs they hold. A common question that one person asks another when meeting for the first time is, "What do you do?" Many people, however, believe that asking this question too early is rude and intrusive. Family background, educational attainments and other personal characteristics are very often considered less important than identifying the job or profession that someone holds.

2 People use differing methods to express their ideas. Some people call attention to themselves by interrupting, using a loud voice, and monopolizing a conversation. This rather aggressive style doesn't necessarily mean that the person is the most knowledgeable of the group, although he or she may be. Conversely, others may use the pronoun "we" instead of "I," or use the passive voice; both ways of speaking avoid taking responsibility for ideas. These people may actually have the best ideas or knowledge, or they may not, but they're less assertive in communicating their ideas. Sometimes such differing styles result in failure to communicate.

3 Be very careful of invading anyone's "personal space." Apart from shaking hands, avoid touching others. The other person, who might be offended by your action, could wrongly interpret the physical contact.

4 Networking is the American way of meeting others who can be useful to us in our careers. Typical occasions for networking include classes, conferences, online

forums, professional association memberships, recreational activities (such as golf and health clubs), volunteer work, religious affiliations, and involvement in cultural organizations and participation in community activities.

5 Most European and American businesses will have a kitchen where coffee and tea is available. You shouldn't expect someone to offer you coffee or tea if you work as an employee of the company; you're expected to help yourself.

6 A cubicle is a personal office workspace in the shape of a cube. It has walls, which don't reach the ceiling, and has no door. Cubicle is often shortened to "cube."

3.2.2 Study idiomatic English carefully and be ready to use it in exercises

blow;	- дуть (о ветре), выдыхать;
blow to bits/pieces;	- разорвать в клочья/на кусочки;
blow every penny;	- «продуть», проиграть всё до копейки;
blow hot and cold;	- колебаться, постоянно менять точку зрения;
blow one's nose;	-(вы)сморгаться;
blow one's own trumpet;	- хвалиться, заниматься саморекламой;
blow the whistle on;	- положить конец чему-либо;
blow up.	- раздувать; взлетать на воздух (при взрыве).

3.2.3 Test your Verbal Idioms through gap-filling

A cranky safe-cracker

Terry (blowing his nose loudly): Can somebody shine the torch over there? I can't see what I'm doing. I could (1) _____ us all _____

John: If you don't stop (2) _____, the night watchman will hear us and he'll (3) _____ the whole operation.

Terry: That's typical of you. No understanding of other people's problems. I might die of cold and flu. It's a good thing I know my job inside out. You'll never find another safe-cracker like me.

John: If you don't stop (4) _____ and finish the job, nobody will ever find another safe-cracker like you. They won't find any of the bits of you, either.

3.2.4 Study idiomatic English carefully and be ready to use it in exercises

make;	- делать, создавать;
make for;	- направиться, устремиться;
make off;	- уходить, удирасть;
make off with;	- убежать прочь, удрать(с награбленным);
make out;	- составлять (документ); выписывать (счёт, чек);
make sure;	- убеждаться; удостовериться;
make up.	- выдумывать, сочинять.

3.2.5 Test your verbal idioms through gap-filling

It doesn't pay to be honest

Dan: Why didn't you keep our appointment yesterday? I waited for hours. What's your excuse?

Jeff: Well, I'm really sorry. Look, this is what happened. I was walking down the road when I saw a man in a mask rim out of a bank. He was (1) _____ a bag of money.

Dan: OK. So what?

Jeff: Well, I ran after him and jumped on him. I knocked him down. I pulled the bag off him and (2) _____ that here was some money in it.

Dan: Well, come to the point then.

Jeff: He got up and (3) _____ a nearby street. I was left with the money. The next thing that happened was that two policemen jumped on me. They thought that I had stolen the money.

Dan: And what's that got to do with me and our appointment?

Jeff: The police believed I had (4) _____ the whole story, so they invited me to spend 24 hours in jail. I'm sorry, Dan, but that appointment was one which I really had to keep.

Vocabulary

achievement	- достижение, успех;
affordable	- возможный; допустимый, по средствам;
announce promotion	- объявлять о повышении по службе;
appearance	- появление, внешность, внешний вид;
appointment	- условленная встреча;
assertive	- агрессивный, чрезмерно настойчивый, напористый;
attainment	- знания, квалификация, навыки;
background	- истоки, происхождение, биографические данные;
blow every penny	- растратить все деньги;
Can I be of assistance?	- Могу я чем-то вам помочь?;
caller	- звонящий по телефону;
claim	- требование, претензия;
come to the point	- дойти до сути;
community activity	- общность интересов, занятий;
complaint	- иск, жалоба, претензия, рекламация;
concise	- краткий, сжатый;
convenient time	- удобное время;
conversely	- обратно, вспять, назад, наоборот; болезненный, своенравный, капризный;

cubicle	- кабина для индивидуальной работы в офисе;
damn	- проклятие, ругательство;
disinterest	- отсутствие интереса;
efficient	- действенный, результативный, эффективный;
enjoy	- пользоваться, получать удовольствие;
exaggerate	- преувеличивать;
expect	- ждать, ожидать, предполагать;
expense	- затрата, расход, стоимость, цена;
file	- папка, скоросшиватель, файл;
flu	- грипп;
head buyer	- начальник отдела закупок; оздоровительный клуб;
health club	
hospitality	- гостеприимство, радушие;
housing	- обеспечение жильем, жилищное строительство;
in due course	- в должное время;
in the loo	- в туалете;
independence	- независимость, самостоятельность;
interdependence	- взаимная зависимость друг от друга;
intrusive	- навязчивый, назойливый;
invade	- вторгаться, проникать;
investigate	- изучать, исследовать, расследовать;
involvement	- вовлечённость, участие;
jail	- тюрьма;
leave the message	- оставить сообщение;
letterhead	- печатный бланк с логотипом фирмы;
liquid paper	- Tipp-Ex (средство исправления отпечаток);
market research	- изучение конъюнктуры, возможностей рынка;
networking	- создание взаимосвязанной группы людей, организации, сообщества, сети;
online forum	- онлайн-форум;
passive voice	- страдательный залог;
personal space	- личное пространство;
point	- (биржевой термин) пункт;
probable	- вероятный, возможный;
properly run business	- правильно работающий бизнес;
put out	- выкладывать;
put someone through	- соединять кого-либо (по телефону);
recipient	- адресат, получатель;
religious affiliation	- членство в религиозной общине;
replace	- заменять, замещать;
research	- исследовательская работа;
rude	- грубый, неприличный, оскорбительный;
sack	- отчислять, увольнять;
safe-cracker	- взломщик сейфов, «медвежатник»;
scrap of paper	- клочок бумаги;

select	- отбирать; подбирать;
sloppiness	- неряшливость, небрежность;
so long as	- до тех пор, пока;
spin out	- растягивать; тянуть время;
staff	- штат служащих; персонал;
strike the right tone	- производить впечатление правильной манерой говорить;
supplier	- поставщик;
tend	- иметь тенденцию, тяготеть;
tie	- стык между рельсами;
visible	- видимый; очевидный, явный;

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4 Unit 4 How good a Euro-Manager are you?

4.1 Read this instruction if your company wants to get on well in European markets and do the test

What do you need to know about yourself and other European countries? The tests are only at first glance about facts and figures and in some cases you can do nothing but guess. But you will find that the facts and figures you get here are helpful when your company wants to get on well in European markets. One aim is to sharpen the awareness of your position as a participant of the European market and to whet your appetite for further reading.

What do you know about your neighbours?

1 Southern Europeans work in order to live, Northern Europeans live in order to work.

- a) I think this statement is correct;
- b) I think this statement is wrong.

2 Mr. Gromov is on a business trip. He has to visit the following companies:

- a) Eurosoftware BVBA;
- b) Unirobot SA;
- c) Eurometal SPRL;
- d) Logo NV.

- Which country is Mr. Gromov in at the moment?

- a) France;
- b) Netherlands;
- c) Denmark;
- d) Belgium.

3 If you want to break into a foreign market, population is one factor you have to take in consideration. Which three countries have the same number of inhabitants?

- a) Denmark;
- b) Greece;
- c) Ireland;
- d) Belgium;
- e) Netherlands;
- f) Portugal;
- g) Czech Republic;
- h) Spain;
- i) Poland.

4 Let us have a look at the demographic development in the European Community because it will affect consumer habits, the money available for consumption, production and investment. About 85% of Europe's population is living in Britain, Italy, Germany, France and Spain. In only one country is the population growing. Which?

5 The German population is ageing especially rapidly. The birth rate below the death rate by:

- a) 17 %;
- b) 29 %;
- c) 38 %;
- d) 42 %.

6 It is estimated that by the year 2030 the population of Russian Federation will decrease by 10 million. How many consumers below the age of twenty will we have in 2030?

- a) 30 %;
- b) 20 %;
- c) 16 %.

7 In which countries is the VAT higher than in Russia?

- a) Britain;
- b) France;
- c) Denmark;
- d) Luxembourg;
- e) Germany.

8 In which countries is the income tax higher than in Russia?

- a) Britain;
- b) France;
- c) Denmark;
- d) Luxembourg;
- e) Germany.

9 Luxembourg companies recruit their academic personnel from universities outside Luxembourg because:

- a) all the bigger companies are international companies;
- b) there is no university in Luxembourg;
- c) universities in Luxembourg have a bad reputation.

10 Where do you give a tip of five percent to waitresses or waiters?

- a) Denmark;
- b) Britain;
- c) France;
- d) Greece.

4.2 Text Business Culture Tips on common abbreviations

4.2.1 Read the text Business Culture Tips and get to know more abbreviations

1 Don't be offended if you are asked to show some form of identification, or ID, even to someone you think should know you. The most commonly used form of ID is a driver's license, although any photo ID such as a passport or national identity card will usually be accepted. ID may be required for any number of transactions at a bank. It may also be required if you look 30 years old or younger and you want to purchase alcohol.

2 American businesses retain legal counsel and regularly seek their attorneys' approval on contracts and business agreements. Whereas international business people may be comfortable accepting oral agreements, Americans want all deals and agreements in writing.

3 "Resolve" means to make a firm decision to do something. "Resolve" is part of the phrase "resolve differences." This is similar in meaning to the phrases "work out your differences" and "settle your differences." If in his memo, somebody suggests you "resolve" he tells that you must resolve the differences, or solve the problem.

4 "Point of view" is often abbreviated as POV or P.O.V.

5 The phrase "shut up" is generally considered to be extremely rude. The phrase "hold your tongue" is much better but also sounds fairly roughly.

6 Numbers are often abbreviated. In many cases, "five" actually means 500,000, because it follows a series of numbers, which are all in the hundreds of thousands. Notice the other numbers, which are used in this way. When somebody says "haifa million," it of course means 500,000. When he now says "495," he doesn't say "thousand" because he knows it will be clear to you that he's still talking about thousands. Once it's clear that they are talking about hundreds of thousands, he further abbreviates the number. He says only "five," now leaving off the hundred thousand.

4.2.2 Study idiomatic English carefully and be ready to use it in exercises

get

| – получать, достигать, становиться;

get off	– бежать, спастись; – делать успехи, преуспевать уживаться, ладить; – выходить, вылезать, спастись; – выдерживать, выносить, преодолевать (трудности); – достигать чего-либо, выкинуть, сделать что-либо плохое или странное; – обходиться, уживаться, ладить с кем-либо.
get on	
get out of	
get over	
get up to	
get along with someone	

4.2.3 Test your verbal idioms through gap-filling

Getting along at school

Teacher: All right you boys! Sit down and be quiet! What a mess this classroom is! What did you (1) _____ in the last lesson?

Boy: We didn't do anything, sir. It was the other class, which left everything like that.

Teacher: Now, don't try to (2) _____ it! I know it was you. I was watching you through the window. You're not going to (3) _____ that way.

Boy: Oh, sir! We were all (4) _____ so well together. Now you're becoming really aggressive.

4.2.4 Study idiomatic English carefully and be ready to use it in exercises

break	- (с)ломаться, разбиться; - бросать привычку, избавляться от привычки; - прерывать ведение учёта; - достигать уровня безубыточности; - нарушить данное слово; - кончить неожиданно; - закончить самую трудоёмкую часть (работы); - - нарушать закон.
break a habit	
break all records	
break even	
break one's word	
break short	
break the back of something	
break the law	

4.2.5 Test your verbal idioms through gap-filling

Having friends

Tim: I hate moving house. It's so tiring with all the furniture.

Jenny: Come on. If we keep at it all afternoon, we'll (1) _____ the worst of it today.

Tim: What do you mean “we keep at it”? I have to do the heavy work. If I manage to carry all this stuff out today, I’ll (2) _____ for weight-lifting.

Jenny: The only thing you’ll (3) _____ is your You promised to help me clear it out today and now you say it’s too difficult.

Tim: OK. OK I don’t want to disappoint you and make problems when it’s so important for you to get everything moved out by tomorrow. But see if you can stop moaning and complaining, and then you’ll be (4) _____ of a lifetime.

Vocabulary

abbreviation	- аббревиатура, сокращение;
achievement	- достижение, успех;
affect	- волновать, задевать, затрагивать, воздействовать;
age rapidly	- быстро стареть
approval	- одобрение, утверждение, разрешение;
artificially	- искусственно;
at first glance	- на первый взгляд; с первого взгляда;
attorney	- поверенный, адвокат, юрист;
awareness	- осведомлённость;
birth rate	- уровень рождаемости, рождаемость;
bankruptcy	- банкротство, несостоятельность;
come on	- (выражение недоверия) да ну! ладно!;
complain	- жаловаться на что-либо, выражать недовольство;
consumer habits	- потребительские привычки;
consumption	- потребление;
deal	- сделка, соглашение, договор;
death rate	- уровень смертности, смертность;
decrease	- уменьшение, убывание; снижение, спад;
demographic development	- демографическое развитие;
disappoint	- разочаровывать, обманывать (надежды), не оправдывать (ожиданий), расстроить (планы);
drive-in movie	- кинотеатр для автомобилистов под открытым небом;
driver’s license	- водительские права;
drown	- тонуть;
ethical standard	- нравственная норма;
executive director	- исполнительный директор;
firm decision	- твёрдое решение;
foundation	- фундамент, основание;
founder	- основатель, инициатор, учредитель;
get on well	- ладить (с кем-либо);
hold your tongue	- попридержи свой язык;

identification (ID)	- удостоверение личности (документ);
income tax	- подоходный налог;
inhabitant	- житель, обитатель;
investment	- инвестирование; вложение капитала;
legal counsel	- юрисконсульт, адвокат;
marriage	- брак, супружество, замужество, женитьба;
mess	- беспорядок, путаница;
mindless	- неразбериха;
self-indulgence	- бездумное потакание своим желаниям;
moan	- стонать жаловаться;
moral integrity	- моральная чистота, честность;
national Identity card	- удостоверение личности; паспорт;
obscene	- непристойный, неприличный вульгарный;
offended	- обиженный, оскорблённый;
oral agreement	- устное соглашение;
order	- заказ;
point of view	- точка зрения;
pride	- гордость; чувство гордости;
purpose	- намерение, цель;
recruit	- нанимать, набирать, вербовать;
reputation	- репутация, доброе имя;
resolve differences	- разрешать разногласия, решать проблемы;
retain	- нанимать, пользоваться услугами (адвоката);
shut up	- замолчи!, заткнись! (грубо);
signature	- характерный, знаковый, ключевой;
similar	- похожий, сходный;
still	- всё же, тем не менее, однако;
stuff	- дрянь, хлам, чепуха, вещество;
take into consideration	- принимать во внимание;
transaction	- дело, сделка, соглашение, банковская операция;
value	- ценность, полезность;
Value Added Tax (VAT)	- налог на добавленную стоимость (НДС);
waiter	- официант, тот, кто ожидает;
waitress	- официантка, горничная, уборщица (в частном доме);
weight-lifting	- поднятие тяжестей, тяжёлая атлетика;
whet someone's appetite	- возбуждать чей-либо аппетит.

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5 Unit 5 One Market and a Dozen Languages

5.1 Do the test on cross – cultural awareness

Foreign languages are particularly important for export-oriented countries. If specialists cannot communicate with their partners in their languages they need interpreters. This makes the setting up of closer personal relationship and the creation of mutual understanding difficult. For the Euro-manager it is a “must” to be able to speak at least one language fluently and to be in a position to follow conversations in a second language.

1 Are the Germans competitive as far as foreign languages are concerned? Can you match countries and figures? The percentages refer to the adult population who are able to communicate in English.

- | | |
|-----------------|----------|
| 1) Denmark; | a) 26 %; |
| 2) France; | b) 51 %; |
| 3) Netherlands; | c) 43 %; |
| 4) Germany. | d) 68 %. |

2) Let's do the same for the French language. The percentages refer to the adult population who are able to communicate in French.

- | | |
|-------------------|----------|
| 1) Denmark; | a) 18 %; |
| 2) Great Britain; | b) 31 %; |
| 3) Netherlands; | c) 5 %; |
| 4) Germany; | d) 15 %; |
| 5) Italy | e) 27 %. |

3 Any present-day Euro-manager should speak at least one foreign language fluently and he should be able to follow conversations in a second or even third foreign language. For important negotiations you can always fall back on interpreters, but you should at least be able to understand the overall meaning of what is going on in a meeting. The interpreter will take care of the words, you are responsible for interpreting the attitudes and figures. How do you rate the following countries? Can you match them with the right figures?

Belgium, Netherlands, Luxemburg, Great Britain, Germany, Denmark

Percentage of population who can follow a conversation in one or more foreign languages.

	0	1	2	3 and more
1	50	22	18	9
2	40	30	25	6
3	60	33	6	1
4	74	20	5	1
5	1	10	47	42
6	28	29	32	12

4 The auto industry has a lot of problems with the names of their cars. Rolls Royce, for example, had to change the name of Silver Mist in Germany. Why?

- a) It made Germans think of Stalinist;
- b) Rolls Royce lost a law suit against Mitsubishi. The Japanese car producer had already had Silver Mist registered and protected for Germany, Austria and Switzerland;
- c) Market researchers had found out that this name meant nothing to most Germans.

5 In the 1980s Ford renamed their Fiera and General Motors their Nova for Spanish speaking markets. Why?

- a) Other companies had already registered these names for their products;
- b) The names have a negative meaning in Spanish;
- c) The Spanish government intervened because Fiera and Nova are the names of members of the royal family.

6 Why do Japanese and Korean car manufacturers produce different models for different countries to fit the tastes of overseas customers, whereas BMW and Mercedes don't?

- a) German producers are not so flexible as Asian manufacturers;
- b) BMW and Mercedes are in a well-defined up-market segment;
- c) The Asian manufacturers cater for the lower and middle classes.

7 Why does Volkswagen sell Nissan four-wheel-drive cars? Why does Nissan do the same for VW in Japan?

- a) They own equity in each other's companies. It's a joint venture;
- b) They do not want to invest in distribution systems.
- c) They share the profits.

8 Japanese marketing techniques have found a lot of imitators. They have not only adopted the strategies but also the vocabulary. Match the Japanese expressions and their English equivalents.

- | | |
|-------------|-----------------------------|
| 1) kaizen; | a) quality control; |
| 2) zaitech; | b) financial engineering; |
| 3) JIT. | c) just-in-time management. |

5.2 Text Business Culture Tips in clothing market

5.2.1 Read the text Business Culture Tips and try to grasp the main idea

1 "The market" is a phrase with several meanings. In general, a market is a place where things are bought and sold, such as a supermarket or food market. You can use the phrase to refer to a specific type of market, the real estate market. In that case, the word "market" refers to the demand for real estate. The clothing market would refer

to the demand for clothing. In a good clothing market, it's easy to sell clothes because the demand for them is high. You'll also hear "the market" used as a common name for the stock market, the place where shares of stock are bought and sold.

2 A "work ethic" refers to a basic belief that work is morally good. Many people believe that hard work builds character and makes one a better person. Therefore, it's considered desirable in most cases to have a strong work ethic. If someone carries this idea too far, however, he or she could become a "workaholic," that is, a person who works too much.

3 Interviews should focus on the candidate's job experience and professional background, not on his/her personal life. It's unlawful to ask questions that aren't job related if the information could be used in a discriminatory manner. For example, an interviewer can't ask a candidate about marital/family status or religion. The interviewer makes some small talk at the beginning of the interview to make you feel comfortable, but he/she quickly gets down to business, asking about your job experience and your job-related goals.

4 Freelancing means working on your own, and being paid by each organization or individual that wants your services. You aren't employed by any one company, but can work at times for one or for a few. It can be a full-time job in itself or can be done on the side. Freelance work is usually of a professional nature, such as writing, photography or bookkeeping; it can be done in your own home or at another site. "Moonlighting," or holding a second job at night, is also fairly common.

5 Present-day companies are becoming more flexible with work schedules. It's becoming more common for companies to offer "flex-time." This may mean that people job-share; for example, two people perform the same job with one person working mornings and the other working afternoons.

5.2.2 Study idiomatic English carefully and be ready to use it in exercises

set	- ставить, класть, сажать;
set about	- начинать делать (что-либо), приступать;
set foot on	- ступать ногой на; вступать на территорию;
set off	- отправлять(ся)(в путь), выступать, выезжать;
set out	- отправляться; выходить, выезжать, вылетать;
set to	- энергично браться за (работу, еду и т. п.);
set up настраивать	-основывать, открывать (дело, предприятие и т. п.);
set up a good relationship to	- устанавливать добрые отношения.

5.2.3 Test your verbal idioms through gap-filling

Pioneers

Captain of ship: We'll be the first Europeans to (1) _____ this new group of islands. Be proud of your achievements, boys! Now (2) _____ and get those sails up.

Second officer: It's great, Captain. We (3) _____ from home just twelve weeks ago. We've done 3,000 miles in 84 days. What's the first thing we should do when we on land?

Captain of ship: housing! We must (4) _____ a camp on the coast and build cabins. When we've built a safe camp we'll (5) _____ with some men and try to (6) _____ with the natives.

5.2.4 Study idiomatic English carefully and be ready to use it in exercises

keep	- держать, хранить;
keep at	- делать с упорством, настойчиво;
keep back (1)	- мешать, препятствовать;
keep back (2)	- скрывать, прятать;
keep on	- продолжать делать ч-л;
keep up	- поддерживать, продолжаться;
keep up with	- держаться наравне с к-л.

5.2.5 Test Your Verbal Idioms through gap-filling

A war of nerves

Student: Oh dear! I'm just not motivated. I'll never pass this exam. I can't (1) _____ my work. It's just not interesting. Really! So many other fascinating things are (2) _____ me _____ from it.

Friend: Look, what's the problem? You (3) _____ complaining about it. If you're honest with yourself you're being (4) _____ by your fear of failing these exams.

Student: That's it. I'm afraid all the time that I can't (5) _____ all the other students in my class. Then I simply begin to get nervous and I can't do anything at all.

Vocabulary

acceptable	- приемлемый, допустимый;
achievement	- достижение, успех;
adult population	- взрослое, совершеннолетнее население;
age group	- возрастная группа;
assert	- утверждать, заявлять, провозглашать;
at least	- по крайней мере, по меньшей мере;
attitude	- отношение, позиция, положение;
bold experiment	- смелый эксперимент;
bookkeeping	- счетоводство, бухгалтерский учёт;
cabin	- хижина, лачуга;
character	- характер, личность;

charismatic	- харизматический, обаятельный;
commonplace	- общее место, банальность;
communicate	- говорить, общаться, соединяться;
competitive	- конкурентный, конкурентоспособный;
complain	- жаловаться, выражать недовольство;
creation	- создание, формирование;
desirable	- желанный, желательный;
discriminatory manner	- грубое поведение;
distribution system	- система распределения;
equity	- ценные бумаги, акции;
evaluate	- оценивать, составлять мнение, определять качество;
fall back on	- обращаться, прибегать (к чему-либо);
figure	цифра, цифровые, количественные данные;
flex-time	- гибкий график;
food market	- продовольственный рынок;
four-wheel-drive car	- полноприводной автомобиль (на все 4 колеса);
freelance	- внештатный сотрудник, свободный художник;
full-time job	- полная занятость на полную ставку;
gain	- прибыль, доход, заработок, выигрыш;
genetic	- генетический;
housing	- обеспечение жильём, предоставление приюта;
imitator	- имитатор, подражатель;
immortal soul	- бессмертная душа;
interpret	- толковать, интерпретировать, переводить;
interpreter	- переводчик (устный), интерпретатор;
intervene	- вмешиваться, вклиниваться, вступаться;
interview	- деловое свидание, встреча, беседа, интервью;
interviewer	- интервьюер, опрашивающий;
job-share	- распределение одного места работы на двоих;
just-in-time	- «как раз вовремя» (название технологии синхронизации работы звеньев производства);
keep up with negotiations	- поддерживать проведение переговоров;
manure	- навоз, удобрение;
match	- противопоставлять, спаривать;
moonlighting	- совместительство, работа в двух местах, подрабатывание на стороне;
mutual understanding	- взаимопонимание;
native	- абориген, туземец;

nervous	- нервный, нервозный, раздражительный;
on hold	- удержание, ожидание (режим телефона);
personal life	- личная жизнь;
pioneer	- пионер, первооткрыватель, первопроходец;
quality control	- контроль качества;
quarter	- квартал, четверть года;
rate	- пропорция, отношение, коэффициент, степень;
real estate	- недвижимое имущество, недвижимость;
refer to	- обращаться к, ссылаться на;
responsible	- ответственный, несущий, ответственность;
safe	- защищенный от опасности, безопасный
sail	- парус;
second officer	- второй помощник капитана;
segment	- доля, часть; сегмент (рынка);
significant	- значительный, важный, существенный;
small talk	- светский разговор;
so long	- так долго;
statement	- заявление, утверждение,
stock market	- формулировка;
trouble	- фондовая биржа, рынок акций;
ugly	- беда, злоключение, неприятность;
unlawful	- мерзкий, отталкивающий, противный, скверный, незаконный, противозаконный, противоправный;
up-market car	- автомобиль высокого класса;
well-defined	- четкий, определённый, строго очерченный;
workaholic	- трудоголик, человек, «горящий» на работе.

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6 Unit 6 Strategic Decisions

6.1 Answer the questions of the cultural quiz

If you want to start a business in one of the European countries you would have to break down the market first in order to base your decisions on hard facts

1 Let's suppose you want to build a factory for which you need a large site. Let's suppose further that your product is a hit dangerous for the environment. Which European country would you go for?

- France;
- Germany;
- Netherlands.

2 Let's suppose you produce cigarettes or kirshwasser. Iii which of these countries is it most difficult to promote these products?

- a) Britain;
- b) France;
- c) Austria;
- d) Denmark.

3 Advertising is one of the most important tools in marketing. In which of the following countries does the law forbid advertising medicine on TV?

- a) Denmark;
- b) Finland;
- c) Austria;
- d) Greece.

4 Marketing managers are interested in consumer habits. They differ considerably from one country to the other. Did you know that the average Dutch family spends 13% more money on furniture than Spanish family? Now what about electric appliances? Let's compare three countries with roughly the same number of inhabitants. Where are your best chances?

- a) In Great Britain?;
- b) In France?;
- c) In Italy?.

5 The power of trade unions is an important factor to consider if you want to start business in a foreign country. Let's suppose you have had very bad experience with your works councils. That's why you are going to give up your present enterprise in order to found a new company of about 35 employees in a more friendly environment. In which of the countries could you found this company without being legally obliged to tolerate a works council?

- a) Italy;
- b) Belgium;
- c) Luxemburg;
- d) Netherlands.

6 You would like your work force to be motivated and hard working. Let's look at how hard people work in some countries. Can you match the figures and the countries?

- | | |
|-------------------|-------------------------|
| 1) Italy; | a) 42 hours per week; |
| 2) Great Britain; | b) 44,9 hours per week; |
| 3) Germany. | c) 42,4 hours per week. |

7 The figures in test six are of course misleading. They have to be seen in relation to the number of paid holidays. Please match the figures for paid holidays and the countries.

- | | |
|-------------------|-------------|
| 1) Italy; | a) 39 days; |
| 2) Great Britain; | b) 34 days; |
| 3) Germany. | c) 33 days. |

8 In the above-mentioned countries shadow economics exist, that is a lot of employees work more than the official average weekly hours because they have a second job outside.

- | | |
|-------------------|-------------|
| 1) Italy; | a) 30-40 %; |
| 2) Germany; | b) 15 %; |
| 3) Great Britain. | c) 10 %. |

6.2 Business Culture Tips on the best way to combat negativity

6.2.1 Read the text and get to know about seven tips for minimizing negativity in your workplace

The best way to combat negativity is to keep it from occurring in the first place. These seven tips will help you minimize negativity in your workplace.

1 Provide opportunities for people to make decisions about and control and/or influence their own job. The single most frequent cause of negativity I encounter in workplaces is traceable to a manager or the organization making a decision about a person's work without her input. Almost any decision that excludes the input of the person doing the work is perceived as negative.

2 Make opportunities available for people to express their opinion about workplace policies and procedures. Recognize the impact of changes in such areas as work hours, pay, benefits, assignment of overtime hours, comp pay, dress codes, office location, job requirements, and working conditions. These factors are closest to the mind, heart and physical presence of each individual. Changes to these can cause serious negative responses. Provide timely, proactive responses to questions and concerns.

3 Treat people as adults with fairness and consistency. Develop and publicize workplace policies and procedures that organize work effectively. Apply them consistently. Do not create "rules" for all employees, when just a few people are violating the norms. You want to minimize the number of rules directing the behaviour of adult people at work. Treat people as adults; they will usually live up to your expectations, and their own.

4 Help people feel like members of the in-crowd; each person wants to have the same information as quickly as everyone else. Provide the context for decisions, and communicate effectively and constantly. Reserve the right to change your mind later, without consequence, when additional factors affect the direction of ultimate decisions.

5 Afford people the opportunity to grow and develop. Training, perceived opportunities for promotions, lateral moves for development, and cross-training are visible signs of an organization's commitment to staff.

6 Provide appropriate leadership and a strategic framework, including mission, vision, values, and goals. People want to feel as if they are part of something bigger than themselves. If they understand the direction, and their part in making the desired outcomes happen, they can effectively contribute more.

7 Provide appropriate rewards and recognition so people feel their contribution is valued. Suffice to say, reward and recognition is one of the most powerful tools an organization can use to buoy staff morale.

Take some time to analyze how well your company is applying these seven recommendations. They form the foundation for positive staff morale and minimized negativity in your workplace.

6.2.2 Study idiomatic English carefully and be ready to use it in exercises

go	- идти, ходить;
go crazy	- сходить с ума, становиться ненормальным;
go down the drain	- бесследно исчезнуть, пропасть, быть истраченным впустую (о деньгах);
go Dutch	- угощение, при котором каждый платит за себя;
go easy with someone	- вести себя спокойно с кем-либо, быть тактичным в отношении кого-либо;
go for	- стремиться к чему-либо, стараться, добиваться;
go for a swim/walk	- пойти поплавать/отправиться гулять;
go from bad to worse	- идти от плохого к худшему, становиться всё хуже;
go on strike	- объявлять забастовку.

6.2.3 Test your verbal idioms through gap-filling

On the lake

Dave: Pam, can't you be more careful? Your rowing is terrible. You've splashed water all over me. I came here to row boats and not to (1) _____.

Pam: I'm not a man, you know. Don't shout at me! You should (2) _____ me.

Dave: Ugh! This boat is obviously no good. We can't seem to row in a straight line. Now we're going backwards. Hey, have you (3) _____? Why have you stopped rowing?

Pam: Well, you seem to want to do everything. And you're so bad-tempered. I think things have (4) _____ since you started shouting. Don't stand up in the boat. It's dangerous.

Dave: I know what I'm doing. I've been rowing for ten years. Ah! (Falling into water.)

Pam: Oh, Dave, so you decided to (5) _____ after all.

6.2.4 Study idiomatic English carefully and be ready to use it in exercises

give	- давать, предоставлять;
give best	- признать превосходство кого-либо, быть побеждённым;
give in	- уступать, сдаваться, соглашаться;
give out (1)	- иссякать, кончаться (о запасах, силах и т. п.), портиться (о машине);
give out (2)	- объявлять, провозглашать, публиковать;
give trouble	- причинять беспокойство (кому-либо);
give up	- оставить, отказаться; бросить, сдать, уступить.

6.2.5 Test Your Verbal Idioms through gap-filling

Smoking your way through life

Susan: My goodness! I've got no money left for the weekend. It's those damned cigarettes. I'll have to (1) _____ smoking.

Pamela: You? Forget it! You won't manage that for even one day. You're an addict!

Susan: Thanks for your support. I tried it last year and I didn't (2) _____ until the end of the year.

Pamela: Why did you start smoking after such a long time?

Susan: Well, I found I was getting terribly nervous. So I decided to start smoking again to avoid a breakdown.

Vocabulary

above-mentioned	- вышеупомянутый;
accused	- обвиняемый, ответчик, подсудимый;
addict	- заядлый любитель, приверженец, наркоман;
addicted	- склонный, привязанный (часто к дурному);
affect	- волновать, трогать, приносить вред, наносить ущерб;
appliance	- аппарат, прибор, приспособление, устройство;
apply	- применять, использовать, употреблять;
assignment	- распределение, назначение;
attempt	- пытаться, стараться;
average	- нормальный, обыкновенный, обычный, средний;
bad-tempered	- злой, раздражительный, вздорный;

break down the market breakdown	- проанализировать рынок; - полный упадок сил, здоровья, нервное расстройство;
buoy	- ставить буй, держать на поверхности, поддерживать (энергию, надежду);
cause	- причина, основание;
change	- перемена; изменение;
come in handy	- пригодиться;
combat	- сражаться, бороться; вести бой;
commitment to staff	- обязательства перед персоналом;
comp pay	- что-либо получаемое бесплатно;
concern	- отношение, забота, беспокойство;
consequence	- последствие, результат (чего-либо);
consider	- принимать во внимание/ в расчёт, учитывать;
consistency	- логичность, последовательность, твёрдость;
construction site	- стройплощадка;
consumer habits	- потребительские привычки;
contribution	- пожертвование, взнос, вклад (в дело);
crescendo	- крещендо, в бурном темпе, нарастая;
critical	- важный, решающий, насущный, необходимый;
cross-training	- перекрестное, взаимное обучение;
densely populated	- густонаселённый, многолюдный ;
differ	- отличаться, варьироваться; различаться;
divert	- отклонять, отвлекать, направлять в другую сторону;
dress code	- дресс-код, форма одежды;
electric appliances	- бытовые электроприборы;
encounter	- (неожиданно) встретиться, столкнуться;
entertaining	- забавный, развлекательный, смешной;
environment	- окружающая обстановка, окружающая среда;
executive	- должностное лицо, руководитель;
experience	- опыт, стаж работы;
fairness	- честность, справедливость, добросовестность;
figures	- данные;
file	- папка, скоросшиватель;
forbidden	- запретный, запрещённый;
found	- основывать, учреждать;
get started	- начать действовать, взяться за дело;
goodness	- (междометие для выражения удивления, изумления, потрясения);
impact	- толчок, импульс, влияние, воздействие;
in relation to	- относительно, что касается;

in-crowd	- индивидуум, включённый в группу;
influence	- оказывать влияние, влиять, воздействовать ;
inhabitant	- житель, обитатель;
input	- вклад (в общее дело), ввод (информации)
insidiously	- коварно, тайно, скрытно;
jet	- реактивный самолёт;
job requirements	- должностные требования;
judge	- судья;
lateral move	- поперечное движение, боковое перемещение;
law suit	- судебный процесс;
legally	- законно, легально, на основании закона;
mean (meant, meant)	- иметь в виду, значить, означать;
misleading	- вводящий в заблуждение, обманчивый;
motivation research	- исследование по повышению мотивации;
negativity	- отрицательность, негативность;
neither	- ни тот ни другой;
obligatory	- неперенный, обязательный;
obliged	- вынужденный, связанный обязательством;
occur	- происходить, случаться, совершаться, иметь место;
opportunity	- удобный случай, благоприятная возможность;
outlook	- точка зрения, мировоззрение, перспективы, виды на будущее;
overtime hours	- сверхурочные часы;
perceive	- воспринимать, понимать, ощущать;
persistent	- устойчивый, постоянный, упорный;
persuade	- понуждать, убеждать;
proactive	- профилактический, предупреждающий, активный;
projected performance	- планируемая производительность;
promote	- продвигать поощрять, стимулировать, способствовать, помогать;
protectionist	- сторонник политики покровительства;
publicize	- оглашать, извещать, сообщать, уведомлять;
registered name	- зарегистрированное имя, название;
reserve the right	- сохранить право;
roughly	- приблизительно, грубо, ориентировочно;
row	- грести, работать вёслами, идти на вёслах;
sap	- истощать, ослаблять, уменьшать;
shadow economy	- теневая экономика;
simulation	- моделирование;
snap	- резко обрывать (кого-либо), разговаривать отрывисто, раздраженно;

spot	- рекламная пауза, перерыв для рекламы;
support	- поддерживать, оказывать помощь, помогать;
timely	- регулярный, своевременный; уместный;
tolerate	- терпеть, позволять, разрешать;
tool	- орудие, средство, инструмент;
traceable	- прослеживаемый, видимый, заметный;
trade union	- тред-юнион, профсоюз;
treat	- обращаться, вести себя по отношению к кому-либо;
trumpet	- труба;
ultimate	- самый отдалённый, последний, конечный, завершающий;
violate	- нарушать, попира́ть, преступать;
workload	- нагрузка, загруженность работой;
working conditions	- условия труда;
works council	- совет трудового коллектива.

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7 Unit 7 Doing Business in Exotic Markets

7.1 Read the text **Breaking Through the Great Wall of China** and get to know some useful tips on making a deal in China and answer the questions

We all are living in the global world of changes. And everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes it should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm.

Change can either challenge or threaten us... Your beliefs pave your way to success or block you.

One experienced manager once said that foreign negotiators in China are thankful to get out with the shirts on their backs. So don't despair if you fail to answer some of these questions.

1 Your agent has been negotiating a deal with a group of Mainland Chinese officials for a couple of weeks. Finally they write that they will come to your country to finalize the contract. One month later they still have not given you a date for their arrival. What will you do?

- a) Forget the deal?;
- b) Wait?.

2 You are getting nervous and impatient. Might it be an idea to go to the People's Republic of China as a sign of respect?

- a) Do you travel to China?;
- b) Do you wait?.

3 What type of negotiators will sit down at the conference (able with you)?

- a) Specially trained negotiators and experts;
- b) People having a career in the communist party rather than a lot of know-how.

4 Who is the boss? Who decides whether you get the contract?

- a) He is the highest-ranking executive in the company;
- b) He is the oldest and most experienced executive;
- c) His wife has an uncle in the ministry.

5 Which is a bad month to negotiate with Chinese partners?

- a) April;
- b) August;
- c) November.

6 Time has come to sign the contract. Is it advisable to bring your lawyers to see that all the conditions are watertight?

- a) Yes, because Chinese businessmen prefer vague and general formulations;
- b) Yes, because Chinese negotiators want to stipulate even the smallest details;
- c) No, because a contract is an agreement between gentlemen. Personal relations are more important than contract.

7 What does the typical Chinese modesty really mean?

- a) It is a weapon in negotiations;
- b) It is a sign of good character;
- c) It is a form of politeness.

8 His name is Lin Wu. How do you address him?

- a) Mr. Lin Wu;
- b) Mr. Lin;
- c) Mr. Wu;
- d) Lin Wusan.

9 How do you greet a Chinese business partner?

- a) You shake hands;
- b) You bow.

10 A Texan manufacturer asked a Chinese consultant what to hand to a higher-ranking executive from Mainland China. What do you think the answer was?

- a) Cigarettes and a bottle of fine old whisky;
- b) A Cartier fountain pen and ballpoint;
- c) A pair of fine leather cowboy boots produced by one of his companies, with the American and Chinese flag on them.

7.2 Text Business Culture Tips on making a deal with Americans

7.2.1 Read the text Business Culture Tips and Get ready to talk with Americans

1 Some Americans are open and expressive, and may discuss issues that non-Americans consider too personal, sensitive or embarrassing; however, references to salary, sex, ethnicity and religion would be considered taboo. During a business meeting, however, Americans don't typically spend time on social talk, or small talk. Introductions are usually followed quickly by "getting down to business."

2 Americans are very protective of their personal space so, when meeting someone for the first time, stand at a distance of approximately two feet (60 cm).

3 Avoid close body contact such as hugging and kissing, which Americans consider too personal. Instead, firmly shake hands; the handshake should last approximately one or two seconds. As a friendly gesture, Americans may also pat people on the back while greeting them. While speaking and/or shaking hands, direct eye contact is expected.

4 Americans tend to establish informal environments. For example, sometimes Americans may briefly discuss business issues in hallways, use first names and joke with each other. While conversing, it's appropriate to stand approximately two feet apart from each other. Certain behaviours may also indicate informality: Americans may show that they're relaxing during a long meeting by leaning back in their chairs, removing a suit coat or loosening a tie. Americans may urge international visitors to make themselves comfortable, too.

5 Americans are comfortable expressing disagreement with each other. Discussing issues or ideas openly with other individuals is considered proper and acceptable. However, if there's intense disagreement, it's polite to move to a place where the issue can be discussed in private.

6 Americans will often speak openly to others about certain things they dislike. They'll try to do this constructively, that is, in a manner that others won't find rude or disagreeable. They aren't always successful in avoiding hurt feelings, however. It's not unusual for some Americans to show their emotions quite easily, but this isn't always desirable, particularly when trying to negotiate.

7.2.2 Study idiomatic English carefully and be ready to use it in exercises

sit	- сидеть, сажать, садиться;
sit down at the table	- садиться за стол;
sit on a committee	- быть членом комиссии; заседать в комитете;
sit on the fence	- занимать выжидательную, нейтральную позицию
sit pretty	- быть хорошо расположенным; быть в выгодной удачной позиции; хорошо устроиться;
sit up late	- засиживаться допоздна;
sit up (and take notice)	- проснуться (и заметить).

7.2.3 Test your verbal idioms through gap-filling

That's what parents are for

Mother: Off you go to bed now. You (1) _____ yesterday evening.

Son: But daddy told me I could. Why do you always try to make me do things I don't want to do?

Father: Don't bring me into all this. I don't want to get involved.

Mother: That's typical of you. You're always (2) _____ Your son needs to learn some discipline. One day he'll go out into the big, bad world and then he'll (3) _____ when something goes wrong.

Father: What are you talking about "when something goes wrong"? You're making problems where there aren't any.

Son: Well, if you two are going to argue, I'll just go to bed.

7.2.4 Study idiomatic English carefully and be ready to use it in exercises

hand	- подавать, передавать, вручать;
hand down	- оставлять младшим поколениям; передавать по наследству;
hand in	- вручать, подавать (заявление), вносить (запрос), предоставлять, предъявлять (документ);
hand over	- передавать из рук в руки; вручать, выдавать (на руки), передавать (власть, контроль, полномочия);
hand round	- раздавать, разносить, распускать (слухи, сплетни);
hand to	- подавать, протягивать руку.

7.2.5 Test Your Verbal Idioms through gap-filling

Gun law

Farmer: See this gun! It's in full working order. My father (1) _____ it _____ to me before he died.

Bill (his friend): My God! (2) _____ it _____ in the police immediately. That's against the law. You've got no permit.

Farmer: (3) _____ it _____ to the police? Are you crazy? Who's going to protect me against thieves, terrorists and traffic wardens?

Vocabulary

address	- обращаться к кому-либо;
advisable	- рассудительный, мудрый, разумный;
annuity	- ежегодная рента, ежегодный доход;
appetizing	- аппетитный; вкусный, привлекательный;
appreciate	- (высоко) ценить; быть признательным,

	благодарным;
approximately	- около, почти, приблизительно;
argue	- спорить, убеждать, уговаривать, советовать;
array	- множество, совокупность, набор, комплект;
behind the scenes	- закулисный, кулуарный, негласный;
bring someone into	- доводить кого-либо до чего-либо;
bow	- поклон; кланяться, преклоняться, кивать;
converse	- разговаривать, вести беседу;
count	- вычислять, подсчитывать, считать;
currency	- валюта, деньги;
customs	- таможня, таможенный пост, таможенные пошлыны;
customs official	- таможенник;
deal	- сделка, соглашение, договор;
demand	- спрашивать, задавать вопрос;
despair	- падать духом, терять, надежду, отчаиваться;
disagreeable	- неприятный; проявляющий неприветливость, хмурый;
disagreement	- расхождение во мнениях; разногласие, разлад, ссора;
dislike	- нелюбовь, неприязнь, антипатия;
embarrassing	- стеснительный, смущающий;
executive	- должностное лицо, руководитель, администратор (какого-либо учреждения);
experience	- (жизненный) опыт, стаж, опыт работы;
experienced	- знающий, опытный, искушенный опытом;
expressive	- экспрессивный, эмоциональный, выразительный;
generous	- щедрый; обильный, богатый;
gesture	- жест; поступок, действие;
get back	- снова говорить по телефону, перезванивать;
get involved	- быть вовлеченным, впутанным;
fail to answer	- не суметь ответить;
fall guy	- амер. козёл отпущения;
fame	- известность, популярность, слава;
finalize the contract	- завершать, заканчивать договор, придавать договору окончательную форму;
fortune	- богатство, состояние, удача, успех, рок,
hallway	судьба; - коридор, проход, прихожая, передняя;
handshake	- рукопожатие;
higher-ranking	- высокопоставленный;
horse	- конь, лошадь;
hug	- крепко обнимать, сжимать в объятиях;
hurt feelings	- ранить чувства, задевать, обижать;

immediately	- немедленно, тотчас же, сразу, незамедлительно;
in private	- наедине, конфиденциально;
indicate	- означать, показывать, указывать, обращать внимание;
indignant	- негодующий, возмущённый;
in formality	- неофициальность, естественность, непринужденность;
integrity	- прямота, честность, чистота, целостность;
involve	- втягивать, вовлекать;
lack	- испытывать недостаток, не иметь; не хватать
life insurance	- страхование жизни;
look forward to	- ожидать с нетерпением, предвкушать, надеяться;
loosening a tie	- ослабление, распускание галстука;
mainland	- континентальный, материковый;
mutual fund	- взаимный фонд (паевой инвестиционный фонд);
negotiate	- вести переговоры, договариваться; вести дело;
off!	- вон!, прочь!;
official	- должностное лицо, чиновник, служащий;
on the safe side	- на всякий случай, для большей верности
opportunity	- удобный случай, благоприятная возможность;
pat	- похлопывание, шлепанье;
pat on the back	- хлопанье по спине (знак одобрения);
permission	- позволение, разрешение;
permit	- позволение, разрешение, позволять, разрешать;
personal relations	- личные взаимоотношения;
politeness	- вежливость, учтивость, обходительность;
	- точно, строго, пунктуально;
precisely	- предпочитать;
prefer	- правильный, должный, приличный, пристойный;
proper	- переносить, откладывать, отсрочивать;
put off	- бюрократизм, волокита, красная лента (для скрепления официальных документов);
red tape	- расслабляться, уменьшать (напряжение и т. п.);
relax	- рикша;
rickshaw	- прямо сейчас, именно в данный момент;
right now	- грубый, резкий, оскорбительный;
rude	- выходное пособие, пакет при увольнении;
severance package	- пожать друг другу руки, обменяться
shake hands	

sign of respect	рукопожатием; - знак уважения;
sign the contract	- подписывать договор;
sit down at	- садиться за (стол);
spoil	- портить, развращать, наносить ущерб, урон ставить условием;
stipulate	- обуславливать;
suit coat	- пиджак;
suitcase	- чемодан;
superstition	- суеверие, религиозный предрассудок;
taboo	- табу, вето, запрет;
thieves	- воры;
traffic warden	- инспектор дорожного движения;
trappings	- признаки, внешние атрибуты;
unnecessary evil	- ненужное, неоправданное зло;
urge	- убеждать, советовать;
vague	- неопределённый, неясный, смутный; неуловимый;
visa	- виза;
watertight	- водонепроницаемый, непроверяемый, обоснованный, недвусмысленный, неуязвимый;
weapon	- оружие, средство борьбы.

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8 Unit 8 Will You Ever Understand and the Japanese?

8.1 Read the text and try to bear in mind how to do business with the Japanese

Japan is different from any other market in the world. According to the US Department of Commerce for every successful American negotiation with the Japanese there are 25 failures. So if you wish to do business with the Japanese you should understand their business etiquette.

1 The success of a partnership with a well-established Japanese company is directly related to:

- a) the image and reputation of their European partners;
- b) the conditions you can offer them;
- c) strength of inter-personal relationships.

2 What kind of partnership do Japanese companies prefer to have with foreign companies?

- a) They (do business) on the basis of long-term partnership;
- b) They prefer short-term partnerships to be flexible to changing market situations.

3 Which way is best to prepare the first meeting?

- a) By letter and through personal phone calls;
- b) You hire a local agent to arrange an appointment;
- c) You go to Japan and arrange it personally. Be patient and have enough time.

4 Don't forget to bring a lot of business cards. How many might you need if you plan to visit two bigger companies?

- a) 30;
- b) 70;
- c) 150.

5 What should your business card look like? Will you have them translated into a Russian and English?

- b) English and Japanese?;
- c) Russian, English and Japanese?.

6 If you want to get on top of business in Japan you had better change your

- a) logo;
- b) products and services;
- c) logo, products, and services.

7 Japanese companies have the reputation of being innovative. NEC, for example, launches a new product every two or three months. Tick off those strategies that you think might explain this.

- a) They concentrate on one single project at a time;
- b) They pursue dozens of different projects at a time;
- c) They invest more money in R&D;
- d) They avoid unnecessary red tape;
- e) Their engineers are better trained.

8 In China it is not advisable to bring lawyers to the negotiating table. What about Japan?

- a) Bring your lawyers. The Japanese businesspersons do it, too. They want to finalise contracts down to the last detail;
- b) Don't. The Japanese business partners might be offended.

9 What the Japanese mean when they say "hai" (yes)?

- a) How interesting. I'm all ears;
- b) I agree. It's deal;
- c) I'm afraid, I can't follow you.

10 You should know a few words of Japanese. Match the English and Japanese expressions:

- 1) Good day;
- a) "Komban Wa";

- | | |
|------------------|--------------------|
| 2) Good-bye; | b) “Onegai; |
| 3) Good evening; | c) “Kon-nichi wa”; |
| 4) Please. | d) “Sayonara”. |

8.2 Text Business Culture Tips on advertising

8.2.1 Read the text Business Culture Tips on a checklist for internal advertising review

Have You Shopped Your Own Advertisement Lately? The Better Business Bureau promotes voluntary industry compliance with truthful and accurate advertising through cat, regional and national advertising review programs.

Business owners and managers are encouraged to make certain that their advertising claims are not deceptive or misleading. The BBB offers the following as a checklist for internal advertising review:

Does your advertising make your customers satisfied they do business with you? Your advertising is just and other outlet through which you can promote good will and customer loyalty.

1 Are you avoiding impossible promises and guarantees? When using the term “guarantee” you should include a statement that complete details are available at the store, or, in the case of mail or telephone sales, are available free upon written request.

2 Is your advertised merchandise readily available? You should have adequate supplies of merchandise on hand to meet expected demands.

3 Do you mean to sell what you advertise? Do not participate in bait and switch tactics, which involve advertising a low-priced item to bring in customers, then persuading them to buy similar, but higher-priced items.

4 Do your ads avoid misleading inferences? Misleading advertising is among the three questionable business practices most adult consumers consider being always wrong.

5 Do your advertised terms agree with the facts? An advertisement as a whole may be misleading although every sentence separately considered is literally true.

6) Is your advertising easy to understand without asterisks and fine print? Asterisks should not be used as a means of contradicting or substantially changing the meaning of an advertising statement.

7 Do you believe your own comparatives? You should be able to substantiate all claims made in the ad.

8 Would you be attracted by what your ad says? If it is not attractive to you, it most likely will not be attractive to your customers.

8.2.2 Study idiomatic English carefully and be ready to use it in exercises

do		- делать, выполнять, осуществлять;
do an about-face/ about-turn		- делать поворот кругом, совершить

	внезапное и полное изменение (отношения, точки зрения);
do one's best	- сделать всё возможное, проявить максимум энергии;
do one's bit	- внести свою лепту, сделать своё дело, исполнить свой долг;
do business	- вести дела, заключать сделки, делать бизнес;
do it by the book	- выполнять предписания, придерживаться инструкции;
do something by halves	- делать что-либо не до конца, без особой охоты, небрежно, кое-как.

8.2.3 Test your verbal idioms through gap-filling

Castle in the clouds

Jim: I've had enough. I've been working here for ten years and I've saved nothing. The government takes every penny.

I'm going to (1) _____ and leave England. I reckon I've (2) _____ for this country.

Bryan: Well, what are you going to do?

Jim: I'm off to Ireland. I'll work there and I don't have to pay British taxes. And I'm tired of living in this tiny flat. I've put a deposit on a little old castle near Limerick.

Bryan: Castle? Good Lord! You don't (3) do you?

Jim: Bryan, I think I've often (4) _____ to explain to you that my family has blue blood and I feel that a castle reflects our true status more. Flats and houses are for the normal people.

Bryan: Hmm! Maybe you're right. Did I hear that people with blue blood are often a little bit strange in the head?

8.2.4 Study idiomatic English carefully and be ready to use it in exercises

get	- становиться;
get a move on	- торопиться, пошевеливаться, поддать жару;
get on like a house on fire with	- хорошо ладить с;
get on someone's nerves	- действовать кому-либо на нервы;
get on top of	- овладеть чем-либо, приобрести навык, набить руку в чём-либо;
get out of hand	- выходить из-под контроля;
get something off one's chest	- чистосердечно признаться в чем-либо, облегчить душу.

8.2.5 Test Your Verbal Idioms through gap-filling

Non-compatibility

Ross: There's something I'd like to (1) _____. I don't think going hiking in the mountains was such a great idea. My feet are sore and I'm tired out.

Lilly: Oh, you (2) _____ with all your complaints.

You said you were into sport and getting fit and all that.

And now as soon as we begin, you make problems.

Ross: That's unfair. It takes time to get used to this sort of sport.

Lilly: Time? I think you need too much time for everything. I want to (3) _____ with things.

Ross: Yes, I know you're always in a hurry to move on to new things or people. You seem to be moving along very quickly with the new marketing manager in your office. You're (4) _____, I heard.

Lilly: Ross, are you jealous? Anyway, I'm sure he wouldn't complain about his feet if he were with me at the weekend.

Vocabulary

according to	- согласно; на основании, по (чьим-либо) словам;
accurate	- верный, правильный, точный; аккуратный;
ad	- объявление, реклама;
adequate supplies	- достаточный запас;
adopt strategy	- проводить стратегию;
advertised merchandise	- рекламируемые товары;
advertising	- рекламирование, реклама, объявление;
advisable	- подходящий, желательный, целесообразный;
appointment	- свидание, условленная встреча;
as a whole	- в целом;
asterisk	- звездочка, знак сноски;
attractive	- манящий, привлекательный, притягательный;
available free	- доступный без ограничений;
bait and switch tactics	- тактика приманки и надувательства;
be all ears	- превратиться в слух, слушать с напряжённым вниманием;
be into sport	- интересоваться спортом;
business practice	- практика деловых отношений;
castle	- замок, дворец, большой дом (напоминающий замок);
checklist	- контрольный список;

claim	- притязание, заявление, утверждение;
comparative	- факты, основанные на сравнении и сопоставлении;
compatibility	- совместимость, совместность, сочетаемость;
complaint	- жалоба, недовольство, протест, выражение протеста;
compliance	- сертификат соответствия;
customer loyalty	- лояльность клиента, верность покупателя;
deceptive	- обманчивый, вводящий в заблуждение;
deposit	- внос, депозит, вклад (в банке);
dozens	- масса, множество;
encourage	- потворствовать, потакать, подстрекать;
expected demand	- будущий, ожидаемый спрос;
failure	- неудача, неуспех, провал, банкротство;
finalize contract	- завершение, заключение договора;
fine print	- мелкая печать, особые условия договоров (печатаются мелким шрифтом, чтобы не привлекать внимания);
foreign	- иностранный, заграничный, зарубежный;
got used	- привыкнуть, приучить себя;
good will	- благожелательность, доброжелательность, добрая воля;
guarantee	- гарантия, обязательство;
hiking	- пеший туризм, прогулка;
image	- образ, имидж;
impossible	- невозможный, невыполнимый;
inference	- вывод, умозаключение;
innovative	- новаторский, передовой;
inter-personal relationships	- межличностные отношения;
internal	- внутренний;
item	- отдельный предмет (в списке, прейскуранте);
jealous	- завидующий, завистливый; ревнивый;
launch a new product	- начать выпуск новой продукции;
literally	- буквально, точно, без преувеличения, в соответствии с фактами;
local agent	- местный агент;
long-range investments	- долгосрочные инвестиции;
make certain	- удостовериться, проверить;
means of contradicting	- средства опровержения, изменения смысла;
misleading	- вводящий в заблуждение, обманчивый;
negotiating table	- стол переговоров;

negotiation	- переговоры, обсуждение условий;
nod	- кивнуть (в знак приветствия, одобрения);
offended	- обиженный, оскорблённый, раздражённый;
outlet	- выпускное, выходное отверстие, выпуск, выход;
persuade	- понуждать, подстрекать, склонить (к чему-либо), уговорить;
promise	- обещание;
pursue	- преследовать (цель), следовать намеченному курсу;
questionable	- сомнительный, подозрительный, пользующийся плохой репутацией;
R&D	- научно-исследовательские и опытно-конструкторские работы;
reckon	- считать, подсчитывать, вычислять;
reflect	- отражать;
reputation	- репутация, слава, доброе имя;
satisfy	- радовать, доставлять удовлетворение, соответствовать, отвечать (требованиям);
separately	- отдельно, поодиночке, порознь, раздельно;
shop	- рассматривать товары, присматривать вещь;
short-term	- краткосрочный;
sore	- причинять боль, ранить;
store	- магазин; склад, хранилище;
substantiate	- доказывать, подтверждать, обосновывать;
succeed	- достигать цели, преуспевать, иметь успех;
suspicious	- подозрительный, недоверчивый;
tick off	- отмечать галочкой;
truthful	- верный, правильный, точный, правдивый;
unfair	- непорядочный, нечестный;
upon written request	- по письменному требованию,
voluntary	- добровольный, неоплачиваемый, благотворительный;
wealthy	- богатый, состоятельный;
well-established company	- хорошо зарекомендовавшая себя компания;
witty	- остроумный.

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9 Unit 9 Other Exotic Markets

9.1 Read the short texts about starting business in a foreign country and give your answers to the questions

1 When a rich vein of gold was found in the Andes, Americans and French wanted to develop the mining. The French had no problems to hire workers among the local population. Americans, however, had difficulties in finding workers, although they offered regular working hours, much better housing and working conditions. Do you understand why?

- a) The French paid their workers by the hour. Workers could come and go as they wanted;
- b) In the Andes the French have a better image than the Americans;
- c) The French managers knew a little Spanish.

2 Starting a business in a foreign country is not always easy. In which countries is it advisable to use a local representative or an agent as a cultural go-between?

- a) Saudi Arabia;
- b) Philippines;
- c) Mexico;
- d) Indonesia.

3 Tom is the production manager of a big company. He has to supervise production for about four months in a foreign country that bought an entire plant from Tom's company. He has taken his family with him. They have given residence permits. To their great surprise they are not allowed to leave the country under any circumstances without permission of a local sponsor. Which is it?

- a) China;
- b) Saudi Arabia;
- c) Malaysia.

4 You are given the task of setting up a large office for 25 employees in a third world country, anywhere between Costa Rica and Egypt. You can build a new representative office building very quickly at a reasonable price or take over an older, empty office building.

- a) You decide to build a modern new one;
- b) You take over the old, empty one;
- c) Justify your decision.

5 The American Government urges the Japanese Government to import more beef from the United States. The Japanese Government had several strategies to choose between. Which do you think they have decided to adopt?;

- a) They raise the cattle in Japan but agree to import the feed from United States;
- b) They import the beef if the price is right.

c) They buy farms in USA and buy the beef from their own companies.

6 Product promotion uses animals like the lion and elephant that have the image of strength. Be careful! In our country, products for babies and new mothers often carry the picture of a stork. In which high-tech country does it stand for maternal death? If you don't know, guess.

- a) Singapore;
- b) Taiwan;
- c) Hong Kong.

7 You can easily hurt your business partner's feelings if you use western terminology to refer to his or her country. What should you say instead of

- a) North Korea?;
- b) North Vietnam?;
- c) Mainland China (when in China)?;
- d) Persian Gulf (when in Saudi Arabia)?;
- e) Taiwan (when in China)?.

9.2 Text Business Culture Tips on global companies' ethics programs design

9.2.1 Read the text Business Culture Tips, how present-day global companies design their ethics programs around the following key components and make the list of these components

1 A code of conduct.

2 An Ombudsmen role or "help line" communication tool (phone or e-mail) that allows employees to confidentially raise any ethics questions or concerns.

3 Ongoing training for all employees.

4 Communication tools such as newsletters, e-mail broad casts, bulletin boards.

5 Monitoring and auditing tools to measure the program's success.

'To implement ethics standards internationally companies should consider taking the following additional steps:

a) Conduct a global audit consisting of interviews, focus groups, etc. that addresses questions such as: what are the areas and business actions most likely at risk of misconduct and are there potential conflicts between the company's standards and local practices? Not only will this initial research help design the standards but it will be critically important in getting the buy-in of employees outside the headquarters country so that the program is not seen as only home country-centric.

b) Include international personnel from business units and functional areas (particularly finance, legal and HR) in the design of the global code of conduct. Decide how corporate standards will be applied across geographies and cultures. Will standards be applied universally? Will local regions have their own standards or will there be a core set of principles that will be modified within certain limits?

c) Consider having local ombudsmen. It is unlikely that overseas employees will contact headquarters' ethics offices for a variety of reasons including time zone and cultural differences. Build the infrastructure that monitors and enforces the standards as determined.

d) Constantly communicate, educate and train all employees on the concepts of corporate responsibility and integrity. When communicating the ethics program internationally companies must be careful to omit home country cultural references and confirm that the wording and concepts are understandable within cultural contexts. Place all documents in the different languages of employees and verify translation.

9.2.2 Study idiomatic English carefully and be ready to use it in exercises

fit	- быть впору, подходить;
fit into	- подходить, приспособлять, уместать, втискивать;
fit in with	- соответствовать, согласовываться, подходить;
fit out	- снабжать, оснащать, экипировать
fit up with	- снабжать, обеспечивать, ухаживать, заботиться, содействовать, способствовать.

9.2.3 Test your verbal idioms through gap-filling

Changing times

Hardy: Hi, Dick. Have you seen my new Mercedes? It's (1) _____ with all the latest equipment. It's got a DVD player, stereo system, computer, Internet, GPS, radio, TV and telephone. The lot.

Dick: I'm really surprised. It doesn't (2) _____ your image. You're a member of the Greenpeace movement. You talk about the environment all the time. You're against capitalism. You say money and status aren't important.

Hardy: Never mind! It's no problem. I've had a catalytic converter (3) _____ the car.

Vocabulary

a must	- жизненная необходимость, потребность;
although	- хотя, если бы даже, несмотря на то, что;
apply	- применять, использовать, употреблять;
auditing	- аудит, ревизия, контрольная проверка;
brilliant	- блестящий, замечательный;
business unit	- организационная единица (торговая, промышленная), подразделение или филиал фирмы, дочерняя компания;
buy-in	- скупка акций, уловка для заключения сделки;
by the hour	- почасовой (о работе, об оплате);

catalytic converter	- каталитический дожигатель, выхлопных газов;
certain limits	- определённые границы, ограничения;
cleverness	- ум, сообразительность;
code of conduct	- кодекс поведения;
colleague	- коллега;
communicate	- общаться;
communication tool	- средство связи;
constantly	- непрерывно, всё время, постоянно;
context	- контекст; ситуация, окружение, среда, состояние;
core set	- базовый набор, основа, ядро;
critically	- критически, критично, опасно, серьезно;
cultural references	- культурные ориентиры, шкала культурных ценностей;
design	- задумывать, придумывать, разрабатывать, модель, лежащая в основе схема, композиция, замысел;
elephant	- слон;
end-of-the-world	- конец света;
enforce	- осуществлять, проводить в жизнь, обязывать, принуждать, заставлять;
entire	- полный, целый, цельный, единый, сплошной;
equipment	- оборудование, оснащение;
ethics	- мораль, нравственность, этика;
exchange rate	- валютный курс;
exit visa	- выездная виза;
flattery	- лесть, подхалимство;
focus group	- фокус-группа;
fox	- лиса, лисица;
functional area	- функциональное назначение, выполняемые функции;
furniture	- мебель, обстановка;
glib tongue	- бойкая речь;
go-between	- посредничество, посредник, связующее звено;
GPS	- глобальная система навигации и определения положения;
guess	- догадываться, пытаться отгадать;
headquarters	- главное управление, центр, центральный орган (какой-либо организации);
high sight	- дальновзоркость, далёкий горизонт;
high-tech	- высокотехнологичный (о компаниях);
home country	- родина, отечество;
horror	- ужас;
HR	- трудовые ресурсы, кадры;

image	- имидж, образ, репутация, лицо, престиж;
implement	- выполнять, осуществлять, обеспечивать выполнение;
infrastructure	- инфраструктура;
initial	- начальный, исходный, отправной, первоначальный;
integrity	- прямота, честность, чистота;
intelligence	- сообразительность, смекалка, понятливость;
justify	- оправдывать, находить оправдание, извинять;
lion	- лев;
magnetic personality	- притягательная личность;
maternal death	- материнская смерть;
misconduct	- плохое исполнение своих обязанностей, проявление халатности, должностное преступление;
monitoring	- мониторинг, контроль, наблюдение,
movement	- движение;
ongoing training	- непрерывно продолжающееся обучение;
ombudsman	- омбудсмен, лицо, разбирающее жалобы (работников, студентов, покупателей);
omit	- не совершать чего-либо, пропускать (в тексте);
opportunity	- удобный случай, благоприятная возможность;
overseas	- заграничный, иностранный; заморский,
permission	- позволение, разрешение;
plant	- завод, фабрика, цех;
pre-end	- предшествующий концу;
profit	- прибыль, доход, барыш, нажива;
raise cattle	- разводить крупный рогатый скот;
reasonable price	- приемлемая, доступная цена;
rehearsal	- репетиция;
residence permit	- разрешение на жительство, вид на жительство;
responsibility	- ответственность, подотчётность;
rife	- изобилующий; кишачий;
scenario	- план действий, сценарий;
stay away from	- избегать (чего-либо);
stork	- аист;
supervise	- наблюдать (за чем-либо), надзирать, заведовать;
throw	- бросать, кидать;
time zone	- часовой пояс;
tramp	- бродяга;
unimaginable	- невообразимый;

unprecedented	- беспрецедентный, беспримерный;
vein of gold	- золотоносная жила;
verify	- проверять, контролировать, сверять (тексты);
vision	- видение, мечта, взгляд, образ, представление;
whistle	- свисток, гудок;
witch	- колдунья, ведьма.

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10 Unit 10 How Good a Global Manager are you?

10.1 Are you really to go Global? Answer the questions and improve your ability to judge situations in a borderless economy

1 Which are the global borderless economies that this part is about?

- The economies of USA, Europe and Japan;
- The economies of Singapore, Hong Kong and Taiwan;
- The economics of European Community.

2 Some people think that the trade mark “Made in Germany” has lost its meaning today. Why?

- German products are no longer the only ones that carry the label “Made in X.”;
- “Made in Germany” will be replaced by “Made in Europe.”;
- After the reunification “Made in Germany” no longer guaranties high quality;
- Numerous German brand names or their components are produced in Asia.

3 Global market strategies have to strike the right balance among the five Cs (term that begin with a C letter). Here are two of the five Cs: country and company. Which are the other three?

- country;
- company;
- c y;
- c r;
- cr.

4 Two of the following slogans belong more to the thinking of the sixties and seventies than to the twenty first century. Which?

- Let us expand our overseas operations;
- Decisions are taken at the headquarters;
- We must adapt our products to the local markets.

5 Here are some reasons why companies move into a foreign country. One reason is not a good one. Which?

- Labour costs are too high in the home country;
- Tax rates are too high;

c) Your currency is overvalued.

6 Governments try to protect their markets against foreign products mainly because

- a) they want to remain independent from foreign products in case of war;
- b) they want to secure jobs for their citizens;
- c) taxes and tariffs help to balance their budgets.

7 The Americans have had trade deficits with several of their major trading partners. Why?

- a) American companies have a huge domestic market and don't depend on export as their European and Asian competitors do;
- b) American articles are no longer as competitive as German or Japanese articles;
- c) The dollar is undervalued.

8 In the United States a lot of goods that are bought abroad should be recorded in their statistics as imports. Why?

- a) Because these goods are bought from American subsidiaries;
- b) Because the dollar is an international currency and the Americans pay in dollars;
- c) In a borderless international economy terms like "export" or "import" have lost their meanings.

9 In global markets national trade figures are losing their traditional meaning. Why?

- a) Quality articles are produced abroad. They are no longer "Made in X.";
- b) The dollar is the international currency. Most bills are paid in dollars;
- c) Multinationals have penetrated countries and have become insiders.

10 What does outsourcing mean?

- a) Buying components for your products from other companies instead of producing them yourself;
- b) Buying articles at the source, that is there where they are produced;
- c) Exploiting new sources outside your country.

10.2 Text Business Culture Tips on Meaningful Conflict Encouragement

10.2.1 Read the text about Five Tips to Encourage Meaningful Conflict

(Part I)

If you are like many people, you avoid conflict in your daily work life. You see only the negative results of conflict. Especially in the Human Resources profession, or as a manager or supervisor, you may even find that you spend precious time mediating disputes between co-workers. But meaningful conflict is a cornerstone in healthy, successful organizations. Conflict is necessary for effective problem solving

and for effective interpersonal relationships. These statements may seem unusual to you.

1 Create a work environment in which healthy conflict is encouraged by setting clear expectations. Foster an organizational culture or environment in which differences of opinion are encouraged. Make differences the expectation and healthy debate about issues and ideas the norm. Placing emphasis on the common goals people share within your organization can help. People have a tendency to focus on the differences experienced with another rather than focusing on the beliefs and goals they have in common with each other. If you are a manager or team leader, do this by asking others to express their opinion before you speak your own. Tell people that you want them to speak up when they disagree or have an opinion that is different from others in the group.

2 Reward, recognize, and thank people who are willing to take a stand and support their position. You can publicly thank people who are willing to disagree with the direction of a group. Your recognition system, bonus system, pay and benefits package, and performance management process should all reward the employees who practice personal organizational courage. These employees speak up to disagree or propose a different approach even in the face of pressure from the group to agree.

3 If you experience little dissension in your group, examine your own actions. If you believe you want different opinions expressed and want to avoid “group think,” and you experience little disagreement from staff, examine your own actions. Do you, non-verbally or verbally, send the message that it is really not okay to disagree? Do you put employees in a “hot seat” when they express an opinion? Do they get “in trouble” if they are wrong or a predicted solution fails to work? Look inside yourself personally, and even seek feedback from a trusted advisor or staff member, if the behavior of your team tells you that you are inadvertently sending the wrong message.

4 Expect people to support their opinions and recommendations with data and facts. Divergent opinions are encouraged, but the opinions are arrived at through the study of data and facts. Staff members are encouraged to collect data that will illuminate the process or problem.

5 Create a group norm that conflict around ideas and direction is expected and that personal attacks are not tolerated. Any group that comes together regularly to lead an organization or department, solve a problem, or to improve or create a process would benefit from group norms. These are the relationship guidelines or rules group members agree to follow. These guidelines also set up the expectation that personal attacks are not tolerated whereas healthy debate about ideas and options is encouraged.

(by Susan M. Heathfield)

10.2.2 Study idiomatic English carefully and be ready to use it in exercises

move		- двигать, изменять положение;
move in		- вводить, вдвигать, втягивать, вбирать, въезжать (в

move in (on)	новую квартиру); - окружать и готовиться к атаке; продвигаться, предпринимать что-либо; - переходить (к чему-либо новому), переезжать - съезжать (с квартиры).
move on	
move out	

10.2.3 Test your verbal idioms through gap-filling

Money speaks

Landlady: I've come along to see you because I have to tell you to (1) _____ . I'm tired of you not paying the rent.

Student: Hey, that's not fair! When we (2) _____ you said we could pay later if we needed the time.

Landlady: Listen, I need to pay my way in life, too. You pay for what you get. And you haven't paid the electricity and rent for last the month. It's overdue. So I've got to ask you to (3) _____ to another place by next week. Perhaps you can find a place where you can pay the rent with fresh air instead of money.

10.2.4 Study idiomatic English carefully and be ready to use it in exercises

put	- класть, положить, помещать, сажать, ставить; - показываться, появляться (ненадолго); - осуществлять что-либо, вводить что-либо в силу; - пояснять, разъяснять, уточнять что-либо; - прибавлять в весе; - закручивать гайки, давить на кого-либо; - оказывать давление, вымогать деньги; - инвестировать, вкладывать деньги во что- либо.
put on weight	
put the screws on	
put the squeeze on	
put in an appearance	
put something into practice	
put something straight	
put money into something	

10.2.5 Test Your Verbal Idioms through gap-filling

Problem solving

Tom: I know I haven't (1) _____ for a long time, hut I wanted to talk to you about Robert.

Personnel Director: Yes, he's been having trouble with some people in his department.

Tom: Yes, I think he's going to have a nervous breakdown if he's not careful. He's short-tempered, he's (2) _____ and he's trying to get the best results at all costs.

Personnel Director: His colleagues have certainly been complaining that he is (3) _____ them. Well, you're his friend. How do you suggest we deal with the problem? Shall we (4) _____ him a little?

Tom: No, not at all. I think we should all have a quiet and relaxed little meeting.

Vocabulary

allow	- позволять, разрешать;
appointment	- свидание, условленная встреча;
arrive	- добиться успеха, признания;
at a delicate stage	- в деликатной, непростой стадии;
at all costs	- любой ценой, во что бы то ни стало;
be in the hot seat	- быть ответственным за принятие решения;
bonus system	- премиальная система оплаты;
borderless economy	- экономика без границ;
brand name	- бренд, торговая марка фирмы;
breakdown	- упадок сил, распад, развал, поломка, авария;
cable car	- вагон канатной дороги, фуникулёра;
cancel	- аннулировать, отменять;
capture	- захватывать силой, брать в плен;
change	- перемена, изменение, сдача, мелкие деньги, мелочь, пересадка (на транспорте);
competitive	- соперничающий, конкурентный;
competitor	- конкурент, противник, соперник;
components	- детали, компоненты;
contribute	- вносить вклад;
cornerstone	- угловой, краеугольный камень;
currency	- средство денежного обращения, деньги, валюта;
deck chair	- палубное кресло, шезлонг,
depend on	- зависеть от;
deposit	- депозит, вклад (в банке), взнос, вложение;
despair	- падать духом, терять надежду, отчаиваться;
disagree	- не совпадать, расходиться, противоречить;
dispute	- спор, разногласия, ссора;
dissension	- расхождение во мнениях, несогласие, разногласие;
divergent	- отличающийся, расходящийся (в разные стороны);
domestic market	- внутренний рынок;

emphasis	- выразительность, акцент, ударение;
encourage	- поощрять, поддерживать, подстрекать;
expand	- расширять(ся), увеличивать(ся) в объеме, в размерах;
expectation	- ожидаемый результат;
extent	- размер, величина, мера, степень;
food for thought	- пища для размышления;
foster	- воспитывать, обучать, растить, поощрять;
found subsidiaries	- учреждать подконтрольные (дочерние) компании;
gradually	- исподволь, мало-помалу, понемногу, постепенно;
group think	- групповое мышление;
guerrilla	- партизан, повстанец;
guidelines	- руководящие принципы;
healthy	- здоровый, благотворный;
hold calls	- откладывать звонки (по телефону), не соединять;
hot seat	- трудное положение;
illuminate	- разъяснять, проливать свет (на что-либо);
imply	- предполагать, подразумевать;
improve	- улучшать(ся), совершенствовать(ся), налаживать(ся);
in the face of	- несмотря на, вопреки;
inadvertently	- непреднамеренно, неумышленно, нечаянно;
instead of	- вместо чего-либо, взамен чего-либо;
interlinked economies	- связанные между собой экономики;
interpersonal relationships	- межличностные отношения;
keep mouth shut	- держать рот закрытым, помалкивать;
landfill	- мусорная свалка;
landlady	- домовладелица (владелица дома, квартиры или участка, сдаваемых внаём);
limited liability	- ограниченная ответственность;
meaningful	- обоснованный, имеющий ясную цель;
mediate	- посредничать, быть посредником;
necessary	- необходимый, нужный, неизбежный, неминуемый;
nervous breakdown	- нервное расстройство, срыв нервной системы;
non-verbally	- невербально;
not tolerated	- недопустимый;
objective	- цель, стремление, объект (наступления);

opinion	- взгляд, мнение, убеждение;
over there	- туда, там;
overdue	- просроченный (вексель, долг);
overvalued	- переоценённый, слишком высоко оценённый;
pay and benefits package	- пакет вознаграждения и льгот;
penetrated countries	- проникающие внутрь стран;
personal attacks	- нападки на отдельных лиц;
personnel director	- начальник отдела кадров;
place emphasis	- придавать значение;
postpone	- откладывать, отсрочивать, оттягивать;
precious	- драгоценный;
predicted	- предсказанный, прогнозированный;
problem solving	- решение проблемы;
provide	- снабжать, доставлять, предоставлять, обеспечивать;
publicly	- публично, открыто, всенародно;
recognition system	- система признания и поощрения;
recognize	- ценить, признавать (заслуги), отдавать дань уважения;
relaxed	- расслабленный;
remain independent	- оставаться независимым;
résumé	- (амер.) резюме, краткие биографические данные (о поступающем на работу);
reward	- награждать, давать награду или денежное вознаграждение;
rock	- качать(ся), колебать(ся);
secure jobs	- гарантировать, обеспечивать рабочие места;
short-tempered	- вспыльчивый, невыдержанный, раздражительный;
source	- источник, начало, происхождение;
strike the right balance	- достигать равновесия, подводить баланс;
subsidiary	- дочерняя, подконтрольная компания;
tax rates	- налоговые ставки;
think in terms of	- мыслить в терминах, показателях, единицах (чего-либо);
trade deficit	- (внешне) торговый дефицит;
trade mark	- фабричная марка, торговый знак;
trader	- трейдер, торговец (особенно оптовый), биржевой спекулянт;
unavoidable	- неизбежный, неминуемый, неотвратимый;
upheaval	- переворот, потрясение (в обществе);

vastly - очень, чрезвычайно, безмерно, в
крайней степени;
verbally - вербально, устно.

[1]

11 Unit 11 Do the Tiger States Sell Tigers?

11.1 Answer the questions on cross-cultural awareness in the following exercises sometimes more than one answer is correct

1 What do we understand by the Tiger States? How do you explain the name?

- a) Countries like India or Pakistan that export tigers to zoos;
- b) Singapore, Hong Kong and Taiwan;
- c) States with an aggressive marketing campaign in Europe.

2 The nations which are well-off have a small landmass, no resources and well-educated people. Which are these countries?

- 1) _____;
- 2) _____;
- 3) _____;
- 4) _____;
- 5) _____.

3 Why are countries like Australia, Canada or Brazil that are rich in natural resources, not among the leading industrial nations?

- a) They rely on their natural resources and export them;
- b) They don't add value to their resources;
- c) Their labour force is not well-trained;
- d) They are exploited by multi-national concerns.

4 In Europe food is by far more expensive than in Hong Kong area of China where you can buy the best products at lowest prices. Do you know why?

- a) Because Hong Kong has an overproduction of food;
- b) Because wages and taxes are low;
- c) Because Hong Kong has no farmers and therefore no protectionist tariffs.

5 Do you know a country where people enjoy the same low food prices for the same reason as in Hong Kong? We'll give you the first letter.

S.....

6 In some Asian countries it is customary to grease officials' palms, to offer generous bribes. That is why bribes are tax deductible in some European countries,

e.g. in Germany. However, there is one country where you might go to prison if you tried it. It's

- a) Singapore;
- b) Taiwan;
- c) Malaysia;
- d) China.

7 Which country is the greatest and most successful producer of semiconductors?

- a) Malaysia;
- b) Japan;
- c) USA.

8 Why has this country become the greatest manufacturer of semiconductors?

- a) It's a low-wage country, they buy the components on the world market where they are cheapest and add value by producing semiconductors;
- b) They have a well-educated workforce, the raw materials plus a high-tech industry;
- c) They are leading in research and development.

9 One of the Tiger States is very strict about cleanliness. You might be fined if you dropped waste paper on the pavement. Which country is that?

- a) South Korea;
- b) Singapore;
- c) Taiwan.

10 Which country tries to prevent its citizens from surfing in the Internet?

- a) Singapore;
- b) India;
- c) Taiwan.

11.2 Text Business Culture Tips on Meaningful Conflict Encouragement

11.2.1 Read the text about Five More Tips to Encourage Meaningful Conflict

(Part 2)

1 Provide employees with training in healthy conflict and problem solving skills. Sometimes people fail to stand up for their beliefs because they don't know how to do so comfortably. Your staff will benefit from education and training in interpersonal communication, problem solving, conflict resolution, and particularly, non-defensive communication. Goal setting, meeting management, and leadership will also help employees exercise their freedom of speech.

2 Look for signs that a conflict about a solution or direction is getting out of hand. Exercise your best observation skills and notice whether tension is becoming

unhealthy. Listen for criticism of fellow staff members, an increase in the number and severity of “digs” or putdowns, and negative comments about the solution or process. Are secret meetings increasing? If you observe the tension and conflict is endangering your workplace harmony, hold a conflict resolution meeting with the combatants immediately. Yes, you do need to mediate. It’s okay to have positive conflict but not to allow negative conflict to destroy your work environment.

3 Hire people who you believe will add value to your organization with their willingness to problem solve and debate. Behavioral interview questions will help you assess the assertiveness of your potential employees. You want to hire people who are willing to act boldly and who are unconcerned about whether they are well-liked. Look and listen for situations in which the potential employee has stood up for his beliefs, worked with a team to solve problems, or pushed an unpopular agenda at work. Yes, you want a harmonious workplace but not at the sacrifice of everyone’s success.

4 Make executive compensation dependent upon the success of the organization as a whole as well as the accomplishment of individual goals. Pay executives part of their compensation based on the success of the total organization. This ensures that people are committed to the same goals and direction. They will look for the best approach, the best idea, and the best solution, not just the one that will benefit their own area of interest. This will also ensure that the people in their organizations spend their time problem solving and solution seeking rather than finger-pointing, blaming, and looking to see who is guilty when a problem occurs or a commitment is missed.

5 If you are using all of the first nine tips, and healthy conflict is not occurring... You need to sit down with the people who report to you directly and with their direct reports and ask them why. Some positive, problem-solving discussion might allow your group to identify and rectify any problem that stands in the way of open, healthy, positive, constructive conflict and debate. The future success of your organization depends upon your staff’s willingness to participate in healthy conflict, so this discussion is worth your time.

(by Susan M. Heathfield)

11.2.2 Study idiomatic English carefully and be ready to use it in exercises

<p>be be promoted be quite wrong be rushed off one’s feet be shattered be slipshod</p>	<p>- быть, существовать; - получать поощрение; - жестоко ошибаться; - всегда быть в движении, в спешке; - быть измученным, очень усталым; - быть неаккуратным, небрежным, неряшливым;</p>
<p>be up in arms be well off be quick on the uptake</p>	<p>- встать под ружьё, подниматься, бунтовать; - быть состоятельным, зажиточным, богатым; - быстро соображать, доходить.</p>

11.2.3 Test your verbal idioms through gap-filling

Overloaded

Ron: Annette, have you finished typing the manuscript yet? The publisher wanted it yesterday. Now they're (1) _____ about it. They won't pay us, you know.

Annette: Here it is. All this extra work. We should (2) _____ quite _____ by now, but we're not.

Ron: Hey, look at all these mistakes. We can't give them that. It's really (3) _____.

Annette: It's not my fault. When I get home from work I'm (4) _____. Then there's all the shopping and the housework. I'm (5) _____.

Ron: Are you saying you haven't got time to do this typing? Annette: You're so (6) _____. It's wonderful.

11.2.4 Study idiomatic English carefully and be ready to use it in exercises

add	- прибавлять, складывать;
add on	- добавлять (обычно в конце), накидывать;
add onto	- дополнять, добавлять, пополнять (коллекцию, запас и т.п.); укомплектовать;
add to	- прибавлять, увеличивать, усиливать (что-либо);
add twice	- удваивать;
add up	- складывать, подсчитывать, подытоживать, находить сумму;
add up to	сводиться (к чему-либо), означать, представлять собой.

11.2.5 Test Your Verbal Idioms through gap-filling

Killing time

Cashier: Is that everything, sir?

Ron (a customer): Just a minute! I'll have to (1) _____ all my money. I don't know how much I've got with me. Oh! I've got £5 more than I thought. I'll just go and buy a few more things.

Cashier: We're closing in five minutes, sir.

Ron (twenty minutes later): I've bought all these things.

Could you (2) _____ them _____ my bill?

Cashier: Now the bill is all wrong. This'll just (3) _____ my problems when the manager finds out. Now that makes £7.50 more.

Ron: £7.50? I've only got £6. I'll have to put the things back on the shelves.

Cashier: Don't you dare!

Vocabulary

accomplishment	- выполнение, завершение, достижение, успех;
add value	- добавленная стоимость, добавление стоимости;
artist	- художник, мастер своего дела;
assertiveness	- уверенность в себе;
assess	- оценивать имущество для обложения налогом;
barely	- просто, только, едва, лишь;
benefit	- выгода, польза, прибыль, приносить пользу, извлекать выгоду;
blame	- осуждать, критиковать, возлагать вину, обвинять;
boldly	- отважно, смело, храбро, бесстрашно, дерзко;
bribe	- взятка, подкуп;
citizen	- гражданин; гражданка;
cleanliness	- чистота, опрятность, аккуратность;
combatant	- поборник, приверженец, сторонник;
compensation	- возмещение, компенсация, вознаграждение, выплата;
components	- детали;
customary	- обычный, привычный;
dare	- осмеливаться, сметь, рисковать;
debate	- обдумывать, рассматривать;
dig	- резкость, колкость;
endangering	- угрожающий, создающий угрозу безопасности;
enjoy	- получать удовольствие, наслаждаться, пользоваться;
expect	- надеяться, предполагать;
extra work	- дополнительная работа;
fellow	- товарищ, коллега;
finder's fee	- комиссионные посредника;
finger-pointing	- выявление виновных;
freedom of speech	- свобода слова;
genius	- гений, дух;
get out of hand	- выходить из-под контроля;
goal setting	- установка целей;
grease someone's palms	- «подмазать», «дать на лапу», дать взятку;
guilty	- виновный;
harmonious	- гармоничный, согласный, дружный, мирный;

hold true	- выполняться, сохраняться (об условии);
housework	- работа по дому;
join someone	- присоединяться к кому-либо;
landmass	- земля, суша;
marvelous	- изумительный, удивительный;
mediate	- посредничать, быть посредником;
non-defensive	- необоронительный;
observation	- наблюдательность;
overloaded	- перегруженный;
painter	- живописец, художник;
pavement	- панель, тротуар, мостовая;
pick pockets	- карманные кражи;
practise	- осуществлять на практике, практиковать;
prevent	- предотвращать, мешать, не допускать, оберегать;
process	- процесс, обрабатывать, оформлять;
prosperous	- процветающий, преуспевающий успешный;
protectionist tariff	- протекционистский тариф;
proudly	- гордо, величественно, грандиозно;
push	- продвигать, проталкивать;
putdown	- унижающее, смущающее замечание;
quick-thinking	- сообразительность;
rapidly	- быстро;
rectify	- регулировать, исправлять (ошибки, упущения);
research and development	- проектно-конструкторская работа;
resources	- ресурсы, средства, денежные средства;
sacrifice	- совершать жертвоприношение, жертвовать;
semiconductor	- полупроводник;
severity	- строгость, суровость, жестокость, резкость суждений;
shattered	- усталый, измученный, подорванный, разрушенный,
shopping	- шопинг, покупка товаров в магазине;
slipshod	- неаккуратный, небрежный, неряшливый;
staff	- штат служащих; служебный персонал; кадры;
tariffs	- тарифы, пошлины;
tend to	- стремиться к;
tension	- напряжение, напряженность, натянутость;
unconcerned	- беззаботный; равнодушный; беспристрастный;

unhealthy	- болезненный; нездоровый, вредный, опасный;
upside-down	- вверх дном, вверх тормашками;
waste paper	- макулатура;
well-off	- состоятельный, зажиточный;
willingness	- готовность;
workshop	- семинар, симпозиум;
worth	- достойный, стоящий (сколько-либо);
yoga	- йога.

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12 Unit 12 Beware of Names, Colours, Figures and Symbols

12.1 Answer the questions as they do not test your intelligence or your skills as a decision-maker

But they should sharpen your awareness of the problems involved in international marketing. In many parts of the world, colours have great significance. Some are good, some are bad. The money for your advertising campaigns might be thrown away, if the colour of the product or the wrapping arouses negative feelings in the customer. Let us first take the colour “green.”

1 In which country is the colour “green” a good colour for high-tech equipment?

- a) America;
- b) Japan;
- c) Indonesia;
- d) France.

2 In some countries the colour “green” is not a good colour for ecologist parties, food or medicine because it is associated with illness.

- a) In countries with dense jungles, Indonesia, for example;
- b) In Arab countries, because of its religious meaning.
- c) In Japan, because there it is a high-tech colour.

3 Where does “green” signify freshness and health?

- a) America;
- b) Asia;
- c) Africa.

4 Which colour would you give a product for men in the USA?

- a) red;
- b) blue;
- c) green;

d) pink.

5 In European countries the colour black is the colour of death and mourning. In other countries this is represented by white, purple, yellow or dark red. It is obvious that a wrong colour could destroy your advertisements. Can you match the countries and the colours of mourning?

1. China a red;
2. Brazil b white;
3. Mexico c purple;
4. Ivory Coast d yellow;
5. Turkey c dark red.

6 In different cultures objects, numbers and flavours have different symbolic meanings. The smell of lemons suggests freshness in our country. However, there are countries where shampoos, body lotions and similar products should not have the scent of lemons. Which are they?

- a) Japan;
- b) Philippines;
- c) Syria;
- d) Russia.

7 Some companies have a number in their names, like 7-Up Company or 3M Company. Sometimes different series of a product are numbered, too (for example the successful Dreier Serie of BMW or Chanel No.5). One has to be very careful with numbers. In which countries is the number 7 an unlucky one?

- a) Japan, Korea, China;
- b) Saudi Arabia, Egypt;
- c) Singapore, Kenya, Ghana;
- d) Turkey, Greece, Malta.

8 Even in present-day countries superstition affects the design of products and buildings. In some countries there is no 13th floor. Where?

- a) USA;
- b) Sweden;
- c) Hong Kong;
- d) South Africa.

9 In which country would it be unwise to name a product Silver Ray Model 4?

- a) Taiwan;
- b) Japan;
- c) Singapore.

10 A company has an owl in its logo. In which country the owl has the same meaning as our black cat?

- a) India;
- b) Brazil;

c) Japan.

12.2 Text Business Culture Tips on company's policy incentives

12.2.1 Read the text on company's policy incentives to encourage motivated people to stay with their jobs

1 Today's Europeans and Americans tend to change jobs frequently. It's fairly unusual to encounter someone who feels deep loyalty to a company. Although people may feel happy in one place of work, they have a stronger drive to improve their personal situations and doing so often means changing companies. Companies very often promote programs and introduce incentives to encourage motivated people to stay with their jobs.

2 Notice that every successful challenger uses verbs such as solicited, performed, supervised and participated in his resume. In resumes, these verbs are called action words, in contrast to verbs like "did," "helped," or "travelled" which don't connote anything of an active nature. When you write a resume, use action words like those above to show your prospective employer good things about yourself: that you actually achieved results in previous jobs because of your bold, effective actions.

3 Expect to interview with more than one person in a company. A common interview process is to meet first with someone from the Human Resources (or Personnel) department, and then to meet with people you would be working for or with. It's also common to have group interviews where several people interview you at the same time.

4 A regular workweek for business people is 40 hours, which translates to eight-hour days, Monday through Friday. This normally means a workday from 8:00 or 9:00 am. to 5:00 or 5:30 p.m., with an hour or so for lunch. Some people work many more hours than the normal number of working hours, however. Americans often use the term "workaholic" to refer to those who work excessively. Though the business people you encounter may appear relaxed, they generally devote long hours (sometimes more than 15 hours a day), including weekends, to their careers.

5 When someone says that he always "gives a hundred and ten percent," he wants to express that he is extremely hardworking. Someone who gives a hundred percent is a good worker, but a person who gives a hundred and ten percent is giving all his energy to his work. While 100 percent is good, 110 percent is better. Some for putting their careers first, above their family obligations and personal fulfilment may criticize workers labelled "workaholics". Still, workaholics are generally very successful in their careers and are often considered assets to their businesses.

12.2.2 Study idiomatic English carefully and be ready to use it in exercises

throw	- бросать, кидать;	
throw away (1)		- выбрасывать, выкидывать;
throw away (2)		- тратить впустую, растрчивать (деньги);

throw off	- сбрасывать (маску, заботы), снимать с себя (одежду). освобождаться, избавляться; - выбрасывать, выгонять, выставить кого-либо за дверь; - увольнять кого-либо, давать отставку, свергнуть; - извергать, выбрасывать, рвать, стошнить, изрыгать (пищу), отрыгивать.
throw out	
throw over	
throw up	

12.2.3 Test your verbal idioms through gap-filling

A good-buy story

Liz: I'm so depressed. I've not felt well since 1(1) _____ my boyfriend _____ That was two weeks ago.

Barbara: But why did you do it? What happened?

Liz: Well, first we had an argument and then later I found my favourite CD was missing. He had simply (2) _____ it _____. And he'd taken all my clothes and had torn them all up.

Barbara: What a weird thing to do! I can see why you (3) _____ him . But you shouldn't regret it.

Liz: I know but I miss him. I simply can't (4) _____ this feeling of depression.

12.2.4 Study idiomatic English carefully and be ready to use it in exercises

stand	- стоять, вставать; - поддерживать, стоять за, обозначать, значить; - выделяться, выступать, бросаться в глаза; - защищать, отстаивать; - смело встречать, быть на высоте, противостоять опасности.
stand for	
stand out (from)	
stand up for	
stand up to	

12.2.5 Test Your Verbal Idioms through gap-filling

Stand up for what you believe

Party Leader (at a political meeting): It has always been my intention to (1) _____ democracy and fair play in this country. And I believe that our party has always (2) _____ everybody's rights in this democracy.

Angry voice from audience (shouting back): Nonsense! What about the unemployed? The jobless have received no help. They (3) _____ like a sore thumb in your so-called perfect society.

Party Leader: You know as well as I do that most of the unemployed people here could get a job if they wanted one. They're just lazy. Most of them are!

Another voice from audience: That's a typical answer. But just be careful! One day the jobless will (4) _____ you and your policies and your party. Then there will be some changes around here.

Vocabulary

ad	- объявление, реклама;
affect	- притворяться, делать вид, прикидываться;
anxiety	- боязнь, забота, опасение, страх;
arouse feelings	- пробуждать чувства;
associate with	- общаться с;
audience	- публика, зрители, слушатели, читатели;
be short of space	- не хватать места, быть в тесноте;
beware of	- беречься, остерегаться, опасаться;
blame someone for	- порицать, осуждать, критиковать кого-либо;
candy	- конфета, сладости;
challenger	- кандидат, претендент, соискатель;
clown	- клоун
confront	- стоять против, сталкиваться лицом к лицу;
connote	- ассоциироваться, связываться;
decision-maker	- лицо, принимающее решение;
dense	- плотный, сжатый, густой, частый;
designer	- конструктор, проектировщик дизайнер;
destroy	- разрушать, ликвидировать, портить;
dryly	- сухо, холодно, неприветливо;
ecologist parties	- партии защитников окружающей среды;
elephant	- слон;
embarrass someone	- затруднять, мешать, препятствовать кому-либо; стеснять кого-либо;
encounter	- (неожиданно) встретиться, столкнуться;
encourage	- поощрять, поддерживать;
essence	- сущность, экстракт, эссенция;
fireworks	- фейерверк;
flavour	- аромат, запах, вкус, букет (вина);
incentive	- побуждение, стимул;
instead of	- вместо чего-либо, взамен чего-либо;
intention	- намерение, стремление, цель;
interrupt	- прерывать, вмешиваться (в разговор и т. п.);
juggler	- фокусник, жонглер;
lazy	- ленивый;
live orchestra	- живой оркестр (не запись музыки);
logo	- фирменный или товарный знак, логотип;

loyalty	- верность, преданность, лояльность;
manly	- мужественный, отважный, смелый, храбрый;
mourning	- траур, печаль, скорбь;
nonsense	- вздор, ерунда, чепуха;
obvious	- очевидный, явный, ясный;
owl	- сова, сыч, филин;
participate	- участвовать, принимать участие;
perform	- выполнять (какую-либо работу, задание);
personal fulfilment	- личное удовлетворение;
phone sex	- секс по телефону;
Power Point	- программа для презентаций из Microsoft Office;
problems involved in	- проблемы связанные с;
prospective employer	- будущий работодатель;
purple	- пурпурный; багровый, фиолетовый;
receive no help	- не получить помощи;
refer to	- иметь отношение, относиться, касаться;
regret	- сожаление, огорчение;
scenery	- декорации, убранство сцены;
scent of lemons	- запах, аромат лимона;
sell globally	- вести торговлю по всему миру;
sharpen the awareness of	- заострять внимание;
significance	- значение, смысл;
solicit	- требовать, запрашивать, ходатайствовать;
sore	- больной, болезненный, воспалённый;
suggest	- внушать, намекать, говорить о, означать;
superstition	- суеверие, религиозный предрассудок;
supervise	- надзирать, заведовать, контролировать;
symbolic meaning	- символическое значение;
thumb	- большой палец (руки);
unequivocally	- недвусмысленно, ясно, определённо;
unfaithful	- неверный, изменяющий (в любви, супружестве);
unlucky numbers	- несчастливые числа;
unthinkable	- невообразимый, невероятный, неправдоподобный;
unwise	- не (благо) разумный;
watertight	- неопровержимый, обоснованный;
willingness	- готовность, желание;
workaholic	- трудоголик, работаголик;
workweek	- рабочая неделя;
wrapped	- завернутый, упакованный.

13 Unit 13 Business Culture

13.1 Text 13 Making Appointments in the United Kingdom

13. 1.1 Read the text and make up the plan to it

In theory, official working hours are normally 09.00-17.00 Monday to Friday. In practice, most employees work considerably longer hours; many will be at their desks by 08.30 and executives rarely leave before 19.00. Professionals like lawyers and consultants may not arrive before 09.30 but, on the other hand, they may not leave the office until the following day. Generally, the British prefer staying late in the office to taking work home with them, even if they do carry a briefcase (their "executive lunch-box"). Government offices close for lunch between 13.00 and 14.00 but stay open until 17.30.

The opening hours for shops are almost completely deregulated, though there are some restrictions on Sunday trading, and many outlets are open 24/7 even outside the major urban areas. Banks are generally open 09.30-16.30 Monday-Friday.

Appointments should be made at least a few days in advance and, ideally, confirmed on arrival in the UK. Most British businessmen are not so jealous of their diaries that they will decline to meet a visitor even at relatively short notice. Grander members of the so-called "Establishment", however, may have uncooperative PAs to shield them, whilst jet-setting entrepreneurs may be genuinely too busy. Cold calling is not appreciated.

It is best to avoid July and August when those with children are almost obliged to take their annual vacation. Easter is also popular for holidaying and there are two Bank Holidays in May that may catch the unwary visitor (especially in a year when Easter falls in late April). UK industry closes down almost completely between Christmas and New Year. Otherwise the UK has only eight national holidays a year, which is the lowest number in Europe.

The easiest times of day to arrange an appointment are probably mid-morning (say 11.00) and mid-afternoon (say 16.00). Breakfast meetings are rare outside London and other major cities and it is unlikely that an initial meeting will involve lunch (or dinner).

Punctuality is appreciated but no one really minds if you arrive a little late (up to 15 minutes) for a one-to-one meeting. Obviously, though, if several people are involved then there is a greater likelihood that someone will have another engagement to attend. On the other hand, you should not arrive too promptly for social events - but aim to arrive a respectable fifteen minutes after the specified time; thus, if a dinner invitation states "7.30 for 8.00", it means that you will be expected at about 7.50.

Finally, it should be remembered that the UK led the world with its transport infrastructure in the 19th century. Much of it survives intact. This means that journeys in London and the South East in particular may take considerably longer than advertised and/or expected. The London underground (the "Tube") and long-distance rail services are the worst offenders. The flow of traffic in central London

has improved greatly since the introduction of congestion charging (drivers must now pay £5 per day to enter the clearly marked inner zone) but many main roads resemble car parks at peak times even without accidents. The M25 is notorious in this respect, especially now there are major roadworks on the western section near Heathrow airport. So, the more important the meeting, the more time you should allow for almost inevitable delay.

Note:

jet-setting entrepreneurs - предприниматели, относящиеся к международной элите.

13.2 Read and translate the text Let's Make a Deal – Making a deal in the UK

Whilst younger, junior employees are perfectly capable of conducting negotiations at a distance, it is always desirable to send older, senior representatives to the United

Kingdom for face-to-face discussions. This is not to say that British businessmen believe young people are incapable of performing the task, but there is an element of distrust of whizz-kids straight out of business school with a gleaming MBA. This is particularly true of the manufacturing and financial sectors where many senior managers and even executives may have relatively few formal educational or professional qualifications but worked their way up from the bottom. Attitudes are changing gradually but there remains a strong tradition in the UK of learning your trade "on the job" and valuing experience more than certificates. Consequently, older people are often better able to assume the air of dignified authority that is respected in British business culture.

Similarly there are industries, notably manufacturing, in which there are comparatively few women in senior managerial positions even though women make up a higher percentage of the total workforce than in other EU countries. Sex discrimination is, of course, unlawful but many companies — particularly outside London and the major cities — are still dominated by somewhat unenlightened older males. In order to command respect and to assure counterparts of her competence, the travelling businesswoman should maintain a professional demeanour, display a detailed knowledge of her field and dress conservatively at all times. Regrettably, some of this advice is also relevant for non-whites.

In keeping with their undemonstrative nature, British businessmen approach their work in a detached way that regards objective facts and solid evidence as the only legitimate forms of persuasion; feelings and personal relationships are usually irrelevant.

Thorough preparation is important: you should bring a plentiful supply of business cards (which are normally exchanged at the end of a meeting) and ensure that you have the proper materials for making effective presentations.

Meetings can sometimes appear rather anarchic with little apparent structure or direction. This is in keeping with Britain's proud democratic tradition that allows

everyone his or her say, but it can also be misleading. Whilst teamwork is important, British business culture remains essentially hierarchical. A wide range of input is valued and a consensus may be reached but the final decision still rests with the most powerful (usually, but not always, the most senior) individual who may or may not be chairing any given meeting.

Nevertheless, despite this traditional view of British business as a hierarchical, pyramidal structure with a vertical chain of command, notions of a quasi-military organisation are increasingly out-of-date. Whilst it is true that in the past the British did have a rigid respect for authority, they have never really liked systems and modern practice prefers a more fluid approach that respects individuals as valuable members of the team. Organigrams are rarely clearly defined and job descriptions often bear little relation to functional reality, which reflects the British preference for "muddling through" without a conceptual template.

Senior executives continue to make the "big" decisions, sometimes unilaterally, but there is greater scope for input from junior staff. At the same time the "younger generation" (under 40-45 years of age) is simply less respectful of their elders whom they no longer regard as necessarily their betters. This does not mean that the boss is a more approachable "friend"; managers still manage, especially

in the older industries where there is minimal delegation of real responsibility. The British work well as a team and reach team decisions but the boss remains somewhat apart from the team.

Modern British business is driven much more by results than by the application of strict processes. This is largely the product of the "Thatcherite" reforms of the 1980s that brought about a market-led shake-up of accepted knowledge and practices, encouraging a "can do mentality that cuts through bureaucratic inertia.

Although British businessmen tend to emphasise short-term results rather than long-range objectives, they are generally interested in long-term relationships rather than quick deals.

Precedent plays an important part in decision-making. The British tend to follow established rules and practices and company policy is the primary authority at all levels of the organisation. A proposal stands a better chance of success if it conforms to the way things have been done in the past. Decision-making can be a slow, deliberate process and rushing or putting pressure on the decision-maker is usually counterproductive; in the end, the Managing Director (the most senior executive in the majority of British companies) will reach a final decision that may be unilateral and is effectively irrevocable.

Attitudes to change and time tend to vary according to an age-industry matrix. Some older industries have the agility of a dinosaur and can bury new ideas in red tape for weeks if not months; on the other hand, younger enterprises can arrive at a plan of action for immediate implementation when the management team meets around a table. "Now" means "now", but "I'll put it in the post" or "I'll get back to you" may mean a long delay and maybe "never" (rather like "we must have lunch some time"). Agreements lead to contracts; if the British businessman is really serious, the lawyers will set to work in-stanter. On the other hand, delivery may still not be as rapid as hoped or even agreed.

During initial meetings, facial expressions are kept to a minimum and it may be difficult to perceive what the other participants are thinking but you can be sure that they are observing intently even when they appear to be doodling absent-mindedly. Thus, as always, it is important to remain guarded and professional even when a meeting seems to slip into informality, and to give your British counterparts the necessary time to make a full assessment of you as an individual, as well as of your proposal and your company. In turn, you should also note how the participants interact and try to ascertain who are the key players for the success of your project. The British are relatively taciturn by nature and it may be that the quietest person around the table actually wields the most influence and/or power.

Be aware in your dealings that the British are masters of understatement and that irony is a favourite weapon. Direct questions may encounter evasive responses and other typically British ploys are to avoid stating the obvious and to imply the opposite of what is actually said. Tone of voice or facial expression may sometimes hint at what is really meant but not always and it is equally important to pay attention to what is not said.

Humour also plays an important role in business discussions; having a repertoire of jokes and anecdotes can be an asset and good raconteurs should make the most of their talent. In any case you should not be surprised by any seemingly inappropriate levity. On the other hand, the British are prone to using sarcasm, particularly the one-line jibe, to ridicule an adversary or to register disagreement or even contempt. This may be hurtful at the time but the British do not for the most part harbour long-term grudges.

Aggressive techniques such as the "hard sell" or denigrating another company's product or service will not be well received. Nor should you give unsolicited praise since it is rarely welcome. And do not gush — the British "stiff upper lip" does not appreciate excessive enthusiasm.

Finally, once they decide that they want to do business with you, the British can be blunt, direct, and will probably not hesitate to speak their minds. They certainly will not be slow to say "no" (however politely or obliquely).

Giving gifts is not a normal part of British business culture. Indeed, British business colleagues are quite likely to feel embarrassed to receive any gift at all. The only exception would be at the conclusion of a deal when it might be appropriate to give a unique commemorative item to mark the occasion. Such items might be of gold, silver, or porcelain with a suitable inscription. Again, to avoid embarrassment on the part of the recipient, the object must be restrained, tasteful, and not ostentatiously expensive. It might be helpful to ask yourself whether the recipient would gladly display the gift in his living room or rather consign it to the attic at the earliest opportunity.

Small gifts such as a pen or a book, again suitably inscribed, would be suitable tokens of genuine gratitude and flowers or wine/champagne suffice to thank (junior) colleagues for their services. Do not, however, appear patronising or unduly forward (especially if the recipient is a woman).

Alternatively, it will often be appreciated if you invite your hosts, or others you wish to thank, out for a meal or to the theatre/opera.

It is always good form to buy a round of drinks for your colleagues after work. (This is also the most common way of celebrating someone's birthday.)

Business gifts are never exchanged at Christmas but it may be appropriate to send a card, particularly as an expression of thanks to your business associates but also as a means of maintaining valuable contacts. Bear in mind that the UK postal service was founded at about the same time as the antiquated railways so ensure that your cards are mailed in good time.

In the unlikely event that you yourself receive a gift, you should be sure to reciprocate. Assuming that you have been caught unawares, you will not have an offering of your own to hand so the best option is to extend an invitation to dinner or, if time is really short, then run to the nearest wine merchant for a bottle of the best champagne you can afford.

If you are invited to a British home, it is standard practice to take wine, flowers, and/or chocolates for your hosts. Do not feel offended if the host does not open your gift of wine that evening but adds it to his cellar; it does not mean that the gift is unappreciated (or that the host would rather drink your fine vintage claret on his or her own at a later date) but quite simply that he or she has probably already chilled the white wine and opened the red that are appropriate for that meal.

Champagne, though, is never unwelcome and can always be put quickly in the fridge for an after-dinner toast.

Spirits, on the other hand, are a matter of personal taste and best not given as a present. A bottle of your favourite bourbon may languish unopened in the drinks cabinet for years.

The usual European caveats apply when giving flowers: no red roses, white lilies, or chrysanthemums.

If you know that you are going to stay with a family, it is a good idea to bring something from your own country. Your hosts are letting you into the intimacy of their home, so a coffee-table book about your area or some artefact that typifies it would constitute a way of letting your hosts into some of the secrets of your own home. If you are unprepared, then your time in your hosts' house should allow you to think of something they would really appreciate even if you have to mail it from home on your return.

Whenever you have been a guest in a home, you should always send a handwritten thank-you note. Indeed, it is a thoughtful gesture to thank your hosts in writing for any hospitality, even a short drinks party.

Notes:

whizz-kids - талантливые дети;

MBA - Master of Business Administration

organigram - спец. органиграмма (блок-схема организации системы);

red tape - бюрократические процедуры;

in-stanter - (лат.) мгновенно, моментально, тотчас, безотлагательно;

jibe - насмешка, колкость;

to harbour a grudge - иметь зуб на кого-либо, затаить злобу;

to wield power - держать в своих руках власть;

to wield influence - ПОЛЬЗОВАТЬСЯ ВЛИЯНИЕМ.

13.3 Read and translate the text Public Behaviour in the UK

Britons, and the English in particular, are notoriously undemonstrative. The "stiff upper lip" is not just the stuff of fiction and emotional displays, positive or negative, are generally frowned upon. Gestures such as backslapping and hugging are discouraged and a wide distance should be maintained between participants in a conversation. Maintaining eye contact may be necessary when you are trying to emphasise important points but you must avoid any temptation to "eye-ball". Talking loudly is unacceptable and shouting is beyond the pale. Some old-fashioned interlocutors may not hear you if you have your hands in your pockets. The British do not gesticulate frantically.

Introductions can be tricky. Ideally the British prefer third-party introductions but in certain situations, like a drinks party it may not always be possible and, though awkward, you may just have to go ahead and introduce yourself. Firm handshakes are the norm as part of a formal introduction but may not be expected at subsequent meetings or on social occasions; a gentleman should always wait for a woman to proffer her hand before squeezing it gently. The continental habit of exchanging kisses has gained currency especially amongst the young and the affected but is not recommended for visitors — even the natives are unsure of the correct procedure.

"How do you do?" is a greeting not a question. It is used when people are introduced for the first time only and the correct response is to repeat "How do you do?" Such conventional usage is not to be confused with "How are you?" which is a more or less sincere enquiry as to your well-being. This emotional detachment or even apparent indifference also explains the British abhorrence of Americanisms such as "Have a nice day". The objection lies not in the sentiment itself but in the lack of sincerity that is implied to the stand-offish British mentality.

If the British use few words, it is because they prefer to mean those they do use. They are polite and courteous for the most part. They expect to be treated with respect, in return for which they will treat you with respect, so: — if there is a queue, go to the back of the line and wait patiently; — do not use the "V" — sign (raising the index and middle fingers) unless you are sure which is the Churchillian version signifying peace or victory (palm outwards); the use of the alternative version (palm inwards) is less common nowadays but is still vulgar and offensive.

A service charge of 10-15% is almost always included in hotel and restaurant bills and you should be wary of establishments that leave the credit card slip open for you to include an additional contribution (if you wish to reward exceptional service give cash directly to the staff). Do not tip bar staff in pubs where there is no table service. Otherwise taxi drivers (especially in London), hairdressers, porters, etc. will expect 10-15% or a couple of pounds, whichever is the greater.

13.3.1 Find the synonyms to the words from list A in list B

A: outlet, cooperative, shake-up, lawful, to command, regrettably, in keeping with, out-of-date, fluid, template, agility, absent-minded, to bring about, taciturn.

B: flexible, pattern, reticent, shop, helpful, in accordance with, old-fashioned, quickness, to cause, abstracted, deplorably, legal, to supervise, changes.

13.3.2 Translate the word-combinations

the stand-offish British mentality; old-fashioned interlocutors; a hand-written thank-you note; a short drinks party; a market-led shake-up; an element of distrust of whizz-kids straight out of business school face-to-face discussions; a vertical chain of command' long-distance rail services.

13.3.3 Fill in the right prepositions

- You should be wary ... establishments that leave the credit card slip open for you to include an additional contribution.
- It conforms ... the way things have been done in the past.
- Rushing or putting pressure... the decision-maker is usually counterproductive.
- Tone of voice or facial expression may sometimes hint... what is really meant.
- Job descriptions often bear little relation ... functional reality.
- The UK led the world ... its transport infrastructure in the 19th century.

13.3.4 Complete each sentence with a word or a phrase

- In theory, official working hours are normally....
- Government offices close for lunch... but stay open....
- Banks are generally open....
- It is best to avoid....
- Easter is also popular for....
- UK industry closes down almost completely between... .
- The British appreciate....
- One should not arrive too promptly for....
- The more important the meeting, the more time one should allow for.... .
-

13.3.5 Answer the questions

- 1) Why is it desirable to send older representatives to the UK for face-to face discussion?
- 2) What demeanour should traveling women maintain to command respect?
- 3) How do the British businessmen approach their work?
- 4) What are the meetings like?

- 5) What modern practice does British business prefer?
- 6) Who makes the "big" decisions?
- 7) What did the "Thatcherite" reforms of the 1980s bring about?
- 8) What do British businessmen emphasize?
- 9) How does a proposal stand a better chance of success?
- 10) How do attitudes to change and time vary in different enterprises?
- 11) How do British businessmen behave during initial meetings?
- 12) What are the traits of the British?
- 13) What are the British prone to?
- 14) When is gift giving encouraged?
- 15) What gifts are given?

13.3.6 Match the information in column A with the corresponding information in column B

A	B
1) Business gifts are never exchanged;	a) as a present;
2) If you are invited to a British home;	b) red roses, white lilies, or chrysanthemums;
3) Spirits are best not given;	c) at Christmas;
4) One should never give;	d) you should always send a hand-written thank-you note;
5) Whenever you have been a guest in a home.	e) it is standard practice to take wine, flowers, and/or chocolates for your hosts.

13.3.7 Read the statements and decide whether they are true or false

- 1) The English are demonstrative.
- 2) Gestures such as backslapping and hugging are discouraged.
- 3) A close distance should be maintained between participants in a conversation.
- 4) Talking loudly is acceptable.
- 5) A visitor may not introduce himself.
- 6) Firm handshakes are the norm as part of a formal introduction.
- 7) The continental habit of exchanging kisses is recommended for visitors.
- 8) "How are you?" is a greeting.

9) A service charge of 10-15% is almost always included in hotel and restaurant bills.

10) Bar staff in pubs is tipped.

11) Taxi drivers hairdressers, porters, etc. will expect 10-15% or a couple of pounds, whichever is the greater.

13.3.8 Prove that British business culture is conservatives

13.3.9 Would you like to do business in England or not? Give your reasons

[2]

14 Unit 14 The United States of America

14.1 Read the Text Making appointments in the USA

Prior appointments are necessary. People in the United States write the month first, then the day, then the year (i.e., December 5, 2006 is written 12/5/06). Generally, the working week is Monday through Friday, 8:30 or 9:00 to 17:00 or 18:00. Many people, however, work overtime.

Punctuality is very important for business occasions. In many U.S. cities, traffic can cause considerable delays, so be sure to allow enough driving time for your appointment. If you know that you will be late, call to let your contact know.

If you are invited for a meal, you should arrive promptly. When invited to a cocktail party, it's usually permissible to arrive a few minutes late. On these occasions, you do not need to call ahead, even if you are 30 minutes late.

14.2 Read the text Let's Make a Deal – Making a deal in the USA and summarize it

This culture stresses individual initiative and achievement. Moreover, Americans can be competitive in both work and leisure. The concept "time is money" is taken seriously in U.S. business culture. Businesspeople are used to making up their minds quickly and decisively. They value information that is straightforward and to the point. In the U.S.A., money is a key priority and an issue that will be used to win most arguments. Status, protocol, and national honour play a smaller role. Similarly, "saving face" and other social niceties and formalities that are vitally important to other cultures are not as important in the United States.

American businesspeople are opportunistic and willing to take chances. Opportunism and risk taking often result in Americans going for the biggest possible slice of the business, 100% if possible. Americans tend to dislike periods of silence during negotiations and in conversations, in general. They may continue to speak simply to avoid silence. In general, people from the U.S. will not hesitate to answer "no". Businesspeople are direct and will not hesitate to disagree with you. This communication style often causes embarrassment to business travellers who are

unaccustomed to dealing with Americans or direct communication in general. Persistence is another characteristic you will frequently encounter in American businesspeople; there is a prevailing belief that there is always a solution. Moreover, they will explore all options when negotiations are at an impasse. Anxiety often develops over deadlines and results. The work ethic is so strong, that it appears that Americans' lives revolve around work. Consistency is common among American businesspeople: when they agree to a deal, they rarely change their minds. Americans tend to be future oriented. Therefore, innovation often takes precedence over tradition. The United States tends to be an ethnocentric culture, so it is closed to a lot of "outside" information. Thinking tends to be analytical, concepts are abstracted quickly, and the "universal" rule is preferred. There are established rules for almost everything, and experts are relied upon at all levels. Be aware that the United States is the most litigious society in the world. There are lawyers who specialize in practically every industry and segment of society.

In a meeting, the participants will proceed with business usually after some brief, preliminary "small talk" about topics unrelated to the business at hand. This is generally practiced to ease tensions and create a comfortable environment before entering into business matters. Topics may range from sports, weather, or other smaller business topics. Personal matters should not be discussed during this time, or any time in the negotiation. Usually, business is conducted at an extremely fast pace. Regardless of the negotiator, company policy is always followed. Though they are risk-takers, American businesspeople will also have a financial plan which must be followed. Americans regard negotiating as problem-solving through "give and take" based on respective strengths. Therefore, they will often emphasize their financial strength and/or position of power.

In negotiations, points are made by the accumulation of objective facts. This evidence is sometimes biased by faith in the ideologies of democracy, capitalism, and consumerism. The subjective feelings of the participants are not as much of a factor. Therefore, they will not spend much time seeking consensus.

Often, American businesspeople try to extract an oral agreement at the first meeting. However, U.S. salespeople sometimes bring final contracts to first meetings with prospective clients. In large firms, contracts under \$10,000 can often be approved by one middle manager in a single meeting.

Your business card will not be refused, but you may not always receive one in return. Try not to be offended — in the U.S., the rituals involved in exchanging business cards are sometimes not observed as closely as in other cultures. The recipient of your card will probably place it into a wallet, which a man may put in the back pocket of his pants. This gesture is done for convenience and is not meant to be a sign of disrespect, as it might be in other cultures. In many cases, business cards are not exchanged unless you want to contact the person later.

Much emphasis is placed, in theory, on the equality of individuals in the United States. Personal equality is guaranteed by law. Nonetheless, ethnic and social bias does exist. Women are still striving for equality in pay and positions of authority. In the structure of the workplace, there is often inequality in employees' roles. Compared with many cultures, the United States is moving forward rapidly and

successfully with its unique diversity. Expect to work with women and people of different ethnic backgrounds, religions, and cultures in the workplace at all levels and positions. Do not assume, for example, that a woman present in the meeting will be responsible for handling coffee. She may very well be leading the meeting and the person who will make the final decision. Treat everyone with respect and dignity to ensure a successful trip. Many people in the United States have a limited knowledge of cultures beyond their own country and its own diverse subcultures. Some Americans may assume that their way is the "correct" or only way. Business culture can vary greatly from company to company, because of America's diversity. Learn as much about the business culture of your foreign associates before meeting with them through their website, marketing materials, and business literature.

Presenting a gift is a thoughtful gesture, but it is not expected. Business gifts are often presented after the deal is closed. In most situations, gifts are usually unwrapped immediately and shown to all assembled. In many cases, the best gifts are those that come from your country. You may not receive a gift in return right away. During the Holiday season (late November through the first week of January), gifts are exchanged. For your business associates, you can give gifts such as useful items for the office, liquor or wine. Choose gifts with no religious connotations (i.e. don't buy Christmas ornaments) unless you are certain of the religious background of your associates. While Christmas is the dominant celebration, and is widely commercialized during this period, people may be celebrating many other holidays during this period.

Many stores and malls offer gift-wrapping services during the winter holidays. When you visit a home, it is not necessary to take a gift, although it is always appreciated. Flowers, a potted plant, or a bottle of wine are good gift choices. If you wish to give flowers, you can have them sent in advance to relieve your host or hostess of taking care of them when you arrive. If you stay in a U.S. home for a few days, a gift is appropriate. You may also write a thank-you note. Taking someone out for a meal or other form of entertainment is another popular gift. Gifts for women such as perfume or clothing are usually inappropriate. They are considered too personal. Gifts for children are often a thoughtful and appreciated gesture, but take into account the values of the parents. Many parents would object to your giving a toy gun or a violent video game to their child.

For a first meeting, you cannot go wrong if you dress conservatively. Afterwards, you may want to follow the example of your American counterparts. In U.S. business culture, dress tends to vary. In some parts of the country — the East in particular — most people wear business suits. In other areas, such as the West coast, a more relaxed approach to dressing is the norm in many workplaces. Executives in most regions of the country, however, usually dress quite formally.

Business suits or dresses are often the standard attire for women. Pantsuits, in classic styles, are also acceptable. Accessorizing, which adds flair to even very simple outfits, is also practiced here. When not working, feel free to dress casually. In their leisure hours, you will notice that Americans wear a wide range of casual items, such as running shoes, t-shirts, jeans, shorts, baseball caps, etc.

14.3 Read the text Public Behaviour in the USA and do the assignments below

It is a good idea to practice driving before getting on the freeways, particularly during work hours. Driving can be an intense challenge, especially for a visitor. Practically all Americans drive their own car.

Smoking is not commonplace and is subject to restrictions in most public places. Before smoking, the best policy is to ask if anyone minds, or wait to see if others smoke. Restaurants often have a section where smoking is permitted. Many hotels designate rooms as smoking and non-smoking. Certain states, like California, now have laws against smoking in public places such as restaurants and bars.

A handshake is the customary greeting for both men and women. Americans tend to refrain from greetings that involve hugging and other close physical contact, except with family members and friends. For the most part, they are unreceptive to being touched during conversation and other social situations. The standard space between you and your conversation partner should be about two feet. Most U.S. executives will be uncomfortable standing at a closer distance. Direct eye contact conveys that you are sincere, although it should not be too intense. Certain ethnic groups may look away to show respect. To point, you may use the index finger, although it's impolite to point at another person. To beckon someone, wave either all the fingers or just the index finger in a scooping motion, with the palm facing up. To show approval, there are two common gestures: the "O.K." sign, formed by making a circle of the thumb and index finger, and the "thumbs up" sign, formed by making a fist and pointing the thumb upward. The backslap is sometimes used as a sign of

friendship, camaraderie. To wave goodbye, move your entire hand, with the palm facing outward.

When sitting U.S. citizens often look very relaxed. They may sometimes sit with the ankle of one leg on their knee or prop their feet up on chairs or desks. In formal business situations, however, you're advised to maintain good posture and a less casual pose. Crossing legs knee over knee is not considered arrogant, as in other cultures. In the U.S. this position is common and considered professional

When giving an item to another person, it's common to toss it or hand it over with only one hand.

14.3.1 Find the synonyms to the words from list A in list B

A: to stress, to make up one's mind, slice, persistence, consistency, precedence, accumulation, to extract, ornament, outfit, flair, arrogance.

B: to take out, to decide, priority, collection, adornment, style, clothes, haughtiness, coherence, perseverance, portion, to emphasize.

14.3.2 Match the qualities with their definitions

1) optimistic;	a) maintains one's stance-firmly in spite or opposition of difficulty;
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2) enthusiastic;	b) behaves rationally;
3) consistent;	c) practices taking advantage of any opportunity to achieve an end usually with little or no regard for moral principles;
4) persistent;	d) feels confident about the future;
5) opportunistic;	e) believes in the superiority of one's own ethnic group;
6) ethnocentric;	f) shows a lot of enthusiasm and energy;
7) arrogant.	g) is overly convinced of one's own superiority.

14.3.3 Fill in the right prepositions

- Many parents object... your giving a toy gun or a violent video game to their child.
- A more relaxed approach... dressing is the norm... many workplaces.
- Anxiety often develops ... deadlines and results.
- Innovation often takes precedence... tradition.
- Experts are relied... traditions at all levels.
- There are lawyers who specialize ... practically every industry and segment of society.

14.3.4 Complete each sentence with a word or a phrase

- Prior appointments are....
- People in the United States write... first, then..., then....
- Generally, the working week is....
- In many U.S. cities traffic can cause considerable... .
- If you are invited for a meal, you should arrive....
- When invited to a cocktail party, it's usually permissible to arrive....

14.3.5 Answer the questions

- 1) What does the concept "time is money" mean?
- 2) What are the traits of American businesspeople?
- 3) What is the communication style of businesspeople?
- 4) What is the work ethic?
- 5) What kind of society is the United States?
- 6) What is practised in meetings to ease tensions before entering into business matters?
- 7) At what pace is business conducted?
- 8) What are the rituals involved in exchanging business cards?
- 9) What are the characteristics of American business culture?
- 10) When are gifts presented?
- 11) What gifts are presented?
- 12) How do businessmen dress?
- 13) What is the standard attire for women?

14.3.6 Read each statement and decide whether it is true or false

- 1) Driving can be an intense challenge, especially for a visitor.
- 2) Smoking is commonplace.
- 3) Smoking isn't permitted in restaurants.
- 4) Few hotels designate rooms as smoking and nonsmoking.
- 5) Certain states now have laws against smoking in public places such as restaurants and bars.
- 6) A handshake is the customary greeting for men.
- 7) Americans tend to refrain from greetings that involve hugging and other close physical contact, except with family members and friends.
- 8) The standard space between you and your conversation partner should be about one foot.

14.3.7 Match the information in column A with the corresponding information in column B

A	B
1) The index finger is used;	a) to beckon someone;
2) One should wave all the fingers or just the index finger in a scooping motion, with the palm facing up;	b) to point at another person;
3) The "O.K." sign and the "thumbs up" sign are applied;	c) to wave goodbye;
4) The backslap is sometimes used;	d) to show approval;
5) You should move your entire hand, with the palm facing outward;	e) professional;
6) Crossing legs knee over knee is considered.	f) as a sign of friendship, camaraderie.

14.3.8 Prove that the United States tends to be an ethnocentric culture

14.3.9 Would you like to do business with the Americans or not? Give your reasons.

[2]

15 Unit 15 Business culture in China

15.1 Read the Text Making appointments in China and grasp its main idea

Being late for an appointment is considered a serious insult in Chinese business culture. The services of a host of a reputable Public Relations firm are recommended for detailed work involving meeting and negotiating with senior Chinese officials.

The best times for scheduling appointments are April to June and September to October. Business and government hours are 8:00 a.m. to 5:00 p.m. Monday through Saturday. There is, however, a five-day work week in larger cities. Avoid planning to visit government offices on Friday afternoon because this is sometimes reserved for "political studying" for the officials. Store hours are 9:00 a.m. to 7:00 p.m. daily. Most stores in Shanghai, however, remain open until 10:00 p.m.

Most Chinese workers take a break between 12:00 p.m. and 2:00 p.m. Practically everything 'shuts down' during this period including elevator and phone services.

When scheduling your appointments be sensitive to holidays such as Chinese New Year. For May Day and National Day many businesses will be closed for up to a week. The date of these occasions varies from year to year due to official advice allowing the long holidays.

15.2 Read the text about Making a deal in China and point out peculiarities

You'll find it beneficial to bring your own interpreter, if possible, to help you understand the subtleties of everything being said during meetings. You will have to make presentations to different levels of the organization.

Before you arrive, have at least 20 copies of your proposal ready for distribution. Printed presentation materials of any kind should be in black and white only. Avoid colours that are attributed to special meanings in this culture, many of them are negative. Generally, the Chinese treat "outside" information with caution. Except for those educated in the West, Chinese businesspeople largely rely on subjective feelings and personal experiences in forming opinions and solving problems. Belief in the Communist party line will be a dominant influence in all negotiations. Empirical evidence and other objective facts will be accepted only if they do not contradict a Communist party doctrine and one's feelings.

In this country responsibility for all decisions rests with the Communist party and assorted government bureaucrats. Individuals working within this network, however, are still accountable for their own actions.

Local decisions are made by the head of the collective.

In Chinese business culture the collectivist way of thinking still prevails even in sectors experimenting with free enterprise.

"Saving face" is an important concept to understand. In Chinese business culture, a person's reputation and social standing rests on this concept. Causing embarrassment or loss of composure can be disastrous for business negotiations.

The Chinese are very keen on exchanging business cards so be sure to bring a plentiful supply.

Include your professional title on your business cards especially if you have the seniority to make decisions. In Chinese business culture the main point of exchanging business cards is to determine who will be the key decision-maker on your side.

If your company is the oldest or largest in your country, or has another prestigious distinction, ensure that this is stated on your card.

It's an asset to have your business cards printed in gold ink. In Chinese business culture gold is the colour of prestige, prosperity.

When receiving a business card make a show of examining it carefully for a few moments, then place carefully it into your card case or on the table.

Not reading a business card that has been presented to you, then stuffing it directly into your back pocket, will be a breach of protocol.

In accordance with Chinese business protocol people are expected to enter a meeting room in hierarchical order. For example, the Chinese will assume that the first foreigner to enter the room is the head of the delegation.

Since there is such a strong emphasis on hierarchy in Chinese business culture, ensure that you bring a senior member of your organization to lead the negotiations on your behalf. The Chinese will do the same.

Only the senior members of your group are expected to lead a discussion. Interruptions of any kind from subordinates are considered shocking by the Chinese.

In Chinese business culture humility is a virtue. Exaggerated claims are regarded with suspicion and, in most instances, will be investigated.

The Chinese will not directly say "no" to you. Instead, ambivalent answers such as "perhaps", "I'm not sure", "I'll think about it", or "We'll see" usually mean "no".

The Chinese tend to extend negotiations well beyond the official deadline to gain advantage. On the final day of your visit they even may try to renegotiate everything.

Be patient, show little emotion, and calmly accept that delays will occur. Moreover, do not mention deadlines.

At the end of a meeting you are expected to leave before your Chinese counterparts.

You may have to make several trips to China to achieve your objectives. Chinese businesspeople prefer to establish a strong relationship before closing a deal. Even after the contract is signed, the Chinese will often continue to press for a better deal.

15.3 Read the text about Public Behaviour in China and be ready to retell it

The Chinese will sometimes nod as an initial greeting. Bowing is seldom used except in ceremonies. Handshake; are also popular; wait, however, for your Chinese counterpart to initiate the gesture.

If you visit a school, theatre, or other workplace, it is likely that you will be greeted with applause as a sign of welcome. In turn, you should respond by applauding back.

Avoid making expansive gestures and using unusual facial expressions.

The Chinese do not use their hands when speaking and will only become annoyed with a speaker who does.

Some hand gestures, however, are necessary. They are outlined in the next two points.

To summon attention turn your palm down waving your fingers toward yourself.

Use your whole hand rather than your index finger to point.

The Chinese, especially those, who are older and in positions of authority, dislike being touched by strangers.

Acknowledge the most senior person in a group first.

Smiling is not as noticeable in China since there is a heavy emphasis on repressing emotion.

Members of the same sex may hold hands in public in order to show friendliness.

Public displays of affection between sexes are frowned upon.

Do not put your hands in your mouth as it is considered vulgar. Consequently, when in public avoid biting your nails, removing food from your teeth, and similar practices.

Spitting in public is no longer acceptable. It is subject to a heavy fine now.

Blowing your nose with a handkerchief is also acceptable, but it is advisable to turn away from people while doing so.

Notes:

to acknowledge - приветствовать, здороваться;

to hold hands - пожимать руки.

15.3.1 Read the words and find the odd-one-out

insult — affront — praise — offence;

beneficial — helpful — useful — useless — positive — valuable;

proposal — suggestion — tender — supposition — offer;

contradict — correspond — cancel out — disagree;

accountable — responsible — answerable — light-minded;

breach — violence — infraction — contravention — violation — transgression.

15.3.2 Fill in the right prepositions

- Colours are attributed ... special meanings in this culture.

- Chinese businesspeople largely rely ... subjective feelings and personal experiences ... forming opinions and solving problems.

- Belief... the Communist party line will be a dominant influence in all negotiations.

- Responsibility for all decisions rests ... the Communist party and assorted government bureaucrats.

- Individuals working within this network, however, are still accountable ... their own actions.

- In Chinese business culture the collectivist way of thinking still prevails even in sectors experimenting ... free enterprise.

15.3.3 Complete each sentence with a phrase

- The best times for scheduling appointments are....

- Business and government hours are....

- Friday afternoon is sometimes reserved for....

- Store hours are....

- Most Chinese workers take a break between....
- Chinese holidays are....

15.3.4 Match the information in column A with the corresponding information in column B

1) In Chinese business culture gold is;	a) to enter a meeting room in hierarchical order;
2) Not reading is;	b) on hierarchy in Chinese business culture;
3) In accordance with Chinese business protocol people are expected;	c) the colour of prestige, prosperity, prosperity;
4) There is a strong emphasis.	d) a breach of protocol.

15.3.5 Answer the questions

- 1) What colour should printed presentation materials be in?
- 2) What do Chinese businesspeople rely on in forming opinions and solving problems?
- 3) Where does responsibility for all decisions rest in this country?
- 4) What does "saving face" mean?
- 5) What do business cards look like?
- 6) How should you behave when receiving a business card?
- 7) What is the procedure of Chinese business protocol?
- 8) What kind of people are the Chinese?

15.3.6 Read each statement and decide whether it is true or false

- 1) The Chinese nod as an initial greeting.
- 2) Bowing is used only in ceremonies.
- 3) Handshakes aren't popular with the Chinese.
- 4) If you visit a school, theatre, or other workplace, you are likely to be greeted with applause as a sign of welcome.
- 5) The Chinese use their hands when speaking.
- 6) To summon attention you should turn your palm down waving your fingers toward yourself.
- 7) To point you should use your index finger.
- 8) The Chinese dislike being touched by strangers.
- 9) You should acknowledge the most senior person in a group first.
- 10) Members of the same sex may not hold hands in public in order to show friendliness.
- 11) Spitting in public is subject to a heavy fine.
- 12) Blowing your nose with a handkerchief is not acceptable.

15.3.7 Prove that it isn't easy to negotiate with the Chinese

[2]

16 Unit 16 Business culture in Japan

16.1 Read the Text Making appointments in Japan and grasp its main idea

If you want to make an appointment, but have connections, a personal call will be more effective than sending a letter. Moreover, a letter requesting an appointment might go unanswered.

Punctuality is necessary when doing business here; the Japanese believe it is rude to be late.

In Japanese business culture the working week consists of 48 hours, with no overtime pay, completed in five and a half days. Larger firms have initiated a five-day week.

Generally, office hours are 9:00 a.m. to 5:00 or 6:00 p.m. Many people work longer hours.

During holidays banks and offices close, and stores remain open.

During three weeks of the year (New Year's holiday, from December 28 to January 3; Golden Week, from April 29 to May 5 and Obon, mid-August) many Japanese visit the graves of their ancestors. Avoid scheduling appointments, business trips during these periods.

16.2 Read the text about Making a deal in Japan and ask ten questions to it

Connections are very helpful in this country, but choose your intermediaries carefully: the Japanese will feel obliged to be loyal to them. Select someone of the same rank as the person with whom he or she will have dealings. Moreover, an intermediary should not be part of either company involved with the deal.

If you know a highly respected, important person in Japan, use his or her endorsement and connection. Before you enter into negotiations, request a consultation, and then ask if you can use the endorsement and connection to further your business efforts. This method of using connections is standard practice among Japanese businesspeople.

Business cards ("meishi") are an important part of doing business in Japan and key for establishing credentials. Bring a plentiful supply since your Japanese counterparts will be keen to exchange them.

One side of your card should be in Russian, and the reverse in Japanese. It is an asset to include information such as membership in professional associations. When designing your card keep in mind that Japanese businesspeople will want to learn as much about your background and qualifications as possible.

Cards are presented after the bow or handshake. Present your card with the Japanese side facing up. People of high rank often have their business cards presented by subordinates.

When you receive another person's card, make a show of carefully examining it for a few moments and then remarking upon it. This is also a good time to ask for help if there is anything on the card you have difficulty pronouncing or understanding.

After you have received, examined, and remarked upon your card, it should be placed in your card case or on a nearby table. Accepting a business card and then stuffing it into your back pocket is considered disrespectful. Writing on a business card is also perceived negatively.

The Japanese are encouraged to develop an intense loyalty to their respective working groups. Moreover, one's identity is subsumed into the group.

Generally, the Japanese are not receptive to "outside" information. They will consider new ideas and concepts only within the confines of their own groups.

The Japanese tend to think subjectively, relying on feelings rather than on empirical evidence.

Getting acquainted is the purpose of initial meetings. You may, however, introduce your proposal during these preliminary discussions.

Getting acquainted is the purpose of initial meetings. You may, however, introduce your proposal during these preliminary discussions.

It's a good policy to refrain from discussing business during the first 15 minutes of any conversation unless your Japanese companion says "Jitsu wa ne" ("the fact of the matter is").

Be especially respectful to your older Japanese counterparts—age equals rank in Japanese business culture.

Using a Japanese lawyer will be perceived as a gesture of good will and cooperation.

Negotiations begin at the executive level and continue at the middle level.

'Saving face' is an important concept to understand. In Japanese business culture a person's reputation and social standing rests on this concept. When a person loses his or her composure or otherwise causes embarrassment, even unintentionally (Hosing face"), this can be disastrous for business negotiations.

Don't make accusations or direct refusals. In your dealings with the Japanese the business culture remain indirect.

Negotiations generally have an atmosphere of grave seriousness. However, light conversation as well as light humour is common before meetings and during breaks.

During presentations and especially during negotiations it is essential that one maintain a quiet, low-key, and polite manner at all times.

The highest-ranking individual may appear to be the quietest of everyone present.

For a persuasive presentation you must describe how your product can enhance the prosperity and reputation of the Japanese side. Making these claims effectively requires a thorough knowledge of Japanese economy, and business.

It is also a good strategy to emphasize the size and wealth of your company. If your organization is an older, venerable institution, this fact should be frequently mentioned too.

Do not show anger, a bad mood or other negative emotions to your business counterparts. Follow the Japanese example, and mask these feelings with a smile.

Practically anything you say will be taken literally. Refrain from making remarks such as "This is killing me!" or "You're kidding!"

Sometimes, you'll find it necessary to pretend that your Japanese colleague understood you. In Japanese business protocol these face-saving measures are essential for maintaining cordial relations.

If it is necessary to discuss bad news, use an intermediary such as the one who introduced you to the company.

Outbursts of laughter are not always indicative of mirth in this culture. Laughter is also used to mask feelings such as nervousness, shock, embarrassment, confusion, and disapproval.

Periods of silence lasting between 10-15 seconds during meetings and conversations are considered useful rather than uncomfortable.

You may find that your Japanese counterparts will not be specific about what they expect from you.

Never single out a Japanese colleague even for praise or encouragement; the group identity always prevails.

Convening among themselves the Japanese will go over your proposal in painstaking detail. Often they will review every sentence you uttered in the course of the discussion until they are satisfied they have understood your exact meaning.

Don't feel discouraged if you're not receiving compliments on your work. Again it is the group that receives accolades not the individual.

Because age equals rank, show the greatest respect to the oldest members on the Japanese side.

When the Japanese are trying to listen carefully to what is being said, they sometimes appear to be sleeping with their eyes closed.

Decisions are made only within the group. Outsiders must gain acceptance from the group before they can have influence of any kind in the decision-making process.

Because the decision-making process is so deeply entrenched in the group, don't push for an answer. Instead, wait patiently until everyone reaches a consensus. The decision-making process can be very slow sometimes taking as long as one to three years.

Generally, the Japanese prefer oral agreements to written ones, and should not be pressured into signing documents.

The Japanese will commit themselves to an oral agreement, which may be acknowledged by a nod or slight bow rather than by shaking hands.

Contracts can be renegotiated; in Japanese business protocol they are not final agreements'.

It is considered polite to frequently say "I'm sorry". For example, the Japanese will apologize for not being punctual enough, having a cold, taking you to see a disappointing movie, providing substandard hospitality (even if it was perfectly good), displaying rudeness at a previous meeting (even if they were not rude), and practically any other personal flaw. Visitors are encouraged to incorporate these kinds of remarks into their conversation.

In Japan there are a wide range of companies: some retain very traditional views while others are making an effort to be more accommodating to women. Be prepared to adapt to each new situation. As a woman you will have to work harder and be exceedingly more dedicated and flexible. But if you succeed in establishing solid

relationships, you may possibly achieve success surpassing what you could accomplish in your own, country.

You may find that some Japanese men who have not; been abroad are not used to dealing with women as equals in a business setting. If you are a woman, reacting with indignation to the traditional attitudes you may encounter, is not productive. Instead, the best way to overcome these obstacles is to make a concentrated effort to demonstrate your skills and professional competence; these qualities are respected whether you are male or female. Moreover, learning as much as you can about every relevant issue as well as Japanese language and culture can also help you in gaining acceptance.

If you are a female business traveller, ensure that your Japanese colleagues are informed of your status as early as possible; otherwise, they may assume that you are playing only a supportive role. Try to have a male colleague to introduce you with your qualifications. Moreover, whenever you are introduced, repeat your name and title.

Even after Japanese colleagues become accustomed to a female business traveller's professional contribution, interacting with her in social situations may present another challenge. Keep in mind that Japanese men are sometimes unaccustomed to socializing with women on an equal business level. Moreover, if a woman appears overly confident, aggressive or extroverted, she may find herself in an even more of a difficult position. For a woman the best policy is to maintain a restrained, dignified manner.

16.3 Read the text and get to know more about Public Behaviour in Japan

Maintain a quiet, low-key, and polite manner at all times.

A bow, "ojigi" (oh-jee-ghee), can be a way of greeting someone, acknowledging a person, expressing thanks, saying "I'm sorry" or even asking for a favour.

The Japanese will shake hands with Westerners as a way of making them feel comfortable. On their part, it's an asset for foreign businessmen to bow, to demonstrate that they are taking the initiative to learn Japanese customs. This simple gesture can do a lot to help a businessperson in establishing rapport with a potential Japanese client.

The depth of the bow depends on the recipient's rank, status. When bowing to an individual who is of higher status than you, bow a little lower than that person to display deference. Do the same if you are uncertain of the status of the person that you are facing. With a person of your equivalent status, bow at the same height.

The bow is an important part of Japanese business 'protocol. Bows are used for expressing appreciation, making apologies and requests as well as for greetings and farewells. Bows convey both respect and humility. Meanings will be read into even the slightest gestures. Consequently, avoid displaying unusual facial expressions and motioning in ways that are remotely dramatic or expansive.

The American "O.K." sign (thumb and forefinger shaped into an "O") actually means "money" in Japan.

Instead of pointing, which is considered rude, wave your hand with the palm facing up.

To indicate a negative response in informal situations move the open hand, with the palm facing left, in a fanning motion.

It is no longer acceptable in Japan to spit, snort, and sniff in public — although lower class men may do so.

Blowing one's nose in public is also regarded as impolite. When this action is necessary, use a disposable tissue and then throw it away immediately. Generally speaking, the Japanese find the idea of actually keeping a used handkerchief or tissue disgusting.

Laughter may indicate embarrassment or distress rather than amusement.

Smiling is a popular gesture here. It is often used, however, for self-control, particularly in masking displeasure. Scratching the head is another gesture used to disguise confusion and embarrassment.

When the Japanese want to give the impression that they are in deep thought, they will sometimes fold their arms. Try not to interpret this as a gesture of hostility.

Direct eye contact is now common in Japan.

You may experience some pushing and shoving when in crowds of commuters getting on and off trains and subways, A popular "excuse me" gesture involves bowing slightly and holding an open hand in front of you (as if clearing a passage). You don't really chop; you just hold your hand up, and may wave it slightly.

Touching in public between males and females, once frowned upon, is now common among young couples. This kind of touching is also starting to occur among men out on the town and older men drinking in bars and cabarets.

In Japanese business culture men don't engage in backslapping but again, it is common in drinking situations after hours.

You're likely to find that taxi drivers rarely speak English. One way of overcoming this problem is to have your host or an employee from your hotel write your destination in Japanese so that you can show it to the driver. Also, keep a hotel card in Japanese with you so that the driver can ensure your return.

Notes:

disposable tissue - одноразовый бумажный носовой платок;

to fold one's arms - скрещивать руки на груди;

commuter - житель пригорода.

16.3.1 Find the synonyms to the words from list A in list B

A: hospitality, to keep, indignation, thorough, obstacle, acceptance, to socialize, extroverted, low-key, appreciation, to convey, to chop.

B: to express, to mix, to cut, reserved, admiration, recognition, open, obstruction, welcome, to retain, resentment, painstaking.

16.3.2 Fill in the right prepositions

- The Japanese frowned ... touching in public between males and females.
- This gesture can help a businessperson in establishing rapport... a potential Japanese client.
- The Japanese apologize ... not being punctual enough.
- Negotiations generally have an atmosphere ... grave seriousness.
- The Japanese will commit themselves ... an oral agreement.
- Japanese men are sometimes unaccustomed to socializing ... women ... an equal business level.

16.3.3 Complete each sentence with a word or a phrase

- If you want to make an appointment, a personal call will be more effective than....
- The Japanese believe it is rude to....
- Office hours are....
- You should avoid scheduling appointments, business trips during....

16.3.4 Answer the questions

- 1) What kind of intermediary should one select to do business in Japan?
- 2) What do business cards look like?
- 3) When are business cards presented?
- 4) How do the Japanese tend to think?
- 5) What is the purpose of the initial meeting?
- 6) What does a "saving face" concept mean?
- 7) What is common before meetings and during breaks?
- 8) How should presentations be organized?
- 9) How should businessmen behave during negotiations?
- 10) Why isn't it recommended to single out a Japanese colleague even for praise?
- 11) What is an oral agreement acknowledged by?
- 12) What do the Japanese apologize for?
- 13) What can help foreign businesswomen in gaining acceptance in Japanese business life?
- 14) What is the best policy for a businesswoman?

16.3.5 Read each statement and decide whether it is true or false

- 1) A nod can be a way of greeting someone.
- 2) The Japanese don't shake hands with Westerners.
- 3) The depth of the bow depends on the recipient's rank, status.
- 4) When bowing to an individual who is of higher status than you, one should bow at the same height as that person.

5) The bow is an important part of Japanese business protocol. Bows are used for expressing appreciation, making apologies and requests as well as for greetings and farewells.

16.3.6 Make up sentences using the table.

The American "O.K." sign	is also regarded	to disguise confusion and embarrassment.
Blowing one's nose in public	is used	for self-control particularly in masking displeasure.
Laughter	is considered	as impolite.
Smiling	means	embarrassment or distress.
Folding one's arms	may indicate	"money" in Japan
Scratching one's head	may denote	thinking

16.3.7 Speak about the traits of the Japanese and compare the characteristics of the Chinese and the Japanese

[2]

17 Unit 17 Doing business with foreign counterparts

17.1 Read this text and choose one of these titles for it

- 1) Problems that business people face;
- 2) Good manners;
- 3) When in Rome;
- 4) Good business;
- 5) I didn't mean to be rude.

Nobody actually wants to cause offence but, as business becomes ever more international, it is increasingly easy to get it wrong. There may be a single European market but it does not mean that managers behave the same in Greece as they do in Denmark.

In many European countries handshaking is an automatic gesture. In France good manners require that on arriving at a business meeting a manager shakes hands with everyone present. This can be a demanding task and, in a crowded room, may require gymnastic ability if the farthest hand is to be reached.

Handshaking is almost as popular in other countries - including Germany, Belgium and Italy. But Northern Europeans, such as the British and Scandinavians, are not quite so fond of physical demonstrations of friendliness.

In Europe the most common challenge is not the content of the food, but the way you behave as you eat. Some things are just not done. In France it is not good manners to raise tricky questions of business over the main course. Business has its place: after the cheese course. Unless you are prepared to eat in silence you have to talk about something - something, that is other than the business deal, which you are continually chewing over in your head.

Italians give similar importance to the whole process of business entertaining. In fact, in Italy the biggest fear, as course after course appears, is that you entirely forget you are there on business. If you have the energy, you can always do the polite thing when the meal finally ends, and offer to pay. Then, after a lively discussion, you must remember the next polite thing to do - let your host pick up the bill.

In Germany, as you walk sadly back to your hotel room, you may wonder why your apparently friendly hosts have not invited you out for the evening. Don't worry. It is probably nothing personal. Germans do not entertain business people with quite the same enthusiasm as some of their European counterparts.

The Germans are also notable for the amount of formality they bring to business. For an outsider, it is often difficult to understand whether colleagues have been working together for 30 years or have just met in the lift. If you are used to calling people by their first names this can be a little strange. To the Germans, titles are important. Forgetting that someone should be called Herr Doktor or Frau Direktorin might cause serious offence. It is equally offensive to call them by a title they do not possess.

In Italy the question of title is further confused by the fact that everyone with a university degree can be called Dottore and engineers, lawyers and architects may also expect to be called by their professional titles.

These cultural challenges exist side by side with the problems of doing business in a foreign language. Language, of course, is full of difficulties - disaster may be only a syllable away. But the more you know of the culture of the country you are dealing with, the less likely you are to get into difficulties. It is worth the effort. It might be rather hard to explain that the reason you lost the contract was not the product or the price, but the fact that you offended your hosts in a light-hearted comment over an aperitif. Good manners are admired: they can also make or break the deal.

(Adapted from an article by Richard Bryan in "Business Life")

17.1.1 Decide if these statements are true or false, according to the writer

- 1) In France you are expected to shake hands with everyone you meet
- 2) People in Britain shake hands just as much as people in Germany
- 3) In France people prefer talking about business during meals
- 4) It is not polite to insist on paying for a meal if you are in Italy
- 5) Visitors to Germany are never taken out for meals
- 6) German business people don't like to be called by their surnames
- 7) Make sure you know what the titles of the German people you meet are
- 8) Italian professionals are usually addressed by their titles

9) A humorous remark always goes down well all over the world

17.1.2 Discuss these questions

- 1) Which of the ideas in the article do you disagree with?
- 2) What would you tell a foreign visitor about "good manners" in your country?
- 3) How much do you think international business is improved by knowing about foreign people's customs?

17.1.3 Do the cross-cultural quiz to avoid the clash of cultures

If you are doing business abroad, it's useful to know about the local customs before you start. Mistakes can be embarrassing and, in some cases, expensive. Here's your chance to test your knowledge of social customs and traditions around the world.

1 If you are doing business with a German, you have to shake hands

- a) when you meet;
- b) when you leave;
- c) when you meet and when you leave.

2 In the Middle East you have to give presents to business contacts

- a) in private;
- b) in public;
- c) every time you meet.

3 If you are giving a present to your Latin American customer you mustn't give

- a) cutlery;
- b) food and drink;
- c) a clock.

4 If an Indian says "Come any time," he/she expects you to

- a) arrange a visit immediately;
- b) visit him/her the next day;
- c) ignore the invitation.

5 You can't do business in Moslem countries

- a) on Wednesdays;
- b) on Fridays;
- c) on Sundays.

6 If an American nods his/her head, it probably means

- a) "I understand.";
- b) "Yes.";
- c) "I'm interested.".

7 At a social occasion with an Indian client

- a) you can discuss business;
- b) you mustn't discuss business;
- c) you don't have to discuss business.

8 If you are in a pub in England, you have to buy a drink

- a) for yourself;
- b) for everyone in the group you're with;
- c) for everyone in the pub.

Answers

1) You have to shake hands when you are coming or going in Germany, but in Britain you usually only shake hands when you meet somebody for the first time.

2) You have to give your present in public in the Middle East to show it's not a bribe, but it's good manners to give your present in private in Asia.

3) You mustn't give cutlery in Latin America because it suggests you want to cut off the relationship. You mustn't give food and drink in Saudi Arabia because it suggests your hosts aren't offering you enough to eat and to drink. You mustn't give a clock in China because the Chinese word for clock is similar to the word for 'funeral'.

4) "Come any time you like" means "I want you to visit me in India." If you don't suggest a time and arrange a visit immediately an Indian will think you are refusing the invitation. But if an English person says: "Come any time" they will think you are bad-mannered if you start fixing a date.

5) Offices are usually closed on Fridays in Moslem countries.

6) Americans usually mean "Yes" when they nod their heads. An English person probably just means "I understand" and an Asian is just showing interest.

7) It's bad manners to discuss business at a social occasion in India.

8) At an English pub you have to take your turn to buy a round - a drink for everyone in your group.

17.1.4 Speak out who a good conversationalist is to your mind Try this cultural quiz with your partner and ask questions on the problem under study

1 A good conversationalist is someone who ...

- a) always has plenty to say;
- b) has plenty of amusing stories to tell;
- c) will listen carefully to what you have to say;
- d) asks a lot of questions.

2 If someone looks you straight in the eye without blinking, they are probably ...

- a) honest;
- b) being rude;
- c) trying to frighten you;
- d) being friendly.

3 If someone keeps looking out of the window while you're talking, they
a) want to be outdoors;
b) don't understand you;
c) are not concentrating;
d) are thinking.

4 If someone sighs while you're explaining something they are probably ...
a) bored;
b) impatient;
c) unhappy;
d) suffering from indigestion.

5 If a man wearing jeans and a T-shirt comes into your office, he ...
a) isn't correctly dressed;
b) can't be important;
c) is quite normal;
d) must be someone who has come to fix the phone or something.

6 If someone shakes your hand very hard and long, they are ...
a) pleased to see you;
b) trying to show you that they are sincere;
c) waiting for you to say something;
d) reliable and friendly.

7 If a Canadian businessman keeps stepping backwards while he's talking to a Mexican businessman, this means that ...
a) he doesn't like Mexicans;
b) the Mexican is trying to be too friendly;
c) Northern people don't feel comfortable standing as close to another person as Southern people do;
d) Canadians are less friendly than Mexicans.

8 If a Japanese person gives you their business card, you should hold it...
a) in your left hand;
b) in your right hand;
c) in both hands;
d) without reading it.

Key: 1)c 2)d 3)c 4)a 5)a 6)a 7)c 8)c

[3]

18 Unit 18 Business English Writing

18.1 Resumes, CVs and Covering Letters in English

A resume or CV is a summary of your educational qualifications and work experience. Companies usually want to see your resume when you apply for a job. A covering letter is the letter that accompanies your resume when you send it to a company. Both of the documents are vitally important in the job application process.

At the end are sample resumes and covering letters, with tests to check your understanding and a summary for future reference.

"Helpful information & many thanks!"

Dr. Klaus Wetter, Germany

"Gives very clear instructions on producing powerful and effective CVs."

Terence Desborough, USA

"I like the attention that has been devoted to the use of powerful, yet simple wording."

Hetty Vonk, Canada

"A gem to find on the net! I thought I knew what there was to know about CV's, but you put me straight on a few points. A very useful tool for students of English wishing/planning to be employed by MNCs (Multi National Companies)."

Yvonne Gluyas, Australia

"I thought it was very down-to-earth and extremely simple to understand. I needed some information fast and I got it."

Michael Blunden, UK

You never get a second chance to make a first impression

When you apply for a job, most employers want to have 2 important documents from you:

- 1) A CV or resume;
- 2) A covering letter.

First impressions are important. Your CV and letter are usually the first impression that an employer has of you. And because an employer may have hundreds of job applications to consider, you have about 15 seconds to make sure that first impression is a good one.

18.2 Why do you need a good CV?

Your CV's job is to get you an interview.

Your CV or resume is your visiting card, your ambassador, your shop window. It represents **you** and it has a specific purpose: **to get you an interview!** To do this, it must: 1) **attract**, 2) **inform**, 3) **persuade**, 4) **sell**.

A good CV is one of your most important tools in the search for employment.

What a CV or resume is not	What a CV or resume is
A CV is not a book.	A CV is short.
A CV is not an obstacle.	A CV is seductive.
A CV is not a tombstone.	A CV is an important document.
A CV is not boring or difficult to read.	A CV answers the question 'Why?'
A CV is not your life story or autobiography.	A CV is interesting and easy to read.
A CV is not a catalogue of your personal opinions.	A CV is a list of benefits for the employer.
A CV is not a list of problems with past employers.	A CV is as much about the employer as about you.

18.3 Why you need a good covering letter

Your covering letter must sell your CV.

Before even looking at your CV, an employer usually reads your covering letter. If it is badly-written, or untidy, or difficult to read, your CV will probably go into the nearest bin. If it is well-written, attractive, easy to read and persuasive, the employer will turn to your CV. It's that simple!

Your Covering Letter

Your covering letter is a sales letter.

Covering letter (noun): short letter sent with another document; cover letter (US)

When you send your CV to apply for a position, you should also include a short letter. This letter is called a **covering letter** or (in American English) a **cover letter**. A covering letter sent with a CV/resume is also called a **letter of application**. Your letter of application is a sales letter. The product it is selling is your CV.

Content

The reader of your letter may be busy and unwilling to waste time on unnecessary details. You should therefore design your letter to be easy to read. It should be short, concise and relevant. It should not be too formal or complicated.

Your letter should:

- 1) confirm that you are applying for the position;
- 2) say where you learned about the position;

- 3) say why you want the position;
- 4) say why you would be a benefit to the company;
- 5) request an interview.

18.4 Format of a modern business letter in English

The layout of a modern business letter in English is very simple. Your address is at the top, on the right or in the middle. The rest of the letter can be in 'block' format, with each line starting on the left. Try to keep the whole letter on one single page, with plenty of white space.

Here is the typical format for your covering letter:

1 Your address telephone fax -email	
Put your address + your telephone number, fax and/or email address at the top in the <u>centre</u> OR on the <u>right</u> . Do <u>NOT</u> put your name here.	1 Your address telephone fax email
2 Date	Do not write the date as numbers only, for two reasons: 1) It can be considered too official and therefore impolite 2) All-number dates are written differently in British English (31/12/99) and American English (12/31/99). This can lead to confusion.
3 Destination name and address	This is the name of the person to whom you are writing, his/her job title, the company name and address. This should be the same as on the envelope.
4 Reference	This is the reference number or code given by the employer in their advertisement or previous letter. You write the employer's reference in the form: 'Your ref: 01234'. If you wish to include your own reference, you write: 'My ref: 56789'.
5 Salutation (Dear...)	A letter in English always begins with 'Dear...', even if you do not know the person. There are several possibilities: <ul style="list-style-type: none"> • Dear Sir • Dear Madam

	<ul style="list-style-type: none"> • Dear Mr Smith • Dear Mrs Smith • Dear Miss Smith • Dear Ms Smith
6 Subject	The subject of your letter, which for a job application is normally the Job Title.
7 Body	The letter itself, in 3 to 6 paragraphs.
8 Ending (Yours...)	<ul style="list-style-type: none"> • Yours sincerely • Yours faithfully • Yours truly
9 Your signature	Sign in black or blue ink with a fountain pen.
10 Your name	Your first name and surname, for example: <ul style="list-style-type: none"> • Mary Smith • James Kennedy
11 (Your title)	If you are using company headed paper, write your Job Title here. If you are using personal paper, write nothing here.
12 Enclosures	Indicate that one or more documents are enclosed by writing 'Enc: 2' (for two documents, for example).

Should your letter of application be hand-written? Probably **not**. In some cultures employers require candidates to send letters written by hand. But in the English-speaking world, an employer would usually prefer to receive a letter of application that is word-processed (that is, **produced on a computer and printed**). A hand-written letter could be considered unprofessional. You must judge according to the country, culture and tradition.

18.5 Format of a modern Covering Letter for Resume or CV n English

<p>Date</p> <p>The Principal</p> <p>Interplay Languages</p> <p>77 bd Saint Germain</p> <p>75006 PARIS</p> <p>Dear Madam</p>	<p>26 rue Washington</p> <p>75008 PARIS</p> <p>France</p> <p>tel: +33 1 77 77 77 77</p> <p>email: rachelking@eflnet.fr</p>
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Director of Studies

I am interested in working as Director of Studies for your organization. I am an EFL language instructor with nearly 10 years' experience to offer you. I enclose my resume as a first step in exploring the possibilities of employment with Interplay Languages.

My most recent experience was implementing English Through Drama workshops for use with corporate clients. I was responsible for the overall pedagogical content, including the student course-book. In addition, I developed the first draft of the teacher's handbook.

As Director of Studies with your organization, I would bring a focus on quality and effectiveness to your syllabus design. Furthermore, I work well with others, and I am experienced in course planning.

I would appreciate your keeping this enquiry confidential. I will call you in a few days to arrange an interview at a time convenient to you. Thank you for your consideration.

Yours faithfully

Rachel King

Rachel King

E-mail made easy

	Formal/Neutral	Informal
Name	Dear Mr/ Mrs/ Ms Smith Dear Mary	Hi /Hello Mary Mary, ... (or no name at all)
Previous contact	Thank you for your email of ... Further to your last email, ... I apologize for not getting in contact with you before now.	Thanks for your email. Re your email, ... Sorry I haven't written for ages, but I've been really busy.
Reason for writing	I am writing in connection with... In reply to your email, here are ... Your name was given to me by ... We would like to point our that ...	Just a short note about ... Here's the ... you wanted. I got your name from ... Please note that ...
Informing	I am writing to let you know that ... We are able to confirm that ... I am delighted to tell you that ... We regret to inform you that ...	Just a note to say ... We can confirm that ... Good news! Unfortunately, ...
Attachments	Please find attached my report. I'm sending you ... as a pdf file.	I've attached ... Here is the ... you wanted.

Ask for information	Could you give me some information about ... I would like to know ... I'm interested in receiving/ finding out...	Can you tell me a little more about ... I'd like to know ... Please send me ...
Requests	I'd be grateful if you could ... I wonder if you could ... Thank you in advance for your help in this matter.	Please ... Could you ...? I'd appreciate your help on this.
Promise action	I'll investigate the matter. I will contact you again shortly.	I'll look into it. I'll get back to you soon.
Offer help	Would you like me to ...? Let me know whether you would like me to ...	Do you want me to ...? Let me know if you'd like me to ...
Final comments	Thank you for your help. Do not hesitate to contact us again if you require any further information. Please feel free to contact me if you have any questions. My direct line is any ...	Thanks again for ... Let me know if you need anything else. Just give me a call if you have questions. My number is ...
Close	I am looking forward to ... (+ <i>-ing</i>) Best wishes Regards	Looking forward to ... (+ <i>-ing</i>) Speak to/ See you soon. Bye (for now)/ All the best.

18.6 Format of a modern Sample 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 Teletrona 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.

**Edu
catio
n**

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

**Inte
rests**

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.un

18.6 Format of a modern Letter of Reference

A.N.Y. Company Ltd

69 Any Street, Anyville, Anystate
Tel: 0123456789

Date

To Whom It May Concern:

Reference for Mr James Blond

James Blond joined the A.N.Y. Company in July 1998. Since then he has proved to be a most reliable and effective member of the sales team.

James is professional and efficient in his approach to work and very well-liked by his colleagues and executive clients. He is well-presented and able to work both independently and as part of a team.

His contribution to all areas of company activity in which he has been involved have been much appreciated.

I believe that James will make a valuable addition to any organization that he may join. We deeply regret his decision to move on and I recommend him without hesitation.

I would gladly answer any request for further information.

Sincerely,

Penny Farthing

Penny Farthing

Managing Director

penny.farthing@a-n-y.com

Some useful vocabulary: approach, attitude, conscientious, contribution, dependable, effective, efficient, hard-working, highly-skilled, initiative, professional, punctual, reliable, respected, supportive, versatile, well-liked

18.7 Types of Documents

In business we use lots of documents. Do you know them all? Match the types of written communication on the left (1-17) with the definitions on the right (a-q)

1) user manual;	a) it tells people - usually people inside the company - about the life of the organization;
2) letter;	b) a report of a meeting;
3) memo;	c) it tells possible customers, for example, about a new product or service;
4) sales brochure;	d) a paper which you fill in when you want to buy something from a company;
5) sales report;	f) an internal message usually from one person to a group of people;
6) fax;	g) a list of things to discuss at a meeting;
7) contract;	h) it tells people - usually people outside the company about the life of the organization;
8) invoice;	i) it gives information about the company's products;
9) order form;	j) a list of things sold by a company;
10) annual report;	k) a book with lists of telephone numbers or other information;
11) mail shot;	l) the paper which tells you how much you must pay when you buy something from a company;

12) newsletter;	m) a document which tells you about the company's performance over the year, including the accounts for the year;
13) in-house magazine;	n) a legal agreement between two parties;
14) minutes;	o) a message sent by facsimile machine;
15) agenda;	p) it tells you how a piece of equipment works;
16) catalogue;	q) it contains figures on how much money people have spent on the company's products in, for example, a month;
17) directory.	r) a paper communication which goes by mail.

Key: 1o; 2q; 3e; 4h; 5p; 6n; 7m; 8k; 9d; 10l; 11c; 12g; 13a; 14b; 15f; 16i; 17j.

[4]

19 Unit 19 Business English idioms and phrasal verbs guide

19.1 Study Time Business English Idioms and get ready to do tests

There are a lot of idioms talking about time as if it were money.

- 1) You can **spend time**. - I spent 3 hours doing that.
- 2) You can **waste time**. - I wasted an hour waiting for her.
- 3) Time can **be a waste**. - It's not worth going. The whole exhibition is a waste of time.
- 4) You can **value time**. - I value every minute I get to spend with my baby.
- 5) You can **run out of time**. - I didn't get the project finished as I would have liked. I ran out of time.
- 6) You can **spare time**. - Can you spare me a few minutes?
- 7) Time can **be precious**. - I travel a lot so the time I spend at home is very precious to me.
- 8) You can **afford time**. - We can't afford to spend any more time on this. We have a lot to cover today.
- 9) You can **save time**. - I've already dug out the old files to save time today.
- 10) You can **be short of time**. - We're short of the time we need to do a good job on this.
- 11) You can **have plenty of time**. - We have plenty of time to worry about this later.

19.2 Study War Business English Idioms and get ready to do tests

There are a lot of expressions used in business which are borrowed from the army and from war. Here are some examples:

1) You can '**gain ground**' on your competition. - We've gained ground in the Japanese market. We now have a 20% market share, up from just 7% last year.

2) You ' **don't give up without a fight.**' - I don't think we should just withdraw the product because we have such a poor share of the market. Let's not give up without a fight. Let's try some other marketing strategies.

3) You may need **to 'reinforce' your marketing position.** - Our sales team is doing badly against the competition. We may need to reinforce the team with some new recruits.

4) You can '**join forces**' with another company. - In China, we've decided to join forces with a local company and set up a joint venture.

5) If you receive a lot of enquiries, you can say you are '**bombarded**' with them. - After our last radio campaign, we were bombarded with calls to our customer lines.

6) If you don't want your boss to notice you, it's a good idea to '**keep your head down**'. - The boss is very angry. It would be a good idea to keep your head down for a few days.

7) You can '**set your sights** on ' an objective. - I've set my sights on being the next sales manager.

8) Often different departments of a company have a '**battle**' over budgets. - There isn't much money and Accounts and Marketing are having a big battle over the advertising budget.

9) Some people seem to do things which make them look bad – they are '**their own worst enemy**'. - He's always irritating the boss by being late for meetings. He's his own worst enemy.

10) Most companies set '**targets**' for their employees. - Our target this year is to increase sales by 10%.

11) You can '**capture**' a larger share of a market. - We need to capture more of the youth market.

12) When businesses fail because of a poor economy, they can be said to be '**casualties**'. - They were a casualty of the last recession.

13) If there are a lot of potential problems in doing something, it can be described as a '**minefield**'. - The workers are very unhappy and so are the customers. Taking over that company would be a real minefield.

[5]

19.3 Study Business English - Adjective Intensifiers and get ready to do tests

1) Here are some words which can be used to 'intensify' many adjectives – 'very' 'really' 'totally' 'absolutely' 'completely' 'utterly' 'entirely'.

It's **very** tall. We're **really** happy. She's **totally** exhausted. I'm **absolutely** horrified. He's **completely** hopeless. You look **utterly** miserable. I'm **entirely** satisfied.

2) Certain adjectives have their own 'special' intensifiers which are often used with them. Here are some common ones:

blind drunk	He was blind drunk and behaved really badly.
--------------------	--

bone dry	I must have a drink. I'm bone dry.
brand new	I've just bought a brand new car.
crystal clear	The sea near Rhodes is crystal clear.
dead easy	That exam was dead easy. I've certainly passed.
dead lucky	He's won three lottery prizes this year. He's dead lucky.
dead right	I agree entirely. You are dead right.
dirt cheap	I bought my car for a dirt cheap price from an old lady who had hardly driven it.
fast asleep / sound asleep	I was in bed and fast asleep by nine. I was sound asleep and I didn't hear anything.
paper thin	These office walls are paper thin. You can hear everything said in the next office.
pitch black	There's no moon. It's pitch black out there.
razor sharp	Be careful with that knife- it's razor sharp.
rock hard	It's impossible to dig this soil – it's rock hard.
stark naked	The hotel door slammed behind me and I was left standing stark naked in the middle of the corridor.
stone deaf	He can't hear a thing. He's stone deaf.
wide awake	I was wide awake by six.
wide open	Who left the door wide open?

[6]

19.4 Study Business English for Human Resources Hire and Fire and get ready to do tests

1) If you **'hire'** someone, you **employ** them. - We hired him on a six month contract. I hear that they are not hiring people at the moment because of budget problems.

2) If you **'fire'** somebody, you **dismiss** them from their job, usually because of something they did. - I had to fire Sally because she kept on making mistakes. - If you don't improve, they may decide to fire you.

3) If you 'make somebody **redundant'**, you dismiss them from their job for **economic** reasons. - They are closing down the factory and making 500 people redundant. - I was made redundant from my last job.

4) If you **'recruit'** people, you persuade them to work for you. - We need to recruit more young engineers. - It's difficult to recruit people because our pay is so low.

5) If you **'headhunt'** someone for a job, you approach them because you think they are well-qualified for the job and **offer** them the job. - We need to look at the people doing similar jobs in other companies and headhunt the best one. - He was headhunted at great expense but the job didn't work out and he left.

6) If you **'hand in (or give in) your notice'**, you tell your employer that you are going **to leave the company**. - She handed in her notice this morning and is leaving

at the end of the month. - He gave in his notice and they told him he could leave straight away.

7) If a company '**gives someone notice**', they tell them that they are going to **lose their jobs**. - The company only gave me three days' notice that I was being made redundant. - We have to give her two months' notice that we are letting her go.

8) If an employer '**sacks**' someone, they **fire** them. - They sacked me without notice after ten years with the company. - I hear they intend to sack him because of his bullying.

9) If you '**get the sack**' or are '**given the sack**', you **are fired**. - He was given the sack because he kept arriving late. If I keep making mistakes, I'm going to get the sack.

10) '**Severance**' pay is money paid to workers when they are made redundant. - The redundant workers were given 26 weeks' severance pay. - After ten years, I got three days' notice and no severance pay.

11) If you take **legal action** against your employer for '**unfair dismissal**', you **claim** that they dismissed you **for no good reason**. - He is suing them for unfair dismissal as he says he was only ever late once. - Dismiss me and I'll take you to court for unfair dismissal. I've done nothing to deserve this.

[6]

19.5 Study English for Human Resources Pay and try to memorize them

1) '**Pay**' is money that you get from your employer, either as a **wage** or as a **salary**. - What are the pay and conditions for the job? - Pay rates in the industry are very poor.

2) '**Back pay**' is money owed to you by your employer for work done in the past which has not yet been paid. - I'm still owed 3 months back pay for the overtime I did before Christmas. - The company cannot afford to give you the back pay it owes you.

3) A '**pay cut**' is a **reduction** in the amount of pay you are given. - We are asking you all to accept a pay cut of 10% to keep the company going. - He has the stark choice of accepting a pay cut or losing his job.

4) A '**pay rise**' is an increase in pay. - We are looking for a pay rise in line with inflation. - I'm going to ask my boss for a pay rise.

5) A '**pay rate**' is the amount per hour (or some other period) that you pay. - The pay rate is \$12 an hour. - The industry cannot attract good quality workers because of the low pay rates.

6) '**Net pay**' is the amount earned after **deductions** (usually for social security and pensions and perhaps for tax.) - The gross pay is \$12 an hour but net pay is only \$9.50 an hour. - He said he is only earning \$5 an hour but that is his net pay, not his gross.

7) '**Equal pay**' means that men and women get the **same pay** for doing the same job. - The women workers are asking for equal pay with the men. - In this country, if you don't give the women equal pay, you could go to jail.

8) An '**itemized pay statement**' contains a detailed breakdown of the pay you have earned and the deductions taken from it. - The bank want me to give them my

itemized pay statements for the last six months. - The law states that employees must receive itemized pay statements.

9) '**Performance-related pay**' is where the amount you are paid depends on the **quality/quantity of your work**. - Since we introduced performance-related pay, production has doubled. - They may need the incentive of performance-related pay.

10) A '**pay scale**' is a range of different **pay rates** which people will receive depending on various factors (e.g. their grade in the company, their qualifications, their years in the company.)

[6]

19.6 Study English for Human Resources Salary and try to memorize them

1) A '**salary**' is **the money** you are paid, usually monthly, for doing a job, usually non-manual. - I get a good salary but I need more money. - What sort of salary are they offering?

2) A '**competitive salary**' is a good one for that particular job.

We are offering a very competitive salary so we should get good applicants. We are not recruiting the best people because our salaries are not very competitive.

3) A person who gets a salary is a '**salaried employee**'.

We've reduced the number of salaried employees by 50% and replaced them by temporary workers. - It is much easier to get a loan if you are a salaried employee.

4) If you need money, you can ask for '**a salary advance**'.

Can I have a salary advance? I'm broke. - I asked my boss for a salary advance but he refused to give me one.

5) If you '**undertake a salary review**', you look at all the salaries to decide which need changing.

The committee are undertaking a salary review and will report back in a few weeks time. - We need to undertake a salary review as our salaries are not very competitive.

6) '**A salary scale**' is the range of salaries available. - When you start, you will be at the bottom of the salary scale but you will not stay there for long. - Our salary scale is not very competitive compared to our competition.

7) If a salary is good, we can say that it is '**attractive**'. - We are offering a very attractive salary for the job. - It is an attractive salary but I will have to work on Saturdays.

8) Everybody hopes to get a '**salary increase**'. - We had no salary increase this year because the company was in trouble. - If you offer me an increase in salary, I will stay.

9) The '**basic salary**' is the salary before any extras such as bonuses.

The basic salary is quite low but there are large incentive bonuses. I prefer to have a large basic salary as there is more security.

10) When you start a job, you will receive your '**initial salary**'.

The initial salary is quite low but you should get promoted to a better job quite quickly. - If we want to recruit better people, we will have to offer a more competitive initial salary.

19.7 English for Human Resources Job plus verbs

1) If you **'apply for' a job**, you ask a company for a job.

I've applied for six jobs in the last week and haven't heard back from any of them. We were expecting a lot of people to apply for the job but not as many as this.

2) If you **'are out of 'a job'**, you do not have any work. If you are **'put out of a job'**, you are made redundant.

I'm out of a job at the moment but I'm hopeful I'll get something soon. My biggest fear is being put of my job. At my age, I would struggle to find another one.

3) If you are **'sacked from'** your job, you lose it **for disciplinary**, not economic, reasons.

He was sacked from his job for stealing. I wouldn't employ somebody who had been sacked from a previous job.

4) If you **'create'** a job, you establish a new job which didn't previously exist.

We've created ten new jobs in the Production Department. I think we need to create a new job specifically to look after this project.

5) If you **'find somebody' a job**, you use your contacts to get them a job.

I'm sure I can find your son a job in our warehouse for the summer. Can you find me a job in your company?

6) If you **'give up' a job'**, you **resign from it**.

I'm giving up my job and devoting all my time to my song writing. If you give up your job, you won't find it easy to get another one in this economic climate.

7) If you **'hold down' a job**, you keep it.

I've held down this job for over three years now. She manages to hold down two jobs.

8) If you **'hunt for' a job**, you actively **look for** one.

She's been hunting for a job for two months without any success. You need to hunt for a job more systematically; not just when you feel like it.

9) If you **'resign from'** a job, you **give it up**.

He resigned from his post because he couldn't stand the long hours. I resigned from my previous employer because I thought some of their sales techniques were unethical.

10) If you **'take up'** a job, you start it.

I'm leaving here at the end of the week and I take up a new job with OUP next month.

It's quite difficult taking up a new job and having to learn **all the ropes again**.

11) If your job' is **at stake'**, it is at risk of being lost.

There are 500 jobs at stake if we don't get the contract. If I make a mess of this, my job will be at stake.

12) If your job **'is in jeopardy'**, it is also **at risk**.

The fall in demand puts all our jobs in jeopardy. With their jobs in jeopardy, you would have expected the unions to have been more cooperative.

[6]

19.8 English for Human Resources Job plus adjectives

1) An '**absorbing**' job is one that is very interesting and claims all your attention.

My job is so absorbing that I sometimes forget to have lunch. I get bored in my job. I need one that is much more absorbing.

2) A '**badly-paid**' job is one where you receive less income than the average.

The hotel industry has a lot of badly-paid jobs. My salary may sound high in absolute terms but I am comparatively badly-paid for the job I do.

3) A '**boring**' job is dull and without interest.

I think that being an accountant would be a really boring job. Would you stay in a boring job if you were really well paid?

4) A '**casual**' job is one which is **not regular** or fixed.

We offer a lot of casual jobs during the Christmas rush. The unions want us to have fewer casual jobs and more permanent employees.

5) A '**challenging**' job is one that is **very difficult** and tests a person's ability.

It is a very challenging job and we need to find somebody who is tough mentally.

I don't find my job very challenging any more and I need a fresh challenge.

6) A '**dead-end**' job is one with **no hopes of promotion** or advancement.

I was in a dead-end job with no hope of further progress so I left the company.

If people think they are in dead-end jobs, they lose their motivation.

7) An '**exacting**' job is one that requires **a lot of care**, effort and attention.

Being a surgeon is a very exacting job – you can't afford to lose your concentration.

Research jobs are very exacting – you must get every detail right when you are running tests.

8) A '**demanding**' job requires **a lot of effort** from you.

I have a very demanding job. I don't have much spare time. My job is very physically demanding. I get very tired.

9) A '**part-time**' job is one where you do not work '**full-time**'.

I only want a part-time job as I have to look after my children.

The company is trying to replace full-time jobs with part-time jobs to save money.

10) A '**menial**' job is one with **a low social value**.

I can only find menial jobs such as cleaning.

He thinks that making the coffee is a menial job and he won't do it.

11) A '**prestigious**' job is one that gives the person **a lot of respect**.

Being Prime Minister is a prestigious job but the salary is not all that good.

Running our New York office is the sort of prestigious job I am looking for.

12) A '**secure**' job is one that is **safe** from redundancy etc.

There are no more secure jobs in this company. Everybody's job is at risk.

I want to make sure that the next job I get is really secure. I'm fed up with all this job insecurity.

19.9 English for Human Resources Career

1) If your '**career has its ups and downs**' it has good moments and bad moments.

My career has had its ups and downs but I'm doing very well at the moment.

His career has its ups and downs but he remains as enthusiastic as ever.

2) If your '**career has blossomed**', it has done very well.

She started out as an office junior but since then her career has blossomed .

Since I improved the level of my English, my career has blossomed.

3) If you have had a '**brilliant career**', you have a very good one.

She's had a brilliant career with top jobs in several Wall Street firms.

When you look back on your brilliant career, you must be very proud.

4) If you have had a '**colorful career**', it has been interesting and exciting.

His colorful career has taken him to many exciting locations.

As an accountant, you won't have a very colorful career.

5) A '**demanding career**' is one which **takes a lot of effort** and/or time.

He has had a very demanding career in finance with little time to spend with his family.

I don't want a very demanding career. I want plenty of time for my hobbies.

6) A '**distinguished career**', is one which **is respected for** its extremely high standard.

He had a distinguished career in the Ministry of Finance before moving to the private sector.

You haven't had a very distinguished career so far, have you?

7) If you spend your '**entire career**' doing something, that is all you have done.

I have spent my entire career working for the one company.

I don't want to spend my entire career doing nothing but research.

8) If you have a '**flourishing career**', it has grown and developed successfully.

She has had a flourishing career as a designer of children's clothes.

I don't seem to be having much of a flourishing career in this company.

9) A '**glittering career**' is one which causes excitement and admiration.

His glittering career as an actor has brought him wealth and fame.

The boss began her glittering career with the firm as a humble receptionist.

10) A '**modest career**' is one where there are no notable achievements.

He has had a very modest career in our auditing office with no real successes or failures.

You've had a very modest career so far with very little in the way of achievements.

(Notice though that to 'be modest about your career' means that there are notable achievements but that you tend not to talk about them.)

11) A '**promising career**' is one which promises great success in the future.

She has started a very promising career in the City and we are sure she is going to do well. I seemed to have such a promising career when I was starting out but it has all gone badly wrong.

12) If you have a '**varied career**', you have done lots of different jobs.

I've had a varied career so far, from policeman to actor. We're looking for a candidate with a varied career as this job requires a range of skills.

[6]

19.10 English for Human Resources Contract

1) A **'binding contract'** is one which cannot **be legally avoided** or stopped.

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.

2) An **'exclusive contract'** is one which prevents the person from working with other people.

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.

3) 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'.

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.

4) A **'temporary contract'** is one that **is not permanent**.

We can give you a temporary contract for six months. You'll start on a temporary contract and we may then offer you a permanent one.

5) A **'valid contract'** is one that has **legal** force.

This contract is not valid until it is signed by both parties. This letter is not a valid contract. I want a proper one.

6) A **'breach of contract'** is when the person does something which **breaks the terms** of the contract.

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.

7) The **'terms of contract'** are the **conditions** contained within the contract.

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.

8) If you **'draw up'** a contract, you **prepare** it.

I'll draw up a contract for you and you can sign it tomorrow. I'll get a new contract drawn up including the new terms and conditions.

9) If you **'get out of'** a contract, you are **no longer bound** by it.

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.

10) If you **'go through'** a contract, you **look** at it **in detail**.

We need to spend a few minutes going through your contract. Make sure you go through your contract carefully before you sign it.

[6]

19.11 English for Human Resources Management

1) The top people in a company can be called '**senior management**'.

We need to get approval for this from senior management. With my qualifications and experience, I should have a job in senior management.

2) Of course, another term for this is '**top management**'.

He rose quickly through the company and had a top management position before he was 30. The top management of this company have no imagination or drive.

3) Not surprisingly, the opposite of '**senior management**' is '**junior management**'.

He was promoted from the shop floor into a junior management position. I feel I'm ready to move up from this junior management job.

4) Between 'senior' and 'junior' management is '**middle management**'.

It's time I was promoted from junior management to middle management.

He rose rapidly to middle management but was then never offered a senior post.

5) The group of managers can be called the '**management team**'.

We have a strong management team, full of high quality people. We need to improve our management team to bring new life to the company.

6) '**Aggressive management**' means being determined to do well and using strong methods to achieve success.

His aggressive management style has upset a few people. We need some aggressive management to wake up this sleeping giant.

7) '**Day-to-day management**' is concerned with the **ordinary** and **regular** issues of a company.

I spend so long on the day-to-day management of my department that I have no time to look at the long-term. You will deal with the day-to-day management of the company while I work on the strategy.

8) '**Strategic management**' is concerned with the **long-term** of the company.

This company lacks good strategic management and is just drifting. You need to spend more time on strategic management and less on day-to-day issues.

9) '**General management**' is concerned with all aspects of the company, not a specialist area such as Research or Marketing.

You've spent your whole career in Sales and you need some experience of general management. You need some time in general management to get an overview of the company.

10) If there is '**inefficient management**', a company will not use its resources as well as it should. The opposite of this is 'efficient management'.

The company is riddled with inefficient management. Don't work with them. If we replaced the inefficient management, we could turn this company around.

11) '**Weak management**' lacks the determination to carry out difficult decisions or actions.

This department has suffered from weak management for the last ten years. There is a culture of weak management in this organization.

12) The opposite of this is '**strong management**'. Notice that you can be 'strong' without being 'aggressive' – the first is reactive to events and the second is proactive.

This company needs some strong management to take on the unions. We need strong management in this company, but not too aggressive.

[6]

19.12 Business English set expressions

I Three word verbs :

1) '**Come in for**' means to receive. This is usually used with words such as '**criticism**' 'abuse' 'blame'.

He came in for a lot of criticism for his actions.

She came in for a lot of abuse when she tried to argue with them.

2) '**Go in for**' can be used with words such as '**competition**' to mean 'enter'.

I went in for a Scrabble tournament at my club and I won. She was a good athlete when she was younger and went in for the trials for the Olympic team.

3) '**Sit in on**' can be used with words such as '**conference**' or 'meeting' to indicate that you attend as an observer and not as a regular participant.

I've asked John to sit in on this meeting as he knows more about these people than we do.

I'd like you to sit in on the negotiations with the unions as part of your training.

4) '**Stand in for**' is used to mean 'substitute for'.

Harry is ill so I'm going to stand in for him and make the presentation. Wendy is on vacation and I'm standing in for her.

5) If you '**go along with**' existing plans, opinions or decisions you accept them and don't try to change them.

I go along with your ideas about increasing our marketing in China. You agreed to go along with our decision.

6) If you '**listen out for**' something, you **keep alert** and make an effort to hear it.

I'm expecting him to call so listen out for the phone ringing. Listen out for their car. They should be here soon.

7) If you '**cash in on**' a situation, you take advantage of it, often unfairly.

He cashed in on my absence with flu to contact my customers directly.

We need to cash in on the emerging markets in Asia.

8) If you '**drop in on**' somebody, you make an informal, unarranged visit to see them.

I dropped in on Martin when I was visiting Side up. Drop in on me any time you are in town.

[6]

19.13 Business English - Be Phrasal Verbs

1) One way to say you **are leaving** is to say you **are 'off'**.

I'm off now. See you tomorrow. It's time I was off or I'll be late for the meeting.

2) If you **have no** more supply/**stock of** something you **are 'out of'** the item.

We're out of ink for the photocopier. Can you go out and get some? I'm afraid you are out of luck. I sold the last one an hour ago.

3) If you **are depressed** and miserable, you **are 'down'**.

He's been very down since he lost his job. Why are you so down today?

4) When you have **to submit** something **by** a certain date, it has **to be 'in' by then**.

The application has to be in before Friday. The report was supposed to be in last week but I'm still working on it.

5) If something **is 'on'**, it is happening at the moment.

There's a good play on at the theatre. I'm going to London because the sales are on.

6) If somebody is not present, they **are 'away'**.

I'm afraid he's away on holiday. I'm going to be away for a few days.

7) If food **is no longer fresh**, it **is 'off'**.

I think this milk is off. Smell it. That melon is off. Don't eat it.

8) If you know some inside information, often a secret, you are **'in on' the information**.

Is Sarah in on our plans? Has anybody told her yet? He won't let me in on the secret.

9) If someone is **'up to' something**, they are doing something **secretive** that you are not supposed to know about.

I don't know exactly what is happening but Tom is up to something. Why all the whispering? What are you up to?

10) If someone **is 'on'** something, they are taking something as **a form of drug**.

He's on 50 cigarettes a day at the moment. She's on her third cup of coffee and it's only 9 o'clock.

[7]

19.14 Business English - Bring Phrasal Verbs

1) If you **'bring something about'**, you cause it to happen.

How can we bring about change in this old-fashioned company? We need to bring about a change in attitude.

2) If you **'bring someone along' with** you, they **come with** you.

I want to bring along John to the meeting, if that is OK. Why not bring Simon along, if he's interested?

3) If something **'brings back'** memories, it **reminds** you of the past.

That photo brings back memories of our visit to Thailand. Meeting him brought back memories of when we worked together.

4) If you **'bring down' a price**, you **reduce** it.

We need to bring down the price to something more affordable. They're bringing down the price of all their cars.

5) If you **'bring forward'** a meeting, you **arrange it for an earlier time**.

I want to bring forward the meeting to Tuesday. Can we bring forward the meeting by an hour?

6) If you **'bring someone in on'** a discussion, you ask them to join in with your discussion.

I want to bring in John on this as he is an expert. We need to bring in an outside consultant.

7) If you **'bring out'** a new product, you **introduce** it to the market.

I hear they have brought out a new model. We're bringing it out early next year.

8) If you **'bring someone round'**, you **persuade** them.

He was against the idea but Sally brought him round. How can we bring him round?

9) If you **'bring up'** a subject, you **mention** it.

Mark brought up the problem with the heating. Any other problems that you want to bring up?

10) If you **'bring on'** somebody, you **train** them to be better.

Martin always brings on the trainees really well. We try to bring on people quickly and promote them.

[7]

19.15 Business English - Come Phrasal Verbs

1) Sometimes you keep something even though you don't need it at the time but because you think in the future it might **'come in useful'**.

Keep that. It might come in useful one day. I don't like learning English but it will come in useful when I get a job.

2) When something is falling, you can say that it is **'coming down'**.

The football match was stopped because the rain was coming down so heavily. Don't buy a pod yet. The prices will be coming down soon.

3) When a book is published, it **'comes out'**.

The magazine comes out once a month. My new book comes out in August.

4) If you **'come on to'** a particular topic or idea, you **start** discussing it.

Can we come on to the subject of parking? Before we come on to that, does anybody have any comments?

5) If you **'come across'** something, you find it by accident.

I came across these old photos when I was cleaning out my cupboard. She came across Richard in the middle of Oxford.

6) If a feeling **'comes over you'**, it affects you, often in an uncharacteristic way.

I'm sorry for shouting. I don't know what came over me. A look of pleasure came over her face.

7) If a problem or situation **'comes up'** it **happens**. (We can also say **'crops up'**.)

A big problem came up at work. Something has come up and I can't meet you.

8) If you **'come up with'** a plan or idea, you think of it or **suggest** it.

Peter came up with a good idea today. Can anybody come up with a solution?

9) If somebody **'comes across'** as having a particular characteristic, they have given you the impression that they are like this.

When you first meet Susan, she comes across as a shy person but in fact she is quite self-confident. Do you know that you come across as very arrogant?

10) When you are talking about the results of a situation, you can talk about what **'comes of'** the situation.

I'll let you know what comes of the meeting. No great harm came from it.

11) If an event or action **'comes off'**, it is successful or **effective**.

I hope this high risk strategy comes off for us. I don't think it is going to come off.

12) If an idea **'comes upon'** you, it develops without your really being aware of it.

The idea came upon me when I was out walking the dog. I came upon the solution by pure chance.

[7]

19.16 Business English - Down Phrasal Verbs

1) If you **'lie down'** you **go for a rest** on a bed or a sofa.

You look exhausted. Lie down for a while. I lie down for ten minutes after lunch every day.

2) If you **'slow down'**, you go **less quickly** than before.

As I have got older, I seem to have slowed down and to be able to get through less work. Production has slowed down compared with last year.

3) If you **'calm down'**, you **stop being angry** or excited.

He got very angry at first but laughed about it when he had calmed down a bit. You need to calm down. You are much too emotional.

4) If someone or something needs to **'cool down'**, they are too hot.

I am going to take a shower to cool myself down a bit. The coffee is too hot to drink. Let it cool down a bit.

5) If you **'cut down'** something, it can mean that you **reduce** the number.

We need to cut down our workforce by 500 people. You should cut down the number of cigarettes you smoke.

6) If an argument **'falls down'**, it is very **weak**.

Your argument falls down when you look at the inflation rate. The argument falls down when you take costs into account.

7) If you **'mark down'** a price, you **reduce** it.

The shirts have been marked down by 50%. Prices have been marked down by 10% across the board.

8) If things **'quieten down'**, they become **less noisy**.

I am not going to speak until you all quieten down a bit. It was very hectic earlier but things have quietened down now.

9) If you **'tear something down'**, you **pull** it with force **from** a wall or a notice board.

He tore down the poster that the union had put up. Somebody has torn down the safety notice I put up.

10) If you **'tone down'** something, you make it **less extreme**.

You need to tone down the language in your letter. It is too hostile. We need to tone down the colors on the website. They are too bright

[7]

19.17 Business English - Emotions Phrasal Verbs

1) If something **'gets you down'**, it makes you **feel unhappy**.

This uncertainty is beginning to get me down. The way everybody keeps complaining really gets me down.

2) If somebody or something **makes you feel upset** or unhappy, they **'get to'** you. This is an informal expression.

The way he whistles when we are working really gets to me. The heat is really getting to me. We need air conditioning.

3) If something makes you very unhappy, it **'tears you apart'**.

It tears me apart to know that I lost that job because of my own stupidity. It would tear me apart if something I said made you leave.

4) If you are **'put out'**, you **are annoyed**.

I was really put out when he turned down the job. He seemed a bit put out that we hadn't invited him to speak.

5) If you **'cheer up'**, you start to **feel happier**.

Cheer up. Things are not so bad. I bought a new Ipod to cheer myself up.

6) If you **'perk up'**, you suddenly **become happier**, cheerful or more energetic. It is also possible to 'perk someone up'.

Your visit really made him perk up. He was being miserable but he perked up when Mary arrived.

7) If you **'brighten up'**, you suddenly look or **feel happier**.

She brightened up when she heard the good news. You need to brighten up. Your long face is putting off the customers.

8) If you **'liven up'**, you **become more energetic** or cheerful. You can also 'liven up' a place, event or person.

You need to liven up a bit. You're so miserable it is making everybody feel unhappy.

We need to liven up the party. Everyone looks miserable.

9) If you **'calm down'**, you stop feeling angry, upset or excited. It's also possible to 'calm someone down'.

You need to calm down a bit. You're too excited. Calm down. Let me explain.

10) If you have had an experience that has made you feel unhappy, you need to **'get over'** it.

It took me a year to get over being made redundant. You need to get over your disappointment and move on with your life.

11) If you are feeling sad or unhappy, you can force yourself out of this mood – you can **'snap out of it'**. This is an informal expression.

You need to snap out of this mood and do something positive. I hope he snaps out of this soon.

12) If you have been acting emotionally and unreasonably because you are upset or angry, you need to **'pull yourself together'** and act reasonably.

Pull yourself together and stop this stupid mood. I need some time alone to pull myself together. If you are so excited about something that you behave in a silly or hasty way, you are 'carried away' by the idea.

13) If you **'freak out'**, you **start behaving in a very strange or violent way**. This is an informal expression. You can also **'freak someone out'**.

I freaked out when I saw my boyfriend kissing another girl. It freaked me out to discover that the woman I was talking to was really a man.

14) If you **'flip out'**, you start to behave in a very **excited or strange way**. This is informal and mainly American.

He flipped out when they wouldn't let him on the flight because he was too late. The children flipped out when they met Mickey Mouse.

15) I **got carried away** reading my book and didn't get any sleep. We mustn't get carried away with our enthusiasm. We must exercise reasonable judgment.

[7]

19.18 Business English - Food Phrasal Verbs

1) If you **'bolt down'** food, you **eat it very quickly**. This expression is informal.

He bolted down the food. He really enjoyed it. I'm so busy that I'm going to bolt down some food and get straight back to work.

2) If you **'wolf down' food**, you also **eat it quickly** but specifically because you are hungry. This is also informal.

Did you see the way she wolfed down that food? She must have been ravenous. After the marathon, I wolfed down some fish and chips.

3) If you consume a lot of drink (usually alcohol) quickly, you **'knock it back'**. This is informal and is often used quite negatively.

He was knocking back the champagne at the reception. We must watch Bill carefully in the bar with the clients. He can really knock it back.

4) If you eat an excessive amount of food, you **'pig out'**. This is informal.

I'm not hungry because I pigged out on chocolate this afternoon. We really pigged out in the restaurant.

5) If you **'plough through' some food**, you eat it all but with some difficulty because there is a lot of it. In American English, 'plough' can be written as **'plow'**.

He served a huge plate of spaghetti and it took me ages to plough my way through it.

They served us snake. I didn't like it but I plowed my way through it to be polite.

6) If you **'put away' food** or drink, it can mean you eat or drink a lot of it. (Obviously, it can also mean that you place the food or drink in a fridge or cupboard – the context of the sentence should make clear the meaning.)

Watch Peter. He's been putting away a lot of beer and he sometimes turns aggressive when he's drunk. He has put away some sandwiches but is still hungry.

7) If you **'pick at' your food**, you only **eat a small amount** of it, usually because you are not hungry, you are on a diet or because you are ill.

She only picked at her food, even though it was delicious. We were so busy talking that we only picked at our food.

8) If you **'cut down' or 'cut back'** on a particular food or drink, you consume less of it.

My doctor told me to cut back on the amount of salt in my diet. I need to cut down the amount of fried food I eat.

9) If you **'eat up'**, you finish all your food.

I don't like tripe but I ate it all up when it was served to us by our hosts. Eat up. It's time to go.

10) If you **'drink up'**, you finish all your drink.

We seem to have drunk up all the orange juice. Drink up. It's time to go.

11) If you **'polish off'** some food, you finish it completely and quickly.

The guests polished off all the food in the first thirty minutes. He has just polished off two whole pizzas and still says he is hungry.

12) If you **'dish up' some food**, you put it onto plates or dishes, ready to be served.

I've heard she is going to dish up something really special. Can you collect up the starter plates, while I dish up the main course?

13) **'Serve up'** is another way of saying the same thing as **'dish up'**.

They served up a six course meal for their guests. It's no better than the food we serve up in our canteen and twenty times more expensive.

14) If you **'lay on'** some food or drink, you provide it.

We've laid on a buffet lunch for our visitors.

15) If you make a meal very quickly and easily, you **'whip it up'**. This is informal.

Have a seat and I'll whip us up something to eat. I could whip up a salad, if you are hungry.

16) If you make food quickly and without much effort, you **'knock it up'**.

I knocked myself up a quick meal from what was left in my fridge. Do you want me to knock up some lunch?

17) If you make food hot so that it can be eaten, you **'heat it up'**.

I've already prepared the food for the party. All we need to do is to heat up the pizzas. I could heat up a can of soup if you are hungry.

18) If you **'warm up'** cold food, you are making it hot again so that it can be eaten.

I'll warm up that stew from last night. The canteen makes a large quantity once a week and then just warms up the amount needed every day.

[7]

19.19 Business English - Go Phrasal Verbs

1) If food is stored in a hot place for too long, it will **'go off'**.

I think this fish has gone off. It smells terrible. If you don't keep it in the fridge, it will soon go off.

2) As time continues, we say that time 'goes by'.

One year went by without any news from him. Time goes by so slowly.

3) If you have an experience, you 'go through' the experience.

I went through a lot of problems with my teenage daughter. The hurricane was an awful experience to go through.

4) If you are allowed to start something you can 'go ahead'.

The boss said we can go ahead and make the necessary changes. We can't go ahead without approval from Head Office.

5) If you are ill, you may have 'gone down with' a virus.

I went down with flu and had to take a week off work. My son has gone down with mumps.

6) If people receive news badly, it didn't 'go down' very well.

The news of the redundancies went down very badly. The increase in price has gone down surprisingly well with our customers.

7) The way you 'go about' a job is the way that you handle it.

You're not going about this very well. He's not going about the job in the right way and is having a lot of problems.

8) Every morning, my alarm clock 'goes off' too early!

The burglar alarm went off and scared them away. I slept in because my alarm didn't go off.

9) If I want you to continue a story, I will say 'go on'.

Go on. Tell me more details. Please go on. This is very interesting.

10) If you choose an option, you 'go for' that option.

I'll go for the larger model. Which option will they go for?

[7]

19.20 Business English up Phrasal Verbs

One common use for '**up**' in phrasal verbs is to indicate: a) an upward movement, b) an increase, c) an improvement. See how that applies to these eight verbs.

1) If you display something such as a poster, you '**put it up**' on a wall or a notice-board.

Have you seen the warning the boss has put up on the notice-board? Can you put up a poster in your window?

2) If somebody is miserable and you want them to be happier, you can tell them to '**cheer up**'.

You look really unhappy. Cheer up! I wrote Pearson a letter to try to cheer him up a bit.

3) If you are sitting and then you rise from your chair, you '**stand up**'.

When the President arrives, everybody must stand up. Stand up straight when I am speaking to you.

4) If a party or a seminar is dull, you need to '**liven it up**'.

You need to liven up your ideas. How can we liven up this presentation?

5) If you want to make something stronger, you can **'build it up'**.

I have built up a strong team of workers. I have been ill and need to build up my strength.

6) I can't hear very well these days – I'm old. When you speak to me, you need to speaker, **to 'speak up'**.

Can you speak up? There is a lot of background noise. It is a big room. You will have to speak up so that those in the back can hear.

7) The place where you lived when you were a child is where you **'grew up'**.

I was born in Scotland but grew up in England. Where did you grow up?

8) If something increases fast, it **'shoots up'**.

The price of petrol has shot up recently. My English scores shot up after I started studying with Pearson.

[7]

19.21 There is a group of expressions using 'up' where the 'up' is not necessary.

For example you can say 'fill' or **'fill up'** and it means almost the same thing. So why do we add the 'up'? Well one possible answer is that 'we do it because we do it' – we have just developed the habit of adding 'up'. However, often the 'up' seems to **'intensify'** the verb, to make it more 'complete'.

1) If you are late, you need to **'hurry up'**.

Please hurry up. We are terribly late. We need to hurry up or we will miss our flight.

2) You can **'ring up'** somebody on the telephone.

I will ring you up when I get back. You can ring me up if you need any help.

3) If you cut your skin, it needs to **'heal up'**.

This will take a week to heal up. I cut myself shaving and it will not heal up.

4) Before I go on a long journey, I have to **'fill up'** my car with petrol (or if I were in the US 'gas'.)

I need to fill up my car. The concert filled up quickly and not everybody could get in.

5) When I send a package, I **'wrap it up'** well.

Could you wrap this up for me? They didn't wrap it up properly and it got damaged.

6) If you have something valuable, it is a good idea to **'lock it up'**.

He did not lock up his desk properly and somebody stole his calculator. I think they should lock up pedophiles for a very long time.

7) If you don't have enough money to buy something, you need to **'save up'**.

I am saving up to go on a trip to New York. You'll have to save up if you want to buy a car.

8) When things are in a mess, you need to **'tidy them up'**.

We need to tidy up the office before the visitor comes. Tidy up your desk. It's such a mess.

[7]

20 Unit 20 Tests on Business English Expressions

20.1 Test on Business English Expressions

1 At the start of the meeting everybody was very quiet and reserved but he told a few jokes to

- a) across the board;
- b) break the ice;
- c) broke the news;
- d) back to the drawing board;
- e) take on board.

2 He's not very quick on the uptake. it takes him quite a while to ... new ideas.

- a) on to a good thing;
- b) take on board;
- c) bullish;
- d) breathing down;
- e) brief.

3 We're going to have to reduce budgets in every single department. There will be ... cuts.

- a) back to the drawing board;
- b) brief;
- c) on to a good thing;
- d) brainstorm;
- e) across the board.

4 My boss never gives me any freedom. She's always ... my neck.

- a) broke the news;
- b) brief;
- c) breathing down;
- d) back to the drawing board;
- e) bullish.

5 We need a name for our new brand. The best thing is to get a few people together and try to ... a name.

- a) brief;
- b) on to a good thing;
- c) broke the news;
- d) bullish;

e) brainstorm.

6 I'm very happy with our sales prospects for the next year. I'm feeling really

- a) bullish;
- b) back to the drawing board;
- c) broke the news;
- d) on to a good thing;
- e) brief.

7 We would have liked to have looked at that but that wasn't part of the ... you set us.

- a) brief;
- b) on to a good thing;
- c) back to the drawing board;
- d) breathing down;
- e) broke the news.

8 I've heard all about it. Sally ... to me.

- a) brainstorm;
- b) on to a good thing;
- c) back to the drawing board;
- d) breathing down;
- e) broke the news.

9 I'm well aware that this is potentially a good new product and that we are probably ... with it

- a) on to a good thing;
- b) back to the drawing board;
- c) brainstorm;
- d) breathing down;
- e) across the board.

10 I guess this market study shows that nobody wants to buy our product. It's ... for us.

- a) back to the drawing board;
- b) brainstorm;
- c) breathing down;
- d) across the board;
- e) take on board.

Key: 1b; 2b; 3e; 4c; 5e; 6a; 7a; 8e; 9a; 10a.

20.2 Test on Business English Expressions

1 I reckon we owe you about the same as you owe us. Why don't we just ... ?

- a) call his bluff;
- b) called it a day;
- c) calls the shots;
- d) chicken;
- e) call it quits.

2 We've been working on this for fourteen hours now. Isn't it time we ... ?

- a) called it a day;
- b) call it quits;
- c) calls the shots;
- d) chicken;
- e) call his bluff.

3 Let's face it, he decides. He's the boss so he's the one that

- a) called it a day;
- b) calls the shots;
- c) call it quits;
- d) chicken;
- e) call his bluff.

4 He says he will go elsewhere if we don't lower our price but I don't think he will. I think we should

- a) call his bluff;
- b) call it quits;
- c) called it a day;
- d) calls the shots;
- e) chicken.

5 I'm sure that there is a lot of corruption in that country. If we order an internal audit we may be opening

- a) carry the can;
- b) chicken;
- c) can't win;
- d) chicken and egg;
- e) a can of worms.

6 Someone is going to have to take responsibility for this disaster. Who is going to ...

- a) can't win;
- b) carry the can;
- c) chicken;
- d) a can of worms;
- e) chicken and egg.

7 Whatever we do, we are going to come out badly. It's a ... situation.

- a) a can of worms;
- b) carry the can;
- c) chicken;
- d) can't win;
- e) chicken and egg.

8 She always like to think things through very carefully. She likes to

- a) chicken and egg;
- b) chicken;
- c) chew things over;
- d) call his bluff;
- e) call it quits.

9 We need a loan to start the company and we need a company to get the loan.

It's a ... situation.

- a) calls the shots;
- b) chew things over;
- c) chicken;
- d) call his bluff;
- e) chicken and egg.

10 We wanted to expand into Asia but we were a bit frightened. We were soon sorry for being so

- a) chicken and egg;
- b) chicken;
- c) calls the shots;
- d) chew things over;
- e) call it quits.

Key: 1e; 2a; 3b; 4a; 5e; 6b; 7d; 8c; 9e; 10b.

20.3 Test on Business English Expressions

1 At the start of the meeting everybody was very quiet and reserved but he told a few jokes to

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- b) take on board;
- c) bullish;

- d) breathing down;
- e) brief.

3 We're going to have to reduce budgets in every single department. There will be ... cuts.

- a) back to the drawing board;
- b) brief;
- c) on to a good thing;
- d) brainstorm;
- e) across the board.

4 My boss never gives me any freedom. She's always ... my neck.

- a) broke the news;
- b) brief;
- c) breathing down;
- d) back to the drawing board;
- e) bullish.

5 We need a name for our new brand. The best thing is to get a few people together and try to ... a name.

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- e) brainstorm.

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- a) brief;
- b) on to a good thing;
- c) back to the drawing board;
- d) breathing down;
- e) broke the news.

8 I've heard all about it. Sally ... to me.

- a) brainstorm;
- b) on to a good thing;
- c) back to the drawing board;

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9 I'm well aware that this is potentially a good new product and that we are probably ... with it

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- b) back to the drawing board;
- c) brainstorm;
- d) breathing down;
- e) across the board.

10 I guess this market study shows that nobody wants to buy our product. It's ... for us.

- a) back to the drawing board;
- b) brainstorm;
- c) breathing down;
- d) across the board;
- e) take on board.

Key: 1b; 2b; 3e; 4c; 5e ;6a; 7a; 8e ;9a; 10a.

20.4 Test on Business English Expressions

1 I reckon we owe you about the same as you owe us. Why don't we just ... ?

- a) call his bluff;
- b) called it a day;
- c) calls the shots;
- d) chicken;
- e) call it quits.

2 We've been working on this for fourteen hours now. Isn't it time we ... ?

- a) called it a day;
- b) call it quits;
- c) calls the shots;
- d) chicken;
- e) call his bluff.

3 Let's face it, he decides. He's the boss so he's the one that

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- c) call it quits;
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- e) call his bluff.

4 He says he will go elsewhere if we don't lower our price but I don't think he will. I think we should

- a) call his bluff;
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- d) calls the shots;
- e) chicken.

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- c) chicken;
- d) a can of worms;
- e) chicken and egg.

7 Whatever we do, we are going to come out badly. It's a ... situation.

- a) a can of worms;
- b) carry the can;
- c) chicken;
- d) can't win;
- e) chicken and egg.

8 She always likes to think things through very carefully. She likes to

- a) chicken and egg;
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- c) chew things over;
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- a) calls the shots;
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- c) chicken;
- d) call his bluff;
- e) chicken and egg.

10 We wanted to expand into Asia but we were a bit frightened. We were soon sorry for being so

- a) chicken and egg;
- b) chicken;
- c) calls the shots;
- d) chew things over;
- e) call it quits.

Key: 1e; 2a; 3b; 4a; 5e; 6b; 7d; 8c; 9e; 10b.

20.5 This is a story of Sam's employee. Match the idioms in sentences 1-11 with their meanings (a-k) and retell the story

1) Bobby Brown was on the ball;	a) He began to have too large an opinion of himself;
2) He had a good track record;	b) He had too many things to do;
3) And he usually played his cards well;	c) He made a big mistake;
4) But his success went to his head;	d) He lost his job;
5) He began to lose touch;	e) He was not told what was happening;
6) He was always up to his eyes in work;	f) He was a clever employee, he knew what was going on;
7) He started trying to pass the buck;	g) He made the right decisions;
8) And then he put his foot in it;	h) He passed responsibilities to other people;
9) His boss gave him a piece of his mind;	i) His job experience was good;
10) Nobody put him in the picture any more;	j) The boss talked to him very directly;
11) And in the end he was fired.	k) He started to make mistakes.

Key: 1f; 2i; 3g; 4a; 5k; 6b; 7h; 8c; 9j; 10e; 11d.

21 Keys

1 Unit 1

1.1.1

1) c It all starts with a handshake.

2) a Normally his future boss will stretch out his hand first. [If he doesn't, Vladimir should take the initiative.

3) b "I'm Vladimir Kartoshkin," that is how Vladimir should introduce himself.

4) b Jane should say "I'm Jane Kelly." Only if she wants to make it clear that she is married would she say "I'm Mrs. Jane Kelly."

5) c "How do you do" is a greeting, not a question. Don't tell people about your indigestion. Your reaction is "How do you do?"

6) a People you have met before are greeted with "How are you?"

7) c "How are you?" is both a greeting and a question. "Fine, thank you." is the most frequent reply.

8) a "Welcome. How can I help you?"

9) b George Mikes is wrong.

10) c Ladies first. You present a newcomer first to the lady and then the gentleman: "Mrs. Child, I'd like you to meet Mr. Kartoshkin, our new management trainee. Mr. Goodman may I introduce Mr. Kartoshkin?"

1.2.2

A matter of personal interest

1) see ... about;

2) see ... off;

3) seen through;

4) see ... through.

1.2.4

Flexible thinking

1) think of;

2) think up;

3) thinking about;

4) think ... over.

2 Unit 2

2.1

1) c&a In Austria and in France managers expect to be addressed by their titles.

2) 1b;2c;3d;4a.

3) Punctuality is also a question of tradition. John Mole (in his book *Mind Your Manners. Managing business cultures in Europe*. London 1995) thinks guests would arrive in the following order:

- | | |
|----------------|----------------------------------|
| 1) Japanese; | a) six o'clock; |
| 2) American; | c) five to seven; |
| 3) German; | f) seven o'clock; |
| 4) Englishman; | d) quarter past seven; |
| 5) Italian; | e) half past seven or eight; |
| 6) Greek. | b) in the course of the evening. |

4) b There is one country where you don't bring presents on this occasion. It's Spain. However, it is absolutely all right to offer the usual business presents if the relationship is purely professional.

5) X = Italian, Y = German.

6) c In 1764 the Ancient and Royal Golf Club reduced the number of holes to increase the distance between the holes in order to make it more difficult.

7) 1b;2d;3a;4c.

8) b A business meal is formally ended when host stands.

9) c In Saudi Arabia.

10) a Use your right hand.

2.2.3

Industrial democracy

- 1) take on;
- 2) take in;
- 3) taken over;
- 4) take to;
- 5) take up.

2.2.5

The blind leading the blind

- 1) turn in;
- 2) turn off;
- 3) turn up;
- 4) turn ... away;
- 5) turn to.

3 Unit 3

3.1

1) b Solution a is too short and impersonal. Solution c is exaggerated.

2) c Since he wants to speak to an important client, he should use the more formal solution.

3) c The secretary is very helpful. "Would you like to leave a message for Mr. Jones?" is all right, however, a good secretary always has pencil and paper at hand. She is wasting the caller's time. Therefore C: "Can I take a message?" is the best solution.

4) c Of course, a trainee would not ask an important customer to call him back. It is his job to do that. The only efficient question is c.

5) a In a properly run company, certain things should be done personally: sacking, criticizing, congratulating, announcing promotion.

6) b The letter of congratulation for personal achievement to a company employee should not be written on company paper and company letterhead.

7) Your secretary will have come up with this solution: 1 b; 2 c; 3 a.

1 Dear Sir b Yours faithfully

2 Dear Mr. Smith c Yours sincerely

3 Dear Tom a With best wishes

8) a&d The appearance of a business letter is your responsibility. Any visible corrections or changes might be interpreted by the recipient as sloppiness and disinterest. Have it typed again.

9) 1d;2a;3b;4c.

10) 1b;2d;3a;4c.

3.2.3

A cranky safe-cracker

1) blow us all to bits/pieces;

2) blowing your nose;

3) blow the whistle on;

4) blowing your own trumpet.

3.2.5

It doesn't pay to be honest

1) making off with;

2) made sure;

3) made for;

4) made up.

4 Unit 4

4.1

If you don't know the answers to these questions, don't worry. You can still be a top manager. Such managers are concerning with strategies, not with figures.

1) h The statement is, of course, wrong. It was more or less a suggestive question.

2) d The question is a difficult one. Mr. Gromov is in Belgium. The abbreviations are either French or Flemish. In Flemish: NV is Naamloze Vennootschapp; BVBA is Beslote Vennootschapp met Beperkte Aansprakelijkheid. In French: SA is Societe Anonyme; SPRL is Societe Privee a Responsabilite Limitee.

3) Denmark, Portugal, Czech Republic and Belgium have about the same population, about ten million inhabitants.

4) only Spain has an increasing population.

5) In Germany the birth rate is below the death rate by 38%.

6) By the year 2030 only 16% of Russia's consumers will be under twenty years.

7) In France and in Denmark.

8) Everywhere. The income tax in Russia (13%) is one of the lowest in the world.

9) b Luxembourg is the only country that has no university. So it is obvious why they have to recruit academic personnel from other countries.

10) In Denmark. In most other countries it is 10%.

4.2.3

Getting along at school

1) get up to;

2) get out of;

3) get off;

4) getting on.

4.2.5

Having friends

1) break the back of;

2) break all records;

3) break your word;

4) breaking a habit.

5 Unit 5

5.1

1) 1b;2a;3d;4c.

Of course these figures do not tell us how well English is spoken in a country. (Source: P. Gibbs. Euro-management.)

2) 1c;2d;3b;4a;5f.

In the Netherlands and in Italy French is spoken by about one third of the population.

3)

- 1 Belgium;
- 2 Denmark;
- 3 Germany;
- 4 Great Britain;
- 5 Luxemburg;
- 6 Netherlands.

4) a Rolls Royce had to change the name of the Silver Mist in Germany because it made Germans to think of Stallmist (in German it means “manure”).

5) c Ford had to rename their Fiera and General Motors their Nova because the names have negative meaning.

In Spanish fieras means “ugly old woman” and “no va” means “it doesn’t go.”

6) b BMW and Mercedes are in a well-defined up-market car segment. Their cars are status symbols.

7) b Volkswagen and Nissan don’t want to invest in distribution systems.

8) Japanese marketing techniques have found a lot of imitators in the world. They have not only adopted the strategies but also the vocabulary.

1 a kaizen: quality control.

2 c JIT: just-in-time management.

3 b zaitech: financial engineering.

5.2.3

Pioneers

- 1) set foot on;
- 2) set to;
- 3) set out;
- 4) set up;
- 5) set off;
- 6) set up a good relationship.

5.2.5

A war of nerves

- 1) keep at;
- 2) keeping ... back;
- 3) keep on;
- 4) kept back;
- (5) keep up with.

6 Unit 6

6.1

Some of the facts and figures in this unit will interest any manager since they could be the basis on which decisions are taken. They might also come in handy at a meeting or a presentation.

1) a France is the least densely populated European country. Most people live in the big cities. You would find a construction site in the middle of nowhere at a reasonable price.

2) d In Denmark TV spots for alcohol and tobacco are prohibited by law. They fear that viewers might become addicted.

3) a For the same reason it is forbidden to promote medicine.

4) a The British spend 25%, the French 16% and the Italians 12% on electric appliances. These countries have each 55-60 million inhabitants. So it might not be a bad idea to start to sell electric appliances in Britain.

5) d Works councils are obligatory for companies with more than 100 employees in the Netherlands, 50 employees in France. The other countries seem to be more protectionists as far as the rights of the workers are concerned: Germany 10, Italy and Luxemburg 15, Belgium and Denmark 30.

6) 1a; 2c; 3b.

If Germans work more hours per week, it is because they have more holidays.

7) 1b; 2c; 3a.

8 Shadow economies: 1a; 2c; 3b.

6.2.3

On the lake

1) go for a swim;

2) go easy with;

3) gone on strike;

4) gone from bad to worse;

5) go for a swim.

6.2.5

Smoking your way through life

1) give up;

2) give in.

7 Unit 7

7.1

1) c Wait. It can take months until Chinese get permission to go abroad.

2) b Don't go. Your Chinese partners have been through to a lot of red tape by now (visa, currency etc.). They are looking forward to the rare occasion of going abroad and would be very angry if you spoilt this unique opportunity to see the world. By the way, have you sent them an official invitation in writing?

3) a You will have to do with specially trained negotiators and experts.

4) c The highest-ranking executive is not always the boss. Age, experience and contacts often count more. Decisions are often taken behind the scenes.

5) b Superstition is still a factor to take into account. August is normally the seventh moon month. Buddhists think that spirits from Heaven and Hell return to earth. Therefore they put off important decisions.

6) c Don't bring your lawyers. They would think that you do not trust them. A contact is an agreement between gentlemen. Personal relations are more important than contracts. Lawyers are considered an unnecessary evil. Experts, however, are highly respected.

7) a Modesty really is a weapon in negotiations.

8) b It is Mr. Lin.

9) a You'd better shake hands if you don't know the difference between a Chinese, Japanese and Indian bow.

10) a With cigarettes and a bottle of fine old whisky you are on the safe side. He wouldn't be able to appreciate the expensive fountain pen, because he wouldn't know its price. For the Chinese the feet are the least appetizing part of the body. He wouldn't like the idea of wearing the flags of your two countries on his feet. President Bush made precisely this mistake hading this sort of gift to Li Peng. China's newspapers were indignant.

7.2.3

That's what parents are for

1) sat up late;

2) sitting on the fence;

3) sit up and take notice.

7.2.5

Gun law

1) handed ... down;

2) hand ... over;

3) hand ... in.

8 Unit 8

8.1

1) c The success of a partnership with a well-established Japanese company is directly related to the strength of inter-personal relationships.

2) a Established Japanese companies prefer doing business on the basis of long-term partnerships.

3) b You prepare the first meeting through a local agent who knows the executives personally.

4) c Don't forget to bring a lot of business cards; 150 would be enough.

5) c Have them translated into Russian, English and Japanese and checked by two experienced Japanese translators.

6) b if you want to succeed in Japan you had better change your products and services. Adapt them to your new customer.

7) b NEC launches a new product every two or three months. They pursue dozens of different projects at a time.

8) b Don't bring your lawyers. The Japanese business partners might be offended because it could indicate that you are suspicious. Whatever is discussed and agreed is considered as binding. The written contract is merely a formality. This is reflected by the following figures. In Japan there is only one lawyer for 9000 inhabitants. In the United Kingdom there is one lawyer 800 inhabitants and in the USA there is one per 350 inhabitants.

9) a "Hai" is a polite signal that they are listening attentively to what you are saying.

10) You should know a few more words of Japanese.

1 c Good day: "Kon-nichi wa";

2 d Good-bye: "Sayonara";

3 a Good evening: "Komban Wa";

4 b Please: "Onegai".

8.2.3

Castle in the clouds

1) do an about-turn;

2) done my bit;

3) do things by halves;

4) done my best.

Non-compatibility

1) get off my chest;

2) get on my nerves;

3) get a move on;

4) getting on like a house on fire.

8.2.5

If Christopher Columbus had not discovered America he would have saved us a lot of trouble.

9 Unit 9

9.1

1) a The people of the Andes like many other third world people are not used to living according to the whistle of the factory. They like to organise their time themselves. They care more about their time off than about money. When the American company also switched to an hourly basis they were able to hire workers.

2) a&d In Saudi Arabia and in Indonesia local agents are “a must”.

3) b In Saudi Arabia you need an exit visa if you want to leave the country, which you only get if your Saudi sponsor gives his permission.

4) b You had better take over the older office with all the furniture, equipment and even the staff. In some of these countries it can take months or years before you get telephones installed.

5) c The Japanese companies buy farms in USA and buy the beef from their own companies.

6) a Here’s another example. In western countries the fox is associated with intelligence and cleverness. In Japan, however it is linked to witches.

7) a, b, c: The People’s Republic of Korea/Vietnam/China

d: The Arab Gulf;

e: The Province of Taiwan.

9.2.3

Changing times

1) fitted out;

2) fit in with;

3) fitted into.

10 Unit 10

10.1

1) a The global borderless economies are the economies of USA, Europe and Japan.

2) d The trade mark “Made in Germany” is losing its meaning today because numerous German brand names or their components are produced in Asia.

3) Global market strategies have to strike the right balance among the five Cs:

1 country (adapt to local markets, try to become an insider);

2 company (decentralize the company structure; decisions should not be headquarters-driven);

3 currency (watch exchange rates);

4 customer (study consumer habits);

5 competitor (watch your competitors).

4) a, b Companies that think in terms of “overseas operations” don’t think “globally”. Their decisions tend to be taken at headquarters and not by the local management that knows the market. For the global manager borders, overseas or foreign markets exist no longer. Bills are paid in dollars as an international currency, components are bought where they are cheapest, goods are produced where wages are lowest and decisions are made where the customer is.

5) c Companies should not move into a foreign country only because the currency of their country is overvalued. Here are better reasons for founding subsidiaries abroad. Labour costs are lower; you get closer to the market; you get good ideas from your customers, so you produce products that are better and last but not least you avoid protectionism and become an insider.

6) a, b Governments that protect their markets want to remain independent of foreign products in case of war or to secure the jobs of their citizens. Countries like Singapore or Taiwan have realised that protectionism is counter-productive.

7) a The Americans have had trade deficits with several of their major trading partners because they have a huge domestic market. Companies don’t depend on export to the extent Japan or Germany do.

8) c In a borderless interlinked economy terms like “export” or “import” are gradually losing their meanings. This is particularly true for the USA since it pays imports in its own currency.

9) c In global markets trade figures has lost their meaning. Multinationals have penetrated countries and have become insiders. Their sales are no longer considered to be imports from a foreign country. Xerox and IBM, for example, produce most of their goods in Japan and Europe, and Sony and Nike produce most of their products in China and Indonesia.

10) a Buying components for your products from other companies instead of producing them yourself.

10.2.3

Money speaks

- 1) move out;
- 2) moved in;
- 3) move on.

10.2.5

Problem solving;

- 1) put in an appearance;
- 2) putting on weight;
- 3) putting the screws on;
- 4) put the squeeze on.

11 Unit 11

11.1

1) b The Tiger States are the rapidly growing economies of Singapore,, Hong Kong and Taiwan. Malaysia and South Korea are going to join them.

2) The most prosperous nations today characterized by small landmass, no resources, well-educated people are Japan, Taiwan, Singapore, Switzerland and South Korea.

3) a, b Countries that are rich in natural resources tend to export them when they need money instead of having them processed by their own industries. They don't add value to their resources like the economies of the Tiger States.

4) c In Hong Kong food prices are low because Hong Kong has no farmers and therefore no protectionist tariffs?

5) The same holds true for Singapore.

6) a Singapore

7) a It's Malaysia.

8) a Malaysia used to live on its natural resources. It tended to protect its market from imports. It has given up this policy. Now they practise global sourcing, buy the components on the world market where they are cheapest and add value by producing semiconductors. Moreover, wages are low.

9) b Singapore

10) a It's Singapore again. The authorities are strictly against pornography. They also try to keep fascist and communist propaganda away from their citizens.

11.2.3

Overloaded

1) up in arms;

2) be ... well off;

3) slipshod;

4) shattered;

5) rushed off my feet;

6) quick on the uptake.

11.2.5

Killing time

1) add up;

2) add ... onto;

3) add to.

12 Unit 12

12.1

1) b Green computers would be unthinkable in America.

2) a In countries with dense jungles, Indonesia, for example, because it is associated with illness. Male top models in ads should not wear green hats since the green hat marks a man with an unfaithful wife.

3) a So Fisherman Friends candy are wrapped in green (or blue) in the US and Europe. The same candy should be wrapped in red in Africa.

4) b Whereas blue is a more manly colour in the USA, red has this characteristic in France and Britain.

5) 1b; 2c; 3d; 4e; 5a. However, in China red is the colour of good fortune.

6) b A shampoo or body lotion should not have the scent of lemons in the Philippines.

7) c Singapore, Kenya, Ghana.

8) a In many US buildings the 14U floor comes directly after the 12th floor.

9) b Japan. The number 4 is an unlucky one.

10) c India.

12.2.3

A good-buy story

1) threw ... over;

2) thrown ... away;

3) threw ... out;

4) throw off.

12.3.5

Stand up for what you believe

1) stand up for;

2) stood for;

3) stand out;

4) stand up to.

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Приложение А

(обязательное)

Reading Test

Part One

Questions 1–7

- Look at the statements below and the book reviews on the opposite page.
- Which book review (A, B, C or D) does each statement 1–7 refer to?
- For each sentence 1–7 choose one letter (A, B, C or D).
- You will need to use some of the letters more than once.

Example:

0 This book would be of special interest to a Training Manager.

0	A	B	C	D
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 1 Your company wants to sell its products through its website.
- 2 The company intends to improve its data storage and retrieval systems.
- 3 Personnel have to provide seminars for staff involved in operating new equipment.
- 4 A mail order company is looking for new ways to sell direct to customers.
- 5 The company is setting up joint ventures with overseas companies.
- 6 Marketing have to investigate new export markets for the company's products.
- 7 Management are unhappy at the lack of cooperation between various departments.

<p>A - WHEN CULTURES COLLIDE by Richard D Lewis</p> <p>This book provides information about the culture and attitudes of many countries. The author believes that business travellers need to gain insights into different cultures and values so that they can relate to their hosts and avoid misunderstandings. Take, for example, different concepts of time. If you believe in punctuality and that "time is money", you may have a hard time in countries</p>	<p>D - B - FACILITATING LEARNING ORGANISATIONS by Victoria J Marsick & Karin E Watkins</p> <p>In a fast-changing world, businesses must learn to adapt. This book discusses the requirements for successful learning: creating continuous learning opportunities, such as promoting enquiry and encouraging team learning. Learning is "the sharing of knowledge", which means encouraging people to talk to one another. They emphasise the need for feedback, i.e. promoting</p>
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where these values don't apply.	dialogue within organisations; and leadership, i.e. selecting individuals who can devise and implement learning systems.
<p>C - DO IT SMART by Rolf-Dieter Kempis & Juergen Ringbeck</p> <p>There are two IT issues: how much it should cost, and its effect on a company's profitability. The authors investigated several companies, and found that the effect of investment in IT on profitability ranged from spectacular to minimal. They offer seven rules to identify the most effective means of using IT, so this book will help anyone with responsibility for IT policy and expenditure.</p>	<p>DO IT SMART by Rolf-Dieter Kempis & Juergen Ringbeck</p> <p>There are two IT issues: how much it should cost, and its effect on a company's profitability. The authors investigated several companies, and found that the effect of investment in IT on profitability ranged from spectacular to minimal. They offer seven rules to identify the most effective means of using IT, so this book will help anyone with responsibility for IT policy and expenditure.</p>

Part Two

Questions 8–12

- Read the article below about Ugandan women farmers.
- Choose the best sentence from the opposite page to fill in each of the gaps.
- For each gap **8–12**, choose one letter (**A–G**).
- Do not use any letter more than once.
- There is an example at the beginning (**0**).

CD Helps Ugandan Women Farmers

Ugandan women are becoming better farmers thanks to an interactive CD-ROM. The CD gives advice about ways to improve their crops and livestock and how to market what they produce. It also helps the women to think about new products they can make and sell. (**0**) **D**

The first women that used the CD have shown many other women farmers in the region what they can do if they try. The use of the CD-ROM has been encouraged by Nakaseke Telecentre that lies in a region about 50km north of the Ugandan capital, Kampala. The Telecentre Co-ordinator, Rita Mijumbi, said that, at first, the idea was to use the internet and e-mail simply to get information for farmers. (**8**)

It also helps them to think about what else they can produce, and how to cooperate with friends and neighbours to get more out of their small farms.

The women find their way round the CD using a mouse, and advice is given in the women's native language. (9)

When first introduced to the computer, many of the women were afraid of doing something wrong and took time to get over their fear.

(10) Many of their children are also keen to learn how to use the computer and are being encouraged to read so they can find out more.

As well as acting as a teaching centre, the Telecentre is also helping the farmers get better prices for their produce. (11) But at the Telecentre they can check with markets in Kampala to find the proper price for what they sell.

Rita Mijumbi said that, at first, the husbands of many of the women farmers would not allow their wives to go to the Telecentre, because they thought that it was a waste of time. (12)

"When the women go back home, they talk about these ideas, they talk about the CD-ROM," she said. "The men now realise that something good can come out of this: the women are not just gossiping or going out to look for other men!"

Example:

O	A	B	C	D	E	F	G
----------	----------	----------	----------	----------	----------	----------	----------

A But the CD goes much farther than that: it gives the women farmers practical advice on how to increase crop yields and how to manage livestock.

B Computer literacy is now a compulsory subject in many schools.

C "These women are mostly uneducated, so you actually find that many of them cannot even read in their own language," said Ms Mijumbi, "but the CD-ROM is linked to sound so they can listen if they cannot read, and get the message that way."

D Since it was introduced the CD has been a huge success and has helped to improve the living standards of those who have used it.

E Before now farmers had to rely on information from travelling traders about prices.

F But success has changed the men's attitudes.

G But now many are regular visitors to the Telecentre and are keen to learn more.

Part Three

Questions 13–18

– Read the article below about foreign investment in India and the questions on the opposite page.

– For each question **13–18**, choose one letter (**A, B, C** or **D**).

Foreign Investment in India

India is the world's second largest emerging market after China. But it is a country that is often overlooked by investors in favour of its neighbours to the east. It

offers a wonderful business opportunity as a country that was hardly affected at all by the southeast Asian crisis of the nineties. It has a population of 910 million people – 16 per cent of the world's population – and a growing professional and commercial middle-class.

But the level of foreign direct investment (FDI), as a percentage of total global investment, stands at only 0.5 per cent. This figure does not reflect the country's capacity, its well-developed institutions, the widespread use of English, its highly-educated labour force, or its achievements in sectors from software and engineering to medicine and film-making. This is partly because the economy remains highly regulated, state dominated and protected.

In fact, the country only started on a process of liberalisation and globalisation a few years ago. India introduced a change of policy in 1991 to provide a more welcoming approach to overseas investors, including an agreement that profits could be taken out of the country. Foreign investors usually apply to the Royal Bank of India. Most sectors of industry receive automatic approval, as long as the foreign investment in the Indian company is not more than 50 per cent. Some restrictions apply if the limit is reached, except in sectors where "technology transfer" is possible, that is, where the foreign company can provide expertise that is lacking in the local company.

Most multinationals have some presence in the Indian market, but it is very small compared to the capital flows into China. India's poor performance in this area is largely due to a bureaucratic system of rules and regulations, in particular the requirement that foreign investors must find a local partner in order to ensure the survival of the domestic companies during the change from a closed to an open economy.

While many projects are delayed because of bureaucracy, the depressed level of the local stock-market offers a good opportunity for investors looking to invest in companies which are finding it difficult to finance their future growth. The government is encouraging such investment by allowing venture capital groups to invest up to 20 per cent of their allocated funds in the equity of any single company.

Investing directly into India remains complicated as it has to be approved by both the central government and local authorities in the relevant state. The central government deals with long-term industrial issues, financial regulation and so on, while the state authorities deal with the practical side, approving the site, providing the environmental clearances and infrastructure such as power and water.

But all in all, the future looks bright for foreign investment. Investors can reach a large market where labour is cheap and highly-skilled, where language is not a problem, and where local companies are eager to get involved in joint ventures. There are opportunities for investment in many sectors, including infrastructure, food-processing, pharmaceuticals and, above all, in software development, a field in which India has become a world leader in the last decade. The country is now the largest software exporter after the USA, exporting nearly \$2.5 bn of software services last year.

- 13** Why have foreign investors tended to ignore India in the past?
- A** It has too many rules and regulations.
 - B** It is heavily overpopulated.
 - C** It has developed its industry without outside help.
 - D** It was not considered part of south-east Asia.
- 14** A foreign company can invest more than 50 per cent in a local company if it.
- A** applies to the Royal Bank of India.
 - B** provides special knowledge.
 - C** shares the profits with the local company.
 - D** helps India's export trade.
- 15** Joint ventures between foreign and local companies provide a way to.
- A** help to protect local companies.
 - B** develop an open economy.
 - C** attract foreign investment.
 - D** compete more effectively with China.
- 16** Foreign venture capital is important for India because.
- A** the stock market is performing badly.
 - B** foreign companies must invest a minimum of 20% in a local company.
 - C** local companies lack the resources to develop without it.
 - D** bureaucratic controls are holding up many projects.
- 17** Which of these is dealt with by state authorities?
- A** agreeing the financial arrangements.
 - B** finding a suitable site.
 - C** providing essential services.
 - D** approving the scheme.
- 18** Which of the following makes India attractive to foreign investors?
- A** Its workforce is well-trained and labour costs are low.
 - B** It is a country where everyone speaks English.
 - C** It has an excellent infrastructure (roads, services, etc).
 - D** It is a major exporter of goods and services.

Part Four

Questions 19–33

- Read the article below about using unpaid leave to cut costs.
- Choose the best word to fill each gap from **A, B, C** or **D**.
- For each question **19–33**, choose one letter (**A, B, C** or **D**).
- There is an example at the beginning (**0**).

Cutting Costs

How can a company cut costs when business is poor? Companies in Silicon Valley, California, have **D** ... up with a solution: forcing workers to take unpaid holidays, usually by adding unpaid days to a one-day national holiday like July the Fourth. Cost-conscious hi-tech firms are **(19)** ... the traditional one-day holiday to two days, or even a whole week, as they struggle to **(20)**... from the current recession. Such action would have been **(21)**... in the boom years of the late 90s when product demand “went through the roof” and workers worked for 18 hours a day and slept under their desks to **(22)** ... orders. But at the moment, a lot of big-name techfirms are asking, and in some cases **(23)**...demanding, that thousands of workers take extra time off. It is **(24)** ... that simply switching off the lights and halting production will save about 1% of a company’s **(25)** ...costs. Last year, a San Jose based company sliced \$3–4m from its expense **(26)**...by shutting down for the whole week of 4 July. Accountants say these forced vacations and plant shutdowns really help the companies in a number of **(27)**... .First, when employees take unpaid leave, this immediately **(28)** ...running costs. Then, businesses can cut costs without cutting jobs, thereby saving expenditure on recruiting and training when business **(29)** ... up again. And of course shutdowns also save on energy costs. But not everyone is happy with the **(30)**...of forcing workers to take unpaid time.

In particular, there has been criticism from the unions, who **(31)** ... that workers are being forced to take a pay cut, and insist that unpaid leave should be on a voluntary basis only. But, despite these protests, firms are likely to continue as more and more of them realise the **(32)** ... of reducing their payroll costs without having to **(33)** ... sack employees.

Example: A turned	B known	C put	D come
-----------------------------	----------------	--------------	---------------

- | | | | |
|---------------------------------|---------------------|---------------------|----------------------|
| 19 A improving | B opening | C extending | D adjusting |
| 20 A recover | B survive | C improve | D overcome |
| 21 A unobtainable | B unusable | C unworkable | D unthinkable |
| 22 A meet | B make | C reach | D fill |
| 23 A also | B quite | C still | D even |
| 24 A determined | B considered | C estimated | D guessed |
| 25 A operated | B operating | C operation | D operative |
| 26 A budget | B account | C return | D ledger |
| 27 A ways | B means | C kinds | D methods |
| 28 A shortens | B deducts | C controls | D reduces |
| 29 A picks | B stands | C pulls | D gets |

- 30 A practice B custom C use D habit
 31 A defend B argue C propose D accuse
 32 A profits B outcomes C benefits D values
 33 A presently B really C actually D certainly

Keys
Reading

Part 1							
0B	1D	2C	3B	4D	5A	6A	7B

Part 2							
0D	8A	9C	10G	11E	12F		

Part 3							
13A	14B	15A	16C	17C	18A		

Part 4							
19C	20A	21D	22A	23D	24C	25B	26A
27A	28D	29A	30A	31B	32C	33C	

Part 5							
0 correct	00 other	34 correct	35 of	36 correct	37 all	38 been	
39 they	40 correct	41 for	42 have	43 of	44 the	45 correct	

Speaking

Part One (approximately 13 minutes)

The interview

In this part the interlocutor asks questions to each of the candidates in turn. You have to give information about yourself and express personal opinions.

Sample questions

Whereabouts do you live?

Is that a nice part to live in? Why?

Would you prefer to live somewhere else? Why is that?

What is your job?

What do you like about your job? What don't you like about your job?

What plans do you have for the future?

What do you do in your spare time?

What would you like to do if you had more time/money?

Приложение Б (обязательное)

British and American Financial Terms

Here are some of the main differences between British and American financial terminology.

British	American
Annual General Meeting (AGM)	Annual Stockholders Meeting
Articles of Association	Bylaws
authorised share capital	authorized capital stock
barometer stock	bellwether stock
base rate	prime rate
bonus <i>or</i> capitalisation issue	stock dividend <i>or</i> stock split
bridging loan	bridge loan
building society	savings and loan association
cheque	check
company	corporation
creditors	accounts payable
current account	checking account
debtors	accounts receivable
gilt-edged stock (gilts)	Treasury bonds
labour	labor
Memorandum of Association	Certificate of Incorporation
merchant bank	investment bank
ordinary share	common stock
overheads	overhead
profit and loss account	income statement
property	real estate

quoted company	listed company
retail price index (RPI)	consumer price index (CPI)
share	stock
share premium	paid-in surplus
shareholder	stockholder
shareholders' equity	stockholders' equity
stock	inventory
trade union	labor union
unit trusts	mutual funds
visible trade	merchandise trade

[9]

Приложение В
(*обязательное*)

Countries and Currencies

Country	Capital	Nationality	Currency
Australia	Canberra	Australian	Australian dollar
Austria	Vienna	Austrian	euro
Belgium	Brussels	Belgian	euro
Brazil	Brasilia	Brazilian	real
Bulgaria	Sofia	Bulgarian	lev
China	Beijing	Chinese	yuan
Croatia	Zagreb	Croatian	kuna
Czech Republic	Prague	Czech	koruna
Denmark	Copenhagen	Danish	krone
Finland	Helsinki	Finnish	euro
France	Paris	French	euro
Germany	Berlin	German	euro
Greece	Athens	Greek	euro
Hungary	Budapest	Hungarian	forint
Iceland	Reykjavik	Icelander	krona
India	New Delhi	Indian	rupee
Ireland	Dublin	Irish	euro
Italy	Rome	Italian	euro
Japan	Tokyo	Japanese	yen
Lithuania	Vilnius	Lithuanian	litas
Luxembourg	Luxembourg	of Luxembourg	euro
Malta	Valletta	Maltese	Maltese lira
Netherlands	Amsterdam	Dutch	euro
New Zealand	Wellington	New Zealander	New Zealand dollar
Norway	Oslo	Norwegian	Norwegian krone
Poland	Warsaw	Polish	zloty
Portugal	Lisbon	Portuguese	euro
Romania	Bucharest	Romanian	leu
Russia	Moscow	Russian	rouble
Slovakia	Bratislava	Slovakian	Slovakian kuruna
Slovenia	Ljubljana	Slovenian	tolar
Spain	Madrid	Spanish	euro
Sweden	Stockholm	Swedish	Swedish krone
Switzerland	Berne	Swiss	Swiss franc
Turkey	Ankara	Turkish	Turkish lira
United Kingdom	London	British	pound sterling
United States of America	Washington DC	American	US dollar

Приложение Г (обязательное)

Common abbreviations used in business

Job Titles	
CEO	Chief Executive Officer Chief
CFO	Financial Officer Chief
CIO	Chief Information Officer
COO	Chief Operating Officer
MP	Member of Parliament
Organizations	
EMU	European Monetary Union
EU	European Union
IMF	International Monetary Fund
IRS	Inland Revenue Service
TUC	Trade Union Congress
UN	United Nations
WTO	World Trade Organization
Countries	
UAE	United Arab Emirates
UK	United Kingdom
USA	United States of America
Companies	
BA	British Airways
BMW	Bayerische Motoren Werke
IBM	International Business Machines
Business terms	
AGM	Annual General Meeting
B2B	Business to Business
B2C	Business to Consumer
CIF	Cost, Insurance, Freight
FOB	Freight on Board
FY	Fiscal Year
GDP	Gross Domestic Product
HR	Human Resources
IPO	Initial Public Offering
M&A	Mergers and Acquisitions
MBA	Master of Business Administration
MBO	Management Buy Out
P&L	Profit and Loss
PLC	Public Limited Company
R&D	Research and Development

ROI	Return on Investment
SWOT	Strengths, Weaknesses, Opportunities, Threats
TQM	Total Quality Management
USP	Unique Selling Proposition
VAT	Value Added Tax
Measurements	
ETA	Estimated Time of Arrival
GMT	Greenwich Mean Time
Technology	
CAD	Computer Assisted Design
CAM	Computer Assisted Manufacturing
FAQ	Frequently Asked Questions
HTML	Hyper Text Markup Language
PDF	Portable Document Format
RAM	Random Access Memory
ROM	Read Only Memory
WWW	World Wide Web
AOB	Any Other Business
ASAP	As Soon As Possible
ID	Identity
PIN	Personal Identification Number
LASER	Light Amplification by Stimulated Emission of Radiation

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Приложение Д
(обязательное)

Common job titles

Chairman (of the board) or President	the person at the top of the hierarchy
Vice Chairman or Vice President	second in the hierarchy
Managing Director or CEO (Chief Executive Officer)	in charge of the day-to-day running of the business
Finance Director or CFO (Chief Financial Officer)	responsible for all matters concerning finance
Accountant or Financial Controller	oversees the book-keeping
Marketing Manager/Director	coordinates all commercial activities
Sales Manager/Director	in charge of the Sales Team
Communications Manager/Director or CCO (Chief Communications Officer)	in charge of internal and external communications
Product Manager/Director	manages one of the products in the product portfolio
Legal Affairs Manager/ Director	deals with legal matters
IT (Information Technology) Manager/Director or CIO (Chief Information Officer)	responsible for all hardware and software in the company
Production Manager/Director or COO (Chief Operations Officer)	responsible for output
Plant Manager/Director	in charge of one factory

Personnel Manager or Human Resources Manager / Director	in charge of all matters concerning staff
Research and Development Manager/ Director	heads the team that comes up with new ideas and products
Purchasing Manager/Director	deals with suppliers
PA (Personal Assistant)	deals with administrative duties
Facility Manager/Director	head of maintenance, catering and other facilities
Foreman	responsible for a group of workers

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