

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ВІННИЦЬКИЙ НАЦІОНАЛЬНИЙ АГРАРНИЙ УНІВЕРСИТЕТ



Кравець Р. А.

English for Tax Accountants

Методичні рекомендації до практичних занять
з дисципліни «Іноземна мова за професійним спрямуванням»
для здобувачів третього (освітньо-наукового) рівня вищої освіти
галузі знань 07 Управління та адміністрування
спеціальності 071 Облік і оподаткування



Вінниця 2024

Кравець Р. А. English for Tax Accountants: методичні рекомендації до практичних занять з дисципліни «Іноземна мова за професійним спрямуванням» для здобувачів третього (освітньо-наукового) рівня вищої освіти галузі знань 07 Управління та адміністрування спеціальності 071 Облік і оподаткування. Вінниця: ВНАУ, 2024. 44 с.

Рецензенти:

Мацюк О. О. – кандидат педагогічних наук, доцент кафедри германської філології та перекладознавства Хмельницького національного університету.

Волошина О. В. – кандидат філологічних наук, доцент кафедри української та іноземних мов Вінницького національного аграрного університету.

Методичні рекомендації до практичних занять з дисципліни «Іноземна мова за професійним спрямуванням» для здобувачів третього (освітньо-наукового) рівня вищої освіти галузі знань 07 Управління та адміністрування спеціальності 071 Облік і оподаткування дозволяють формувати іншомовну компетентність фахівців у галузі управління та адміністрування, допомагають їм оволодіти фундаментальними теоретико-методологічними знаннями у сферах обліку, оподаткування, аудиту, контролю та аналізу підприємницької діяльності. До кожної теми розроблено письмові й усні завдання, які спрямовані на опанування і закріплення фахових знань, розвиток навичок читання, розуміння та перекладу аутентичних текстів, вивчення термінології та лексичних одиниць у контексті професійної підготовки на заняттях з іноземної мови.

CONTENTS

Передмова	4
Foreign Language Knowledge as a Huge Advantage in the Business World	5
<i>Good English Skills – a One-Way Ticket to Business Success</i>	5
<i>Peculiarities of Business English</i>	6
<i>Tips and Tricks to Improve Business English Knowledge</i>	7
Different Types of Business	11
<i>The Most Common Business Structures</i>	11
<i>Specific legal forms of Business</i>	11
<i>Description of Business by Communicating the Industry</i>	12
Launching and Managing a Business	13
<i>Business Insurance Policy</i>	14
<i>The Steps for Establishing a Business</i>	14
<i>The Income Double Taxation and Personal Income Tax Returns</i>	15
Obvious Ways of Business Differentiation	18
<i>Measuring the Size of a Business</i>	18
<i>Correlation Between the Number of Employees and Annual Turnover</i>	19
<i>Classifying Businesses into Three Broad Sectors of the Economy</i>	20
The World of Careers	24
<i>The Main Specialist Business Functions</i>	24
<i>An Enterprise’s Activity and Administration</i>	25
<i>The Management Team and Top Management Positions</i>	26
Basic Rules of Business Etiquette	30
<i>Business Etiquette in Career Success</i>	30
<i>Contributing Factors for Rude Unprofessional Behaviours</i>	30
<i>Essential Skills for Building Positive Work Relationships</i>	31
Cultivating Corporate Cultures	36
<i>The Notion of Corporate Culture</i>	36
<i>Globalization and Internationalization in Culture Development</i>	37
<i>Characteristics of Successful Corporate Cultures</i>	38
References	43

Передмова

Інтернаціоналізація суспільного життя спонукає фахівців у галузі управління та адміністрування вивчати іноземну мову. Вона детермінує соціально-економічний, науково-технічний загальнокультурний прогрес суспільства. Усе це підвищує статус іноземної мови в галузі знань 07 Управління та адміністрування спеціальності 071 Облік і оподаткування, адже держава потребує компетентних фахівців із достатнім рівнем знань з іноземної мови, професіоналів, зданих абсорбувати новий та прогресивний досвід, готових до генерування та запровадження оригінальних ідей, а також до активної міжнародної співпраці та формування кращого ставлення до України на світовій арені.

До основних перешкод здійсненню успішної інтернаціоналізації ЗВО можна віднести недостатній обсяг інформації, фінансування, відмінності в організації навчального процесу та навчальних планах, але найбільшою перепорою вважають мовний бар'єр.

У «English for Tax Accountants» поєднано теоретичний та практичний аспект професійної діяльності у галузі обліку та оподаткування з вивченням іноземної мови за професійним спрямуванням. Здійснено спробу обґрунтування важливості знань англійської мови у сучасному світі; розкрито сутність глобальної мови науки та її особливості; проаналізовано й висвітлено процес організації наукового пошуку; схарактеризовано різні види досліджень; наведено приклади управління діяльністю, розподілу відповідальності за зобов'язаннями компанії; здійснено досить детальний компаративний аналіз видів та масштабів діяльності компанії, з'ясовано найбільш доцільні форми власності, які визначають ступінь відповідальності та розподіл прибутку, систему оподаткування й можливість оптимізації відповідно до організаційно-правової форми господарювання, сферу діяльності та суму інвестицій; презентовано обов'язкове забезпечення компанії професійними кадрами; висвітлено передумови формування управлінського і технічного персоналу та створення команди для контролю за фінансами, транзакціями й маркетингом; подано шляхи подолання конфліктних ситуацій.

Навчальне видання розроблено з урахуванням сучасних дидактичних принципів викладання ділової іноземної мови відповідно до вимог професійної підготовки здобувачів третього (освітньо-наукового) рівня вищої освіти галузі знань 07 Управління та адміністрування спеціальності 071 Облік і оподаткування.

Foreign Language Knowledge as a Huge Advantage in the Business World

Task 1. Read and translate the text.

Nowadays being able to speak a second language is a huge advantage in the multicultural world, with multilingual speakers having more than one way of viewing the world, earning more and even having better mental health.

English is the third most spoken language in the world (beaten only by Chinese and Spanish). Approximately 1.5 billion people speak English: more than 350 million speakers use it as a mother tongue, and the rest study it as a foreign language [1]. It is the language of the web, with html, CSS, PHP and all other computer languages written in English. If you look at the source code of a Chinese website, it is still written in English! Similarly, all air traffic control is done in English.

English is also the global language of many businesses, even outside of the UK, the USA, Canada, Australia, Ireland and New Zealand. English is also the official language of India, the Philippines, many sub-Saharan African countries, various Caribbean and Pacific island nations. If you have an international meeting in France, for example, odds are that you will be asked to speak English. The largest international companies, such as Daimler-Chrysler, Nokia, Renault, Samsung, Technicolor, and Microsoft in Beijing have all said that English is their common corporate language. Many smaller companies have the same policy [21].

Good English skills are like a one-way ticket to business success. If you want a decent job anywhere in the world, you need to be proficient in English.

If you are a non-native speaker of the language or just someone who has difficulties with it, you may be wondering, “Why should I put time and energy into perfecting my English for business? Why must I give it greater significance than any other language I know? Why is it a standard of judging whether someone is fit for a job or not?”

Deciding whether English is important for business not a question of giving the language greater importance in general. It is simply a question of survival and successful communication [16]. In a world with ever-growing levels of globalisation and interconnectivity, the importance of prompt and appropriate forms of communication increases rapidly. With trade relations between companies from all over the world, the need for a common language to communicate in is undeniable. English is the language mostly used between any internationally acting company and agent. This is not only true for companies that do business within the English-speaking world, but also for companies from other countries that use English as their chosen language to communicate in – their lingua franca. Therefore, the knowledge of English that is specifically used within business contexts is very important. Improving your personal skills of business English can have a high impact on your career, whether you are just at the beginning of it and start learning or whether you want to improve your already existing skills.

Business English is considered a special branch within the general studies of English due to the use of specialised vocabulary and jargon. A good grasp of the knowledge of English in general as well as a deep understanding of special forms are needed to build successfully a career in an international environment. This knowledge is important for both written and oral forms of communication, such as email, letters, phone calls, meetings, presentations and speeches.

There are many scholars and journalists that argue in favour of the approach that there are more similarities between general English and Business English than there are differences. This is probably very true, as you will have to know the basic rules of English grammar, both in written and spoken forms, and you also will have to know a basic amount of vocabulary to hold even the easiest conversation. Certain core skills in general English are required, such as fluency, listening, reading and writing in order to be able to improve your business English.

Most certainly, you are asking yourself the question in how far business English varies from general English if there are more similarities than differences. Even if you have tremendous English skills, you might lack specific knowledge of English that is used in a business and trade environment. Business English focuses on skills that are applicable to the workplace, on special vocabulary that you might encounter during phone calls, negotiations, meetings, proposals, and also on general topics that occur within international trade relations [18].

Thus, Business English is the language for doing international business. As a consequence, companies need those employees who are in relation with foreign clients or suppliers having the skills in English which enable them to do their work efficiently. Even if employees have good knowledge of the English language, they still need to acquire the language to their professional area (logistics, human resources, economics, etc.) [4].

With China's growing economic might, is Mandarin becoming the preferred language of business? Not anytime soon, says a newly released study. Instead, English will maintain and grow its dominance, moving from "a marker of the elite" in years past to "a basic skill needed for the entire workforce, in the same way that literacy has been transformed in the last two centuries from an elite privilege into a basic requirement for informed citizenship". The new study of 1.6 million online test-takers in more than 50 countries was conducted by Education First (EF), a company that – it should be noted – specializes in English language training. The study is somewhat comforting for English speakers, who have struggled to master a foreign language. Indeed, the National Journal reports that only 10% of native-born Americans can speak a second language, compared to 56% of the European Union's citizens.

The ability to speak a second (or third) language is clearly important for becoming a global leader, as I've previously written. But – for better or worse – it seems that English may be the most essential language for global business success at the moment. Indeed, even in powerhouse China, more people are currently studying English than in any other country. An incredible 100 000 native English speakers are currently teaching there.

Here are the most intriguing takeaways from EF's study, which have potential implications for future global development.

Women speak better English than men – in almost every country worldwide. Increasing numbers of women are attending college, and they're often over-represented in humanities classes compared to men. The net result? Women are speaking better English, and may find themselves well positioned to succeed in the global economy.

International sectors use English, and local sectors don't. If someone works in travel and tourism, for an international consulting firm, or in telecom, there's a good chance they speak English. For instance, the Finnish telecom concern Nokia and the German business software company SAP both use English as their official language. In retail, not so much (which is why it's so devilishly hard to communicate with shop clerks while travelling).

European countries speak great English, Asian countries are in the middle, and everyone else lags. English speakers: do you ever get the sense that Scandinavians speak better English than you do? You're probably right (as evinced by my attempt, years ago, to order an ice cream in Norwegian from a teenage streetcart vendor in Oslo, only to have him fire back – in perfect English – that I “probably ought to stick to English”). Scandinavians and the Dutch are the English-as-a-Second-Language superstars; as you move south through Europe, rates of proficiency decline but are still good. Asian countries, led by Singapore and Malaysia, scored solidly in the middle rung. And if you're planning to visit Panama, Saudi Arabia, Thailand, or Libya, which bring up the rear, make sure you have your Google Translate app with you.

The hegemony of English is no excuse for monolingual native speakers to slack off. But at least we'll know, as we struggle to write our “adorable” emails in a foreign tongue, that our global colleagues will be making the same effort in reverse – and hopefully, in the end, we'll all understand each other a bit better [5].

Studying Business English at the university will boost your existing skills or help you build up completely new knowledge. Language classes have the advantage of focusing on your personal needs. The learning outcome will in most cases be much higher than when you try and improve your skills by yourself. However, there are, of course, other tips and tricks that you can follow to improve your knowledge. A combination of these tips and tricks will most likely be the most effective way to master English in a working environment.

First of all, you can read English newspapers either as a print version or online. English language newspapers are widely accessible in most countries, some even as subscriptions. You can also follow news sites online. For example, BBC News has a specific section dedicated to business. You will encounter specialised vocabulary and jargon used in these articles. However, you should notice that reading a newspaper in a foreign language might not an easy task for beginners and requires a certain basic knowledge of the language.

Secondly, you can also watch English language TV programmes and movies. With streaming sites, such a Netflix or others, it is particularly easy to find material in English.

Furthermore, programmes or movies that are set in a specific field of work will present you with very particular vocabulary that is used in that field.

Moreover, you can force yourself to speak English by visiting English speaking countries. This will help your general understanding and speaking abilities. You can practise these skills beforehand in group classes or individual classes which might make you a little less nervous when the actual situation occurs [18].

Task 2. Answer the questions.

1. Why do some people consider speaking a second language as a huge advantage?
2. How many people study English as a mother tongue and as a foreign language?
3. Where and when is Business English required?
4. Can you enumerate the nations where the English language is official?
5. What international companies use English as a common corporate language?
6. Why is the importance of prompt and appropriate forms of communication by Business English means is increasing rapidly today?
7. What do linguists mean by core skills of general English necessary for improving your business English?
8. Is Mandarin Chinese becoming the preferred language of business? Why?
9. How many citizens of the European Union and native-born Americans can speak a second language?
10. How many native English speakers are currently teaching in China?
11. Who speak English better: men or women?
12. In which way can we improve mastering Business English in a working environment?

Task 3. Complete the sentences.

1. Approximately 1.5 billion ...
2. English is the language of the web ...
3. English is the official language of ...
4. Daimler-Chrysler, Nokia, Renault, Samsung and Technicolor ...
5. Good English skills are like ...
6. You need to be proficient in English, if you ...
7. Due to the use of specialised vocabulary and jargon ...
8. The National Journal reports that ...
9. The ability to speak a foreign language is clearly important for ...
10. Both the Finnish telecom concern Nokia and the German business software company SAP ...
11. Today American English is particularly influential due to ...
12. English will maintain and grow ...

Task 4. Fill in the gaps.

allocate

colloquial

communication-friendly

decline

efficiently

emerging

employees

improbable

in order to

prevalent

replace

responsibility

1. Due to the fact that Business English is so important, companies require increasing numbers of their _____ to have knowledge of this language. 2. This knowledge is no longer the preserve of people in positions of _____; technicians who have to phone for support in another country and receptionists who receive foreign delegations also need to be able to do certain parts of their jobs in English. 3. Companies therefore _____ a proportion of their training budgets to business English courses. 4. This more diverse demand has led to the development of training courses which specialise in exactly what the delegate needs to know _____ be able to function correctly at work.

5. The primordial objective of the business person using international business English is to communicate _____ and effectively. 6. Native speakers with their fast delivery, _____ expressions and unclear pronunciation are feared in the business place as they have become the most difficult people to understand. 7. The result of this is that native speakers may have to start learning how to speak a more _____ form of their own language – i.e. international English.

8. According to a recent BBC article, US economic, military and political dominance is likely to _____ over the next two decades. This change shows that the situation that made English into the international Business language is going to change in the future. 9. Will this mean that another language will _____ English as the new language of international business communication? 10. It is _____ as Chinese, for example, is such a difficult language to learn and does not have the same world-wide spread as English. 11. Another _____ economy, India, already uses English substantially in everyday life. It is also true to say that International English is easier to learn than other forms of English such as British English or American English. 12. The result is that this standardised international version of English will become more and more _____ in international business.

Task 5. Solve the crossword.

Across:

1. A person employed for wages or salary, especially at non-executive level.
2. A person's condition with regard to their psychological and emotional well-being.
3. The state or fact of continuing to live or exist, typically in spite of an accident, ordeal, or difficult circumstances.
4. Make an effort to achieve or complete a difficult task or action.
5. A person who greets and receives guests, clients, visitors, and deals with their bookings.

6. Special words or expressions used by a profession or group that are difficult for others to understand.

7. Assistance, approval, encouragement, or comfort.

Down:

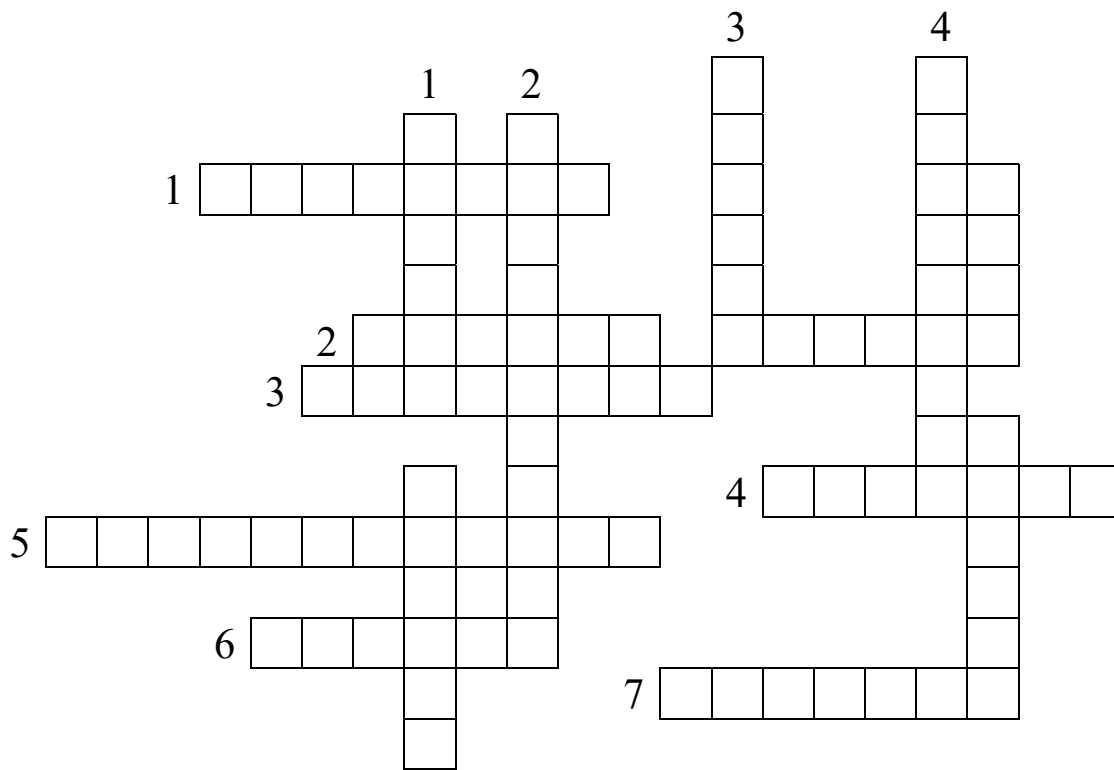
1. The main language that you learn as a child.

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

3. The words that someone speaks to an audience.

4. A condition or circumstance that puts one in a favourable or superior position.

5. A powerful effect or a great influence.



Different Types of Business

Task 1. Read and translate the text.

A business is an organization or enterprising entity engaged in commercial, industrial or professional activities. Businesses can be for-profit entities or non-profit organizations that operate to fulfil a charitable mission or further a social cause. Business is also the organized efforts and activities of individuals to produce and sell goods and services for profit.

Generally, a business begins with a business concept (the idea) and a name. Depending on the nature of the business, extensive market research may be necessary to determine whether turning the idea into a business is feasible and if the business can deliver value to consumers. The business name can be one of the most valuable assets of a firm; therefore, careful consideration should be given when choosing it. Businesses operating under fictitious names must be registered with the state.

Businesses mainly form after the development of a business plan, which is a formal document detailing a business's goals and objectives, and its strategies of how it will achieve the goals and objectives. Business plans are almost essential when borrowing capital to begin operations.

It is also important to determine the legal structure of the business. Depending on the type of business, it may need to secure permits, adhere to registration requirements, and obtain licenses to operate legally.

The most common structures are sole proprietorships, partnerships, corporations and limited liability companies, with sole proprietorships being the most prevalent. A sole proprietorship, as its name suggests, is a business owned and operated by a single person. There is no legal separation between the business and the owner; therefore, the tax and legal liabilities of the business are that of the owner. A partnership is a business relationship between two or more people who join to conduct business. Each partner contributes resources and money to the business and shares in the profits and losses of the business. The shared profits and losses are recorded on each partner's tax return. A corporation is a business in which a group of people act together as a single entity; most commonly, owners of a corporation are shareholders who exchange consideration for the corporation's common stock. Incorporating a business releases owners of financial liability of business obligations; however, a corporation has unfavourable taxation rules for the owners of the business. For this reason, a relatively new business structure, a limited liability company (LLC), is available. This structure combines the pass-through taxation benefits of a partnership with the limited-liability benefits of a corporation.

Business sizes range from small owner-operated companies, such as family restaurants, to multinational conglomerates, such as General Electric. Larger businesses may issue corporate stock to finance operations. In this case, the company is publicly traded and has reporting and operating restrictions. Alternatively, smaller businesses may operate more independently of regulators.

A company may describe its business by communicating the industry in which it operates. For example, the real estate business, advertising business or mattress production business are industries in which a business can exist. Because the term “business” can be interchanged with day-to-day operations as well as the overall formation of a company, the term is often used to indicate transactions regarding an underlying product or service. For example, ExxonMobil transacts business by providing oil [3].

Task 2. Answer the questions.

1. How can you define “business”?
2. What is the difference between for-profit and non-profit organizations?
3. When does a business generally begin?
4. Which document contributes to detailing a business’s goals and strategies for achieving them?
5. Why is it important to determine the legal structure of the business?
6. What are the most common business structures?
7. Why are sole proprietorships the most prevalent in some cases?
8. Who exchanges consideration for the corporation’s common stock?
9. Can you enumerate the benefits of a limited liability company?
10. In which case is a company publicly traded?
11. How can you define a business relationship between two or more people who join to conduct business
12. In which way may a company describe its business?

Task 3. Complete the sentences.

1. A business is an organization or enterprising ...
2. Extensive market research may be necessary to ...
3. One of the most valuable assets of a firm ...
4. The legal structure of the business determines ...
5. A business owned and operated by a single person is known as ...
6. Each partner contributes ...
7. Unfavourable taxation rules are typical for the owners of ...
8. shared profits and losses are recorded ...
9. People act together as a single entity ...
10. The pass-through taxation benefits are given to ...
11. The term “business” can be interchanged with ...
12. Smaller businesses may operate more independently of regulators than ...

Task 4. Read the sentences. The italicized words are probably familiar to you in general English. But can you think of a different meaning for each word in business English? Change the form if necessary.

1. Wellington is the *capital* of New Zealand.
2. People who *consume* too much food become overweight.
3. After her *return* from vocation, she feels much better.
4. The magnum has been *fired* four times.
5. It will do you *good* to take some activities.
6. We can buy fresh fish in the *market* on Tuesdays.
7. They went to see an admirable *production* of Romeo and Julia at the theatre last weekend.
8. He is hoping to get *promotion* in his job next year.
9. I'm afraid I won't eat *raw* oysters.
10. Is there a bus *service* on Saturdays?

Task 5. Read the extract of a magazine interview with Dave Ortiz, the owner of Sport Way. Fill in the gaps using the italicized words from the previous exercise and changing the form where necessary.

1. I am the director of Sport Way, a company which sells sports _____. 2. In my opinion, businesses must understand the wants of _____. 3. I believe that workers who are idlers should be _____. 4. Leisure and sports are hastily growing _____ industries. 5. As a consequence, the _____ for sports equipment is increasing. 6. Many sports shops are conducting a rather effective _____ campaign for our running shoes these days. 7. In order to produce more sports shoes, my factory requires more _____ materials. 8. Moreover, the _____ department needs to raise the number of shoes which are made. 9. I am also seeking businessmen to invest more _____ in my company. 10. Surely, they will be able to receive good _____ on their investments.

Launching and Managing a Business

Task 1. Read and translate the text.

A business can be organized in one of several ways, and the form its owners choose will affect the company's and owners' legal liability and income tax treatment. Here are the most common options and their major defining characteristics.

The default option is to be a sole proprietor. With this option there are fewer forms to file than with other business organizations. The business is structured in such a manner that legal documents are not required to determine how profit-sharing from business operations will be allocated.

This structure is acceptable if you are the business's sole owner and you do not need to distinguish the business from yourself. Being a sole proprietor does not preclude you from using a business name that is different from your own name, however. In a sole proprietorship all profits, losses, assets and liabilities are the direct and sole responsibility of the owner. Also, the sole proprietor will pay self-employment tax on his or her income.

Sole proprietorships are not ideal for high-risk businesses because they put your personal assets at risk. Nolo, a company whose educational books make legal information accessible to the average person, gives several examples of risky businesses, including businesses that involve child care, animal care, manufacturing or selling edible goods, repairing items of value and providing alcohol.

If the risks in your line of work are not very high, a good business insurance policy can provide protection and peace of mind while allowing you to remain a sole proprietor. One of the biggest advantages of a sole proprietorship is the ease with which business decisions can be made.

An LLC is a limited liability company. This business structure protects the owner's personal assets from financial liability and provides some protection against personal liability. There are situations where an LLC owner can still be held personally responsible, such as if he intentionally does something fraudulent, reckless or illegal, or if she fails to adequately separate the activities of the LLC from her personal affairs.

This structure is established under state law, so the rules governing LLCs vary depending on where your business is located. According to the IRS, most states do not allow banks, insurance companies or nonprofit organizations to be LLCs.

Because an LLC is a state structure, there are no special federal tax forms for LLCs. An LLC must elect to be taxed as an individual, partnership or corporation. You will need to file paperwork with the state if you want to adopt this business structure, and you will need to pay fees that usually range from \$100 to \$800. In some states, there is an additional annual fee for being an LLC.

You will also need to name your LLC and file some simple documents, called articles of organization, with your state. Depending on your state's laws and your business's needs, you may also need to create an LLC operating agreement that spells out each owner's percentage interest in the business, responsibilities and voting power, as well as how profits and losses will be shared and what happens if an owner wants to sell her interest in the business. You may also have to publish a notice in your local newspaper stating that you are forming an LLC.

Like the LLC, the corporate structure distinguishes the business entity from its owner and can reduce liability. However, it is considered more complicated to run a corporation because of tax, accounting, record keeping and paperwork requirements. Unless you want to have shareholders or your potential clients will only do business with a corporation, it may not be logical to establish your business as a corporation from the start – an LLC may be a better choice.

The steps for establishing a corporation are very similar to the steps for establishing an LLC. You will need to choose a business name, appoint directors, file articles of incorporation, pay filing fees and follow any other specific state/national requirements.

There are two types of corporations: C corporations (C corps) and S corporations (S corps). C corporations are considered separate tax-paying entities. C corps file their own income tax returns, and income earned remains in the corporation until it is paid as a salary

or wages to the corporation's officers and employees. Corporate income is often taxed at lower rates than personal income, so you can save money on taxes by leaving money in the corporation.

If the corporation has shareholders, corporate earnings become subject to double taxation in the sense that income earned by the corporation is taxed and dividends distributed to shareholders are also taxed. However, if you are a one-person corporation, you don't have to worry about double taxation.

S corporations are pass-through entities, meaning that their income, losses, deductions and credits pass through the company and become the direct responsibility of the company's shareholders. The shareholders report these items on their personal income tax returns, thus S corps avoid the income double taxation that is associated with C corps.

All shareholders must sign a special IRS form to make the business an S corp for tax purposes. The IRS also requires S corps to meet the following requirements: be a domestic corporation; have only allowable shareholders, including individuals, certain trusts and estates; not include partnerships, corporations or non-resident alien shareholders; have no more than 100 shareholders; have one class of stock; not be an ineligible corporation (i.e., certain financial institutions, insurance companies and domestic international sales corporations) [12].

As for a general partnership is the most informal partnership structure. In many states, a general partnership is formed whenever two or more people start doing business together, and no formal registration is required. In a general partnership, the owners are personally liable for the debts of the business. Profits, liability and management responsibilities are shared equally among the partners unless otherwise specified in a partnership agreement.

A limited partnership, or LP, is a more complex business structure. An LP is composed of general partners and limited partners. Limited partners are passive investors who may provide startup capital and receive profits from the business, but they do not have a say in how the partnership is managed. The general partners are responsible for making management decisions. An LP must have at least one general partner and one limited partner, and some states may limit how many limited partners an LP may have. General partners in an LP remain personally liable for the debts of the partnership, but limited partners are not liable. As a result, limited partners must be careful to not involve themselves in management decisions or they may be treated as general partners and will be liable for the debts of the business.

In a limited liability partnership, or LLP, every partner may act as a general partner and a limited partner. All partners in an LLC are allowed to participate in the management of the business, and no partner is liable for its debts. LPs can be formed by anyone, but in many states, LLPs can only be formed by professionals, such as lawyers and doctors, to help limit malpractice liability.

All partnerships are considered "pass through" entities by the Internal Revenue Service. This means that the partnership does not pay business taxes on its income;

instead, the partners report the business income on their personal taxes. Depending on the type of partnership, the income may be treated differently by the Internal Revenue Service. General partners report partnership profits as earned income, while limited partners generally report profits as dividend income. Another important difference is that limited partnership interests are considered securities, which is not the case with a general partnership or LLP. As a result, different tax consequences may arise when selling an ownership interest as a limited or general partner [13].

Task 2. Answer the questions.

1. How does the choice of the business form affect the company and its owners?
2. What is necessary to do to set up a limited company in the USA?
3. Why are sole proprietorships not ideal?
4. When are businesses considered as the risky ones?
5. What are main advantages of a limited liability company and a sole proprietorship?
6. How can you characterize an ideal form of business organization?
7. How much do you need to pay if you adopt the LLC structure?
8. What is the difference between a corporation and a partnership?
9. How many types of corporations do you know?
10. Who usually uses LLPs and why?
11. In which case do businessmen share their profits, liability and management responsibilities equally?
12. When is corporate income taxed at lower rates than personal income?

Task 3. Complete the sentences.

1. The form of business organization will ...
2. A sole proprietor structures the business in such a manner ...
3. All profits, losses, assets and liabilities ...
4. A good business insurance policy can provide ...
5. The ease with which business decisions can be made ...
6. The limited liability company' business structure protects ...
7. The there are no special ...
8. For establishing a corporation or an LLC you need to take such steps as ...
9. General partners in an LP remain ...
10. If the corporation has shareholders ...
11. S corps avoid ...
12. The abbreviation "IRS" stands for ...

Task 4. Fill in the gaps.

<i>creditors</i>	<i>liability</i>	<i>liquidation</i>	<i>private</i>	<i>public</i>
<i>dividends</i>	<i>trading</i>	<i>price</i>	<i>property</i>	<i>shareholders</i>

1. When a limited company has started _____, people do not invest in shares by giving more capital to the company. 2. People buy them from one of the _____. 3. If it is a _____ limited company, a shareholder can only sell shares if all the other shareholders agree. 4. If it is a _____ limited company, shares can be bought and sold freely, usually at a Stock Exchange. 5. If the company is doing well and paying high _____, then you might pay more than the nominal value of the shares. If it is doing badly, you might pay less than the nominal value of the shares. 6. The _____ you pay at the Stock Exchange (or to a shareholder) for your shares is their market value. 7. If the company fails, it will stop trading and go into _____. 8. This means that all the company's _____ and equipment (its assets) must be sold and the money from the sale will be used to pay its debts to its creditors. The shareholders may lose the money they paid for the shares. 9. If the company still does not have enough money to pay all its debts, the shareholders do not have to pay any more money. In other words, the shareholders' _____ for debts is limited to the value of their shares. 10. On the other hand, if you are an owner of a business which is not limited, for example a sole proprietorship (owned by one person) or a partnership (owned by between 2 and 20 people) and your business fails, you will go bankrupt. In this case you might have to sell your own private possessions (your house, car, furniture, etc.) to pay all your _____. In other words, sole proprietors and partners have unlimited liability for their firm's debts.

Exercise 5. Complete the sentences. All the necessary clues you may find in the texts above.

1. The money shareholders put into a business to buy equipment and property so that it can start is called _____.
2. One of the owners in a partnership is _____.
3. The price paid for the shares when the enterprise starts trading is their _____ value.
4. To put money into a bank account or a business in the way it will make a profit is to _____.
5. The sole owner of a business is _____.
6. To sell and buy goods is _____.
7. Something belonging to a business or a person which they can sell _____.
8. The owners of a limited company are _____.
9. _____ is your legal duty to your creditors.
10. The owner will go _____, if a sole proprietorship fails,
11. In a _____ company a shareholder can sell or buy shares only if the other shareholders approve _____.
12. In a _____ limited company people buy and sell the shares freely.
13. People usually buy and sell shares of public limited companies at a _____ exchange.

Obvious Ways of Business Differentiation

Task 1. Read and translate the text.

One of the most obvious ways in which businesses differ is their size. Most of us know some businesses that are very small – one-person businesses or micro-businesses of fewer than five people. Examples may include a single person running, for example, a web design company, a hairdresser's or a small catering business, or a small retailer, such as a craft shop or a florist, employing just one or two other people. Small and medium-sized enterprises actually make up over 90% of the number of businesses in most countries (although they do not employ over 90% of all employees or make over 90% of all business deals). At the other end of the scale are businesses that are very large – multinational corporations employing thousands of people and operating in many different countries. We are familiar with at least the names of some, such as Microsoft, Samsung, Siemens, Renault, and many more both well-known and less well-known large corporations.

It is less obvious how we should measure the size of a business. There are several different measurements available, not all of which are suitable for measuring the size of all types of business. For example, measuring a business's size on the basis of how much profit it makes assumes that it is a for-profit enterprise. Measuring the stock market value of a business assumes that its shares are traded on the stock market, which is by no means true for all businesses.

Two measures that are applicable to nearly all businesses are number of employees and annual turnover, that is the total value of sales made over the period of a year. These two measurements are not always in accord with each other: there are some businesses with very few employees that nonetheless produce quite a large annual turnover. For example, a single person trading shares on the stock market could make a very large turnover in a year if they were very successful. The European Commission uses a combination of numbers of employees and turnover to define the size of a business:

- Large enterprises employ 250 people or more and have an annual turnover of more than €50 million.
- Medium-sized enterprises employ fewer than 250 people and have an annual turnover of no more than €50 million.
- Small enterprises employ fewer than 50 people and have an annual turnover of no more than €10 million.
- Microenterprises employ fewer than 10 people and have an annual turnover of no more than €2 million.

Businesses with fewer than 250 employees are often collectively classified as small and medium-sized enterprises (SMEs).

In some ways the challenges for small and for large businesses are not so different. All businesses need to make sure they offer goods or services that people want to buy, that they have enough income to cover their costs and something left over, and that people working for them are motivated, well qualified and work well together. In other ways, however, small businesses operate very differently from large businesses.

- Small businesses are often owned and managed by the same person. This “owner-manager” may be the founder of the business, or sometimes a relative, perhaps a son or daughter of the founder. Owner-managers are often more emotionally involved in their business than the managers of large enterprises owned by anonymous shareholders.

- Because of the small size, managers are often very closely involved in the day-to-day running of the business. They also tend to know many – often all – employees personally. This is different in a large business, where top managers cannot possibly know all their employees personally. It also often makes for a different, more personal management style.

- Small businesses have flatter hierarchies. In a small organisation there is no need for many layers of management. In a very small business, it may be just the “boss” and a number of employees. Again, this tends to make for more informal management styles. It can also be useful in terms of innovation, as people across the business can find it easier to work with each other and new ideas can be developed and implemented more quickly than in larger organisations, which are often more bureaucratic. This is one reason why many innovations come out of small businesses (often new ones) rather than larger ones, although this is of course not always so.

- Smaller businesses often have more limited financial resources. They need to be very careful how they spend their money and that they have enough money coming in each month to pay staff and all their bills. This also means that they sometimes do not have the money to make further investments, even if these investments would repay themselves in a relatively short period of time by saving costs (e.g. investment in new, energy-efficient machinery) or bringing in more money (e.g. investment in product development to attract more customers).

- Smaller businesses also usually have limited management resources. A single manager, or a very small management team, only has so much time to attend to all the business and the same will be true of a small number of employees. This can be a problem as it can limit a business’s ability to seek out new opportunities – for example developing new product ideas – or address new challenges – for example dealing with new competition or new business legislation – simply because nobody has time to do so.

There is much more that could be said about the differences between large and small businesses and also about the differences between businesses of a similar size. For the moment, it is enough to be aware that size does matter in business and management, not because bigger or smaller is better but because they pose different challenges and different opportunities.

Businesses also differ obviously by what they do. It is very common to distinguish businesses by industry or sector. An industry is a group of businesses that are related in terms of their main activity, for example manufacturing cars or selling groceries. Smaller industries (for example, the car manufacturing industry) can be grouped into larger industry sectors (for example, the manufacturing sector in general). An individual business is classified as belonging to a certain industry on the basis of its main activity.

So, for example, a car manufacturing business may also have a small financial services arm (to provide finance to customers to help them buy a new car) but that financial services arm would probably only be about 10% of the business's overall activity, whereas car manufacturing might be 80%. Therefore, this business would be classified as belonging to the car manufacturing industry, and not financial services.

Economists often distinguish three broad sectors of the economy:

- The primary sector involves extracting and harvesting natural products from the earth (for example, agriculture, fishing and mining).
- The secondary sector consists of processing (for example, the processing of food stuffs produced by agriculture), manufacturing and construction. That is to say, the secondary sector takes the products from the primary sector and does something more with them.
- The tertiary sector provides services, such as retail services, entertainment or financial services.

Some people also distinguish a fourth sector, which is made up of intellectual activities, such as education.

It is useful to distinguish these broad economic sectors as we can see that there will be important differences between a business operating in the primary sector and one that provides a service. Nonetheless, it would also seem obvious that there may be big differences between businesses within the same broad economic sector. A farm and a coal mine will be very different although they are both in the primary sector; and a business that makes, say, potato chips and one that builds railway tunnels will also differ along many lines. There are quite a number of different classifications of industries and some of them go into very fine detail. Some of these coding systems have been developed to help government agencies to classify industry groups; others have been developed by financial ratings agencies to help financial investment companies make investment decisions. There is no need to go into detail on any of these classification systems here. What is important, however, is to be aware that the industry a business is in will have an important influence on how that business operates. For example, the operations of a fisheries business, a manufacturing plant or a service provider such as a telesales company, will be very different in terms of complexity, the kind of technology used and the level of investment required to set it up. There are also big differences in marketing a primary agricultural product to food manufacturers and marketing a service such as, say, carpet cleaning to consumers. While a variety of businesses in different industries face similar issues in some respects, many of the particular opportunities and challenges are strongly shaped by their industry context [1].

Task 2. Fill in the gaps.

<i>shares</i>	<i>divided</i>	<i>called</i>	<i>profit</i>	<i>limited</i>
<i>received</i>	<i>announces</i>	<i>contribution</i>	<i>shareholders</i>	<i>interest</i>

1. Four pals, Adrian, Robert, Dave and Steve, have started a _____ company in the USA. 2. They perform as _____ and investors. Robert invested 40 000 dollars. Steve put in 20 000 dollars. 3. Adrian's _____ was 110 000 dollars, the capital of Dave being 30 000 dollars. 4. The company is _____



5. Adrian owns 55% of the _____. 6. He is the majority shareholder and has a controlling _____. The company's capital (the money it uses for buying goods and equipment) is 200 000 dollars.

7. The company's capital is _____ into 200 000 shares of 1 dollar each.

8. 1 dollar is the nominal value of each share. Dave owns 30 000 shares. The nominal value of his shares is 30 000 dollars. After a year, the company makes 30 000 dollars _____. This is divided between the shareholders. 9. The company _____ a dividend of 20 cents per share (40 000 dollar profit – 200 000 shares).

10. Dave _____ 6 000 dollars (30 000 shares x 20 c.).

Task 3. Answer the questions.

1. Can you give examples of a single person running business?
2. What is the percentage of small and medium-sized enterprises?
3. How many people do multinational corporations employ?
4. What names of multinational corporations are you familiar with?
5. How can you define the size of a business? Speak about two measures that are applicable to nearly all businesses.
6. What similar challenges do small and large businesses face?
7. Why do small businesses operate very differently from large businesses?
8. How many sectors of the economy can we distinguish?
9. What capitals did Adrian, Robert, Dave and Steve invest in the limited company?
10. Who was the majority shareholder among the founders of the company?
11. Why did Adrian have a controlling interest in the company?
12. What dividend did the company announce after a year of activities?

Task 4. Look through the "Obvious Ways of Business Differentiation" (pages 18–20) one more time. Read and say whether the statements are true or false.

1. A small retailer, a web design company, a hairdresser's, a small catering business, a vegetable stand and a drugstore are examples of micro-businesses.

2. An annual turnover can be defined as the total value of sales made over the period of a year.

3. The size of annual turnovers is one of two measurements, which makes a company multinational.

4. Large organisations feel a real need for many layers of management.

5. Economists distinguish only three sectors of the economy as a generally accepted classification.

6. Activities associated with primary economic activity include forestry, grazing, hunting and gathering, fishing, and quarrying.

7. The secondary sector of the economy is also known as the service industry, which sells the goods produced by the primary sector and provides commercial services to the population and to businesses.

8. Sole proprietorships can raise their capital by offering shares to the general public and trading their shares on the stock exchange companies, but they cannot offer shares to the general public.

9. We call a sole trader an individual, who runs and owns the whole business on his/her own.

10. Because limited liability companies have separate finances and are legally distinct from their owners, shareholders have limited liability – meaning that shareholders and owners are not personally liable for any debits or losses incurred by their business.

Task 5. Solve the crossword.

Across:

1. The work of buying or selling products or services for money.

2. An important piece of work that a person or group of people has to do for a government or large organization to help people who are poor or ill, or who need advice and support.

3. Items of property owned by a person or company, regarded as having value and available to meet debts, commitments, or legacies.

Down:

1. A person who purchases goods and services for personal use.

2. A regular gathering of people for the purchase and sale of provisions, livestock, and other commodities.

3. An official document giving someone authorization to do something.

4. Wealth in the form of money or other assets owned by a person or organization or available for a purpose such as starting a company or investing.

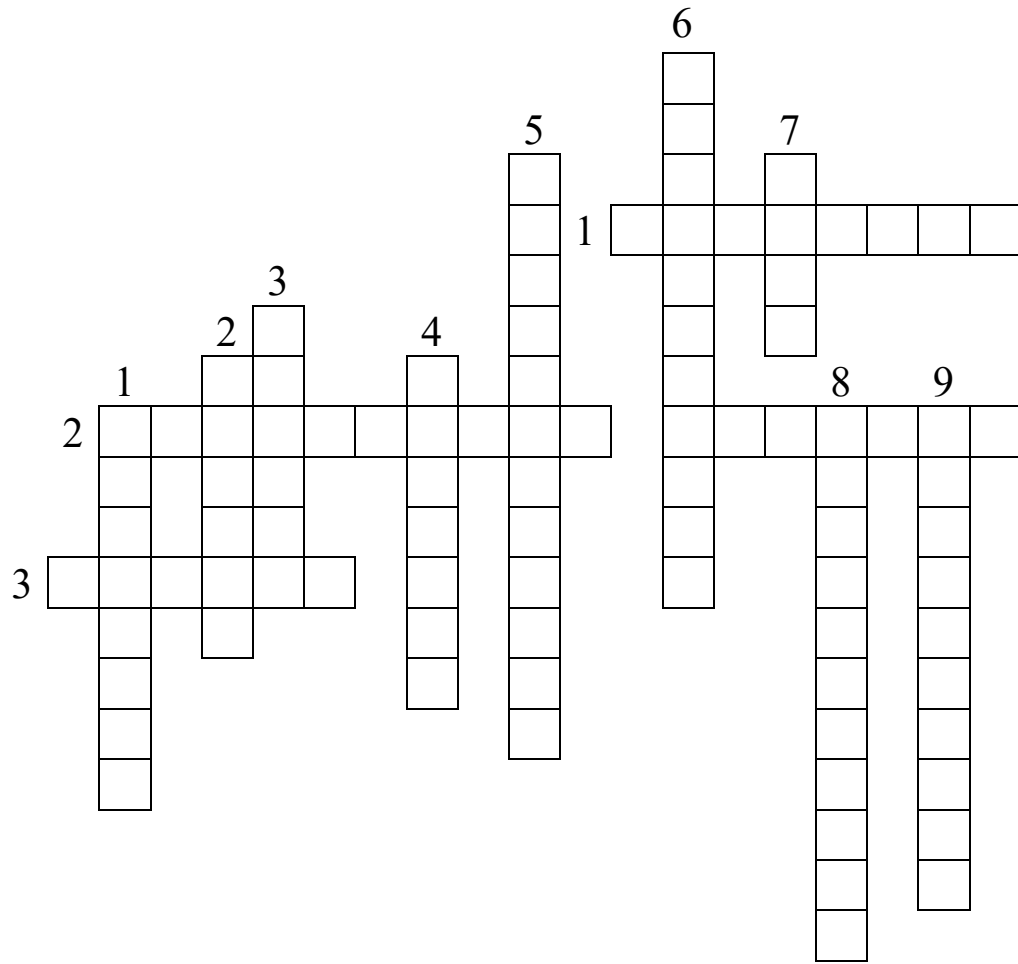
5. A situation in which some people do not have work and do not have an income.

6. A thing that is compulsory; a necessary condition.

7. Dismiss an employee from a job.

8. Someone who owns shares in a company.

9. An act or course of action to which a person is morally or legally bound; a duty or commitment.



The World of Careers

Task 1. Read and translate the text.

Business is a very comprehensive term. It covers the activity which helps small and large organisations to generate money and stay profitable. Most jobs comprise some of business aspects despite whether you work as an accountant, a lawyer, a scientist or an engineer.

The main specialist business functions are human resources (HR), management consultancy, marketing, sales and public relations (PR). All these roles enable organisations to stay in profit.

People working in the human resources department deal with recruitment and contracts, pay and benefits, coaching and development. They find the right person for a vacancy and agree the terms of the employment; make certain maternity and paternity pay, sickness pay, holidays, pensions; tell the staff about changes in industry practices, help the staff gain new skills. Another name for the human resources department is the personnel department.

Management consultancy aims at solving problems for clients. In this case a “problem” does not mean something negative: it can be the desire to make more profit or expand into a new business area. Consultants tend to spend their time: researching – collating information and carrying out research; conducting analysis – working out solutions; team-working – participating in brainstorming; advising – presenting findings to colleagues and clients; implementing changes – mentoring the employees, monitoring the progress and writing up results and solutions for a further reference.

Marketing tries to explain why customers choose certain services or products and what they want to receive from those choices, then find the ways to engage the clients’ interest to ensure that your company’s service or product is chosen above others. According to the Chartered Institute of Marketing (CIM) “Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably”. Thus, people working in marketing are involved in the following activities: monitoring and market research, branding and identity, design and packaging, advertising and copywriting, promotion of goods, services and relationships, social media.

Sales teams make money for an enterprise by selling its goods or services to consumers (B2C) and businesses (B2B). A sales department brings the costs (from the rent of the premises to staff salaries) into business funds. Not all sales jobs are considered with working in a call centre or a shop. People working in sales meet existing and new customers, give presentations, communicate with clients to secure a sale, search new customers for the business, create marketing teams to examine and monitor competitors’ products in the marketplace. Sales teams should have a good understanding of the business and products to ensure they are offering the right solution, service or product to their clients in the right place and at the right time. Sales executives may work via the phone, face-to-face or email. They can operate at local, national and international levels.

Public relations are usually associated with maintaining and improving the reputation of an enterprise by influencing how other people perceive it. By communicating with the public, promoting and building a positive image PR managers determine the enterprise's response to a possible crisis. PR people are involved in research and copywriting, drafting newsletters and press releases, meetings with journalists to persuade them to cover new public events and opportunities, writing social media content and blogging, online advertising.

A junior PR executive starts his/her career researching materials for press conferences, liaising with journalists and monitoring the success of a PR campaign by keeping track of any subsequent coverage in the media. A senior PR executive may be in charge of several members of a team and has responsibility for managing budgets, getting new customers to use the enterprise's services and for successfully maintaining and enhancing the enterprise's reputation [20].

The people who work for an enterprise are workers, personnel, staff, employees or workforce. All these terms mean people carrying out the work in an enterprise, rather than those organizing and leading it.

An enterprise's activity may be spread over various sites. As a rule, an enterprise's most senior managers work in its headquarters or head office. Some managers may even have their own offices, but in most enterprises, the personnel works in open-plan offices – large areas, where many employees work together with their counterparts. The everyday work supporting an enterprise's activities – administration – is usually conducted in these offices by the support staff or administrative staff. For instance, in technical support there are the people giving a technical help to buyers of the enterprise's products. When workers are not satisfied with conditions or pay, they may take industrial action: a strike, walk-out or stoppage (they stop working for a time); go-slow (employees continue to work, but more slowly than usual); an overtime ban (they refuse to work more than the normal number of hours). Labour unions in the USA are known as organizations defending the interests of workers, the British call them trade unions.

In case you have decided to develop your own business plan, the first thing you need to do is to pull together a "management team" with serious thought given to the chief positions which need to be filled and who have to fill them.

The path of least resistance should be avoided – that is, placing relatives and close friends in key positions simply because of who they are. To justify placing someone in a certain position of your management team there are two criteria: *Does the person have the necessary training and skills to do the job? Does the person have the track record to prove his/her talents?*

A management team evolves over time. Members of the management team may wear several hats until the business grows and can afford the additional team members [60]. A business plan actually defines the management structure. The management structure outlined in your business plan will also convince your investors that you have the needed skill sets to succeed. Investors always want to make sure you have the necessary resources

to plan, organize, control and lead your business in a proper way.

Then assuming that you have already gained all the technical staff in place, set up a management team with good experience and track records in finance, operations and marketing. It affects your business plan's work. In fact, 98% of small businesses fail because of weaknesses in their management staff.

The staff you will need to run your own business will depend much on the size and type of your business, and the scope of what you can offer. As a general guideline you will need technical staff to create and develop your product or service, staff to manage your finances, staff to market your product and service, staff to oversee your operations and administrative staff [13].

Large businesses usually have the following top management positions: Chief Executive Officer (CEO) or President (this person is the driving force behind the company; he / she makes things happen, puts together the resources to support the company and take the product to the market place); Chief Operating Officer (COO) / Vice President of Operations / General Manager (an inside manager / organizer / operations person, who will make sure the company operations flow smoothly and economically; is responsible for making certain that necessary work is done properly and on time); Vice President of Marketing / Marketing Manager (markets the products to the customer); Chief Financial Officer (CFO) / Controller (seeks money; looks for investors and deals with banks and lenders; this function can also be assigned to another team member – the General Manager). The role the Controller performs is to manage money and watch over the company's assets; Vice President of Production / Production Manager (ensures that manufacturing processes run reliably and efficiently).

In a small business staff people wear "several hats". They have many duties. Below there is an example outline of the key personnel in a small business.

Operations manager has overall responsibility for the operation and financial success of the business. This leader handles external relations with vendors, lenders and community leaders. Frequently, this person is also in charge of either production or marketing for the business. This individual sets in motion the strategic plan, vision and goals for the business.

Quality control, safety, environmental manager performs a key function in any industry. This person has the responsibility for monitoring product, water and air quality, training of workers and filing all necessary weekly, monthly, quarterly and yearly reports.

Accountant / bookkeeper / controller plays another key role. He/she individual filling this role is generally responsible for monthly income statements, balance sheets, collection of receivables, payroll and managing the cash.

Office manager may serve as purchasing agent, human resource director and "traffic cop" with salespeople and vendors. This employee may also handle some marketing duties and oversee everything not involved in production.

Receptionist handles phone calls, greets visitors, answers the mail, does the billing and performs many other duties required by the office manager.

Supervisor / foreperson / lead person is the second-in-command, who in case of the owner's absence usually oversees production. This position requires an overall understanding of all aspects of the business and dealing with new employees, setting up schedules and training.

Marketing manager handles all aspects related to selling and promoting the product.

Duties of *purchasing manager* may be filled by the general manager and the office manager. Very often the lead person / supervisor is also involved.

Shipping and receiving manager is assigned to the task of packaging, ordering transportation for delivery, receiving incoming material and warehousing of finished goods and stock. Several people may be involved in this, including the foreperson, office manager or accounting clerk.

Each company has the professional staff resources such as a lawyer, an accountant, a computer consultant, and, possibly, a local doctor or access to a medical facility [19].

Task 2. Answer the questions.

1. Why is "business" considered as a very comprehensive term?
2. How many business functions do you know?
3. What activities is the human resources department engaged in?
4. What is another name for the human resources department?
5. When does a problem mean nothing negative?
6. Why does marketing try to explain the customers' choices?
7. How can you determine the notion "marketing"?
8. Where are the people working in marketing involved by enterprises?
9. For whom do sales teams make money?
10. What do PR managers do?
11. How do we call people carrying out the work in an enterprise?
12. Where do most senior managers work?

Task 3. Complete the sentences.

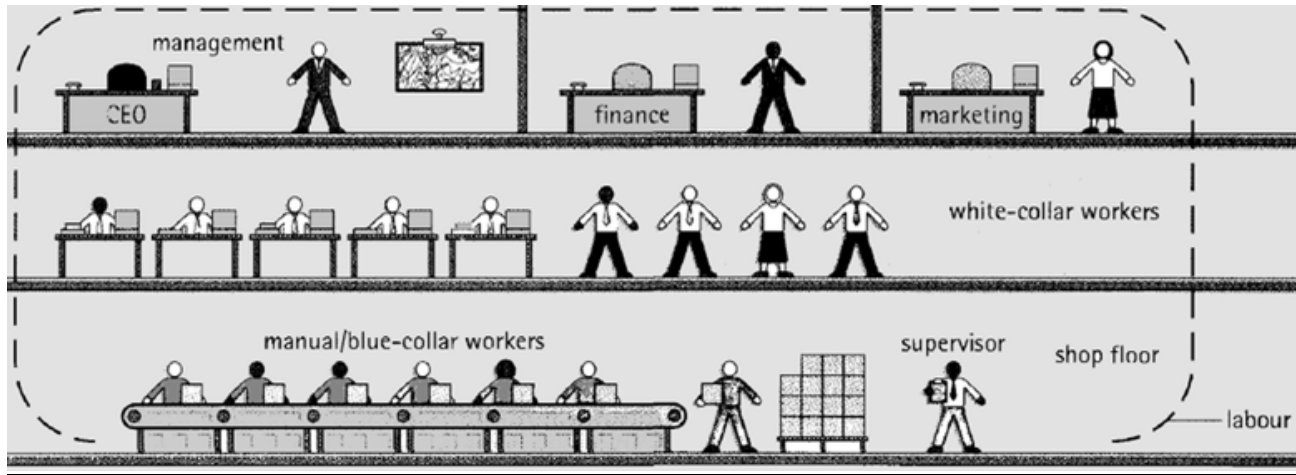
1. Business organization will cover the activity which helps ...
2. The human resources department finds the right person for ...
3. Management consultants spend most time ...
4. Marketing is the management process ...
5. Sales people meet existing and new ...
6. Sales executives usually work via ...
7. Sales teams can operate at ...
8. PR managers are generally associated with ...
9. Workers, personnel, staff, employees or workforce are ...
10. If you have decided to develop your own business plan ...
11. The Chief Executive Officer makes ...
12. People wear "several hats" ...

Task 4. Fill in the gaps.

*adaptable ambitious attentive to details creative energetic
good with figures outgoing patient persuasive sensitive*

1. Mr. Evans often gets annoyed with his assistant. He is not very _____. 2. We just refuse to install new software programmes. We are not at all _____. 3. He is always tired, even in the morning when he wakes up. He is not very _____. 4. Our promotion manager is not good at coming up with original ideas. Frankly speaking, he is not a _____ person. 5. At the moment I am not interested in getting a better job. As you may see, I am not _____ at all. 6. Tommy cannot even work out 2+2 without a calculator! He is not _____. 7. Jennie always says wrong things and gets people irritated. She is not a _____ person. 8. The partnerships manager and the head of human resources never win arguments in meetings with the general director. They are not enough _____. 9. She never corrects her spelling mistakes. She seems not _____. 10. Howard seldom talks to his colleagues. Most of the time he just sits silently at his desk. He is not _____.

Task 5. Choose the right description for each notion.



- | | |
|---|-----------------------------------|
| 1. Office workers may wear this. | a) blue collar
b) white collar |
| 2. Various forms of protest at work. | a) industrial action
b) strike |
| 3. When people stop working to protest. | a) strike
b) overtime ban |

4. Occasions when workers stop working to protest. a) go slow
b) walk-outs
5. One of the people working for an organization. a) employee
b) person
6. All the people working for a company. a) labour
b) staff
7. Workers who use their hands. a) manual workers
b) employees
8. The place in a factory where the production lines are. a) human resource department
b) shop floor
9. When workers intentionally produce less. a) stoppage
b) go slow
10. When people stop work to complain about something. a) stoppage
b) go slow
11. Another name for the human resources department. a) shop floor
b) personnel department
12. Manual workers may wear this. a) blue collar
b) white collar
13. Everyone working for a company is on this. a) payroll
b) union
14. These are trade _____ in the UK and labour _____ in the US. a) unions
b) workforce
15. Everyone except top managers. a) workforce
b) labour
16. Workers seen as a group. a) labour
b) union

Basic Rules of Business Etiquette

Task 1. Read and translate the text.

Business etiquette is a profitable and practical social skill which plays a significant role in career success, increasing professionalism and building better relationships. With workplace civility, employees thrive in a positive environment where all people are treated with respect and courtesy and, thus, can focus on their work. Moreover, the ability to relate to and engage successfully with managers, co-workers and clients is a key interpersonal skill which employers value highly. Employees who arm themselves with the principles of business etiquette distinguish themselves in the workplace and display a confident professional persona.

A lack of value and respect for one another in the workplace has a cost. Employees who are upset about the way they are treated in the workplace are less productive. In addition, employees may respond to discourtesy or disrespect by decreasing contact with an offending individual. If the situation continues unresolved, people may seek another position.

Contributing factors for rude unprofessional behaviours include: increased stress levels at work, longer hours in the office, heavy workloads, pressures to do more in less time, customer demands, struggles with work/life balance, external triggers (e.g., personal issues, commute hassles, etc.), working in close proximity, a lack of understanding or sensitivity concerning the diversity in the workplace (e.g., age, gender, culture, work styles, perspectives), depersonalization of the communication process through the extensive use of e-mail, emotional contagion – studies indicate that emotions are contagious, and negative emotions lead to a greater emotional contagion than positive emotions. These factors decrease both business productivity and employee job satisfaction.

Mindfulness is vital to success in the business world. It is essential to be conscious of how your behaviour affects others. People may be unaware of their behaviour and its consequences. In many cases, behaviour that is perceived as disrespectful or discourteous is unintentional and could be avoided by mindfulness and the consistent application of the principles of business etiquette. In a business environment first impressions are lasting; a second chance may not be possible. The knowledge and practice of etiquette offers a valuable advantage in creating and maintaining a positive impression.

Building and maintaining positive work relationships is an important facet of workplace success. These positive relationships can play a key role when it comes time for management to assign coveted projects and award promotions, raises and bonuses.

Your behaviour is the foundation upon which positive relationships are created. The following principles of business etiquette should define all of your business relationships: respect, courtesy, collaboration, non-aggression.

Most people understand that they need to treat superiors and clients with respect. They may not, however, be as mindful of their relationships with peers and subordinates.

Keep in mind that work environments can change rapidly. You never know who you may be called upon to work with in the future. The best practice is to establish and maintain good working relationships with all you come into contact with. By being mindful and consistently applying the principles of business etiquette you build positive work relationships, increase your opportunities for success and make your workplace a more pleasant place.

Among the skills essential for building positive work relationships can be distinguished the following: communication, conflict resolution, support and appreciation, magic words.

Communication:

- Be a good listener. Use verbal and non-verbal cues to demonstrate you are focused on what the other person has to say.
- Think before you speak. Consider what you want to communicate and choose your words carefully. Be mindful of how you speak – do not raise your voice, use harsh tones or use profanity. Speak like a professional and you will be perceived as one.
- Do not interrupt.
- Avoid miscommunication – clarify by summarizing and repeating back what you heard. Ask questions if you do not understand.
- Aim for face-to-face communications as opposed to voice-mail or e-mail.
- Be diplomatic.
- Emphasize the use of courtesy and respect in all communications.

Conflict Resolution:

- Focus on the problem not the person. Approach a conflict as situation-related not as opposed to person-related.
- Be positive and goal oriented. Offer solutions and suggestions for fixing the problem.
- Be clear and specific. Do not say, “Brian, I cannot do anything with this report. It is all wrong. Fix it!” Instead say, “Brian, the Q1 data was used but we need Q2 data, can you make that change to the report today?”
- Be proactive instead of reactive. Respond with solutions rather than complaints.
- Be slow to anger, particularly regarding insignificant issues. Being perceived as cool-headed and rational adds weight to your responses.
- Keep an open mind. Listen to the other person’s viewpoints without arguing or interrupting and strive for a win-win solution.
- Accept feedback – whether positive or negative – with poise and without becoming defensive. It speaks volumes about your professionalism.
- Never criticize an employee or co-worker in front of others.
- If you find yourself in a disagreement with someone, don’t air your differences in public. Find a private location to discuss the issue.

Support and Appreciation:

- On group projects be sure to credit and compliment everyone who contributed.
- Speak well of your co-workers and acknowledge their accomplishments.
- Never take credit for someone else efforts.
- Acknowledge co-workers' birthdays, promotions, engagements, weddings, new children or the death of a loved one. Such thoughtfulness leaves a lasting impression.

Magic Words are too often forgotten in business but what a difference they can make. Use them: "please", "thank you", "good job!", "great idea", "pardon me", "I am sorry".

There are also some etiquette challenges that are typically faced in the workplace: distracting behaviours, common / shared areas, personal consideration.

Recent studies have shown that ***distracting behaviours*** which interfere with work performance rated highest among employees' "pet peeves." An office loud talker is one of the biggest irritants, followed closely by loud or annoying cell phone ring tones.

Consider the following suggestions:

- Be aware of how loudly you are speaking. Do not shout over cubicle walls.
- Set your cell phone to silent or vibrate.
- Be mindful of where you conduct work-related conversations to ensure they do not disturb the work of others.

• Keep personal conversations outside workspaces (or better still outside the office). Keep personal telephone calls and e-mails brief and to a minimum.

- If you play music in your workspace, be sure only you can hear it.

Workplace common / shared areas, such as kitchens and lunchrooms, can be the biggest source of co-worker tension. Help maintain supplies, wash and return items to their proper places, clean spills and wipe countertops and tables as needed. When leaving food items in a shared refrigerator, mark all items with your name and date and remove all items at the end of your work week.

Restrooms run a close second as potential sources of conflict. After use, wipe the countertop and sink of any spilled water or soap. Be sure the toilet area is clean for the next user. Notify the proper attendant if supplies are low or out and if there are any maintenance issues.

When eating at your desk or in shared areas avoid eating food with a strong odour that may permeate the office.

Keep shared office equipment in working condition. Refill paper and fix or notify the proper person if office equipment is not working properly. Return equipment to the original settings if you have to change them – such as when printing multiple copies, using legal size paper or making two-sided copies.

As for ***personal consideration***, do not borrow items from a co-worker's desk without permission and return borrowed items in working condition. Keep your personal workplace clean and neat. Generally, less is better when it comes to office and cubicle decor. Use discretion when displaying personal items such as family photos and mementos so as not overdo or clutter your work area.

Try to be always on time. If you encounter an unavoidable delay, make every attempt to contact any person or group who may be waiting for you. Always allow extra time if you have to travel.

Another wonderful thing is sharing professional information. Gossiping and sharing overly personal information impede your success at work [2].

Task 2. Answer the questions.

1. What is the definition of the business etiquette?
2. When are employees more productive in the workplace than others?
3. Why is it sometimes difficult to control our body language?
4. Which ability do employers value highly and why?
5. How much does a lack of value and respect cost?
6. Why is mindfulness vital to success in the business world?
7. What are the essential principles of the business etiquette?
8. Which communication skills are needed for building positive work relationships?
9. How can you resolve conflict situations?
10. What can you suggest for avoiding distracting behaviours?
11. In which way can you maintain a professional appearance?
12. What will you do if you forget someone's name?

Task 3. Complete the sentences.

1. Business etiquette is ...
2. Employees who are upset about ...
3. Contributing factors for rude unprofessional ...
4. In many cases discourteous behaviour is unintentional ...
5. The skills essential for building positive work relationships ...
6. Magic words are too often forgotten in business ...
7. One of the biggest irritants is ...
8. Among the biggest source of co-worker tension ...
9. The way we dress sets ...
10. Our physical appearance ...
11. Words only account for ...
12. When speaking with someone, try ...

Task 4. Fill in the gaps.

<i>assistant</i>	<i>encounter</i>	<i>faux pas</i>	<i>offending</i>	<i>proper</i>
<i>considers</i>	<i>equals</i>	<i>genderless</i>	<i>peers</i>	<i>respect</i>
<i>counterpart</i>	<i>extend</i>	<i>nuances</i>	<i>powerful</i>	<i>statement</i>

1. What is the difference between the rising star whose career is picking up speed and his _____ who cannot seem to get the engine to turn over? 2. The star has

mastered the _____ of business etiquette – the subtle but critical behaviours that can make or break an important meeting, influence a first impression or affect a potential client. 3. H. Klinkenberg, the director of Etiquette International, _____ that the differences between business etiquette and social etiquette are quite simple. 4. Business etiquette is _____. 5. The traditional chivalrous etiquette of holding the door open for a woman is not necessary in the workplace and can even have the unintended effect of _____ her. 6. In the work environment, men and women are _____. 7. Your guiding principle should always be to treat people with consideration and _____.

8. The _____ way to make an introduction is to introduce a lower-ranking person to a higher-ranking person. 9. If your CEO is Mr. Gray and you are introducing administrative _____ Maria Taylor to him, the correct introduction would be “Mr. Gray, I would like you to meet Maria Taylor”. 10. If you forget a person’s name while making an introduction, do not panic and proceed with a _____ such as: “I am sorry, your name has just slipped my mind”. 11. Omitting an introduction is a bigger _____ than salvaging a botched introduction.

12. The physical connection you make when shaking hands with someone can leave a _____ impression. 13. A firm handshake made with direct eye contact sets the stage for a positive _____. 14. To avoid any confusion during an introduction, always _____ your hand when greeting someone. 15. Men and women are _____ in the workplace.

Task 5. When you start working, it is important to understand basic business etiquette. Look through the following suggestions, which are generally appropriate for most organizations, and put them in the correct columns.

Business Etiquette Do’s	Business Etiquette Don’ts

1. Be late for work. Call if you must be late. Consistent lateness and even rescheduling of your work hours can be grounds for dismissal.

2. Treat your superior with respect, but do not act afraid or submissive. Treat all people with respect, regardless of status, gender, race, ability and background.

3. Bring up controversial topics (politics and religion).

4. Consider yourself adequately prepared for a successful job search when you are ready to say the following with confidence: “I have prepared an effective resume and cover letter. I have practiced and developed effective interviewing skills. I have explored different job search strategies. I have identified different industries and organizations which are good potential employers”.

5. Show a positive attitude. Avoid gossiping and complaining, be cheerful and constructive in your dealings with others.

6. Listen: When you are talking to people, look directly into their eyes from time to time. Show your interest in the other person by using open-ended questions and acknowledging what you are hearing.

7. Use slang or crude language.

8. Be friendly and cooperative.

9. Be negative and complain.

10. Dress for success – dress neatly and appropriately for the job. Observe how other staff members dress and follow the suit.

11. Interrupt people while they are speaking.

12. Use your cell phone while at work.

13. Watch your language – learn the office jargon, refrain from using slang and profanity. Concentrate on expressing yourself clearly in both written and verbal communications.

14. Be willing to learn new skills.

15. Whenever you are without an immediate assigned task, offer to assist others where needed. Personal business should be conducted on your own time, not company time.

16. Invade others' personal space; maintain a physical distance of 2-3 feet, because coming too close to another person may be considered aggressive or rude. Standing too far away may be considered aloof.

17. Keep your supervisor informed of the status and completion of the work. Periodically ask your supervisor: "How can I improve?" Make sure others become aware of your accomplishments, but do not boast.

18. Follow organization rules – learn, follow and respect all organization rules, especially those dealing with ethics and confidentiality.

19. Talk about personal issues (boyfriend/girlfriend, parties and so on) in the workplace.

20. If you do not know, ask! However, respect the time and commitments of others and wait for an appropriate time to ask for assistance.

21. Network – get to know the people you are working with.

22. Engage in excessive socializing, which would limit your productivity and that of your co-workers.

23. Have unrealistic expectations. Never be patient and never prove yourself before you get higher responsibilities.

Cultivating Corporate Cultures

Task 1. Read and translate the text.

Corporate culture refers to the beliefs and behaviours which determine how a company's management and employees interact and handle outside business transactions. Very often corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture is reflected in its business hours, dress code, office setup, turnover, employee benefits, hiring decisions, treatment of customers, client satisfaction and many other aspects of operations.

Alphabet Inc. (GOOGL) is famous for its employee-friendly corporate culture. It explicitly defines itself as unconventional and offers perks such as flextime, telecommuting, tuition reimbursement, free employee lunches and on-site doctors. At its corporate headquarters in Mountain View, California, the company offers on-site services such as car washes, oil changes, fitness classes, massages and a hair stylist.

Awareness of corporate or organizational culture in businesses and other institutions such as universities emerged in the 1960s. The term corporate culture developed in the early 1980s and became widely known by the 1990s. Corporate culture was used during those periods by managers, sociologists and other academics to describe the character of a company. This included generalized behaviours and beliefs, company-wide value systems, management strategies, employee communication and relations, work environment and attitude. Corporate culture would go on to include company origin myths via charismatic CEOs, as well as visual symbols such as logos and trademarks.

By 2015 corporate culture was not only created by the founders, management and employees of a company, but also influenced by national traditions and cultures, company products and size, economic trends and international trade. There is a variety of terms that relate to companies affected by multiple cultures, especially in the wake of globalisation and the increased international interaction of today's business environment. As such, the term "cross culture" refers to "the interaction of people from different backgrounds in the business world"; culture shock refers to the confusion or anxiety people experience when conducting business in a different society than their own; and reverse culture shock is often experienced by people who spend lengthy times abroad for business and have difficulty readjusting upon their return. To create positive cross-culture experiences and facilitate a more cohesive and productive corporate culture, companies often devote in-depth resources to combating the occurrence of the above, including specialized training that improves cross-culture business interactions.

Just as national cultures can influence and shape a corporate culture, so does a company's management strategy. In top companies of the twenty-first century, such as *Google*, *Apple Inc. (AAPL)* and *Netflix Inc. (NFLX)*, less traditional management strategies which include fostering creativity, collective problem solving and greater employee freedom have been the norm. It has been argued that this is also the key to these companies' success. Progressive policies such as comprehensive employee benefits and

alternatives to hierarchical leadership – even doing away with closed offices and cubicles – are a trend that reflect a more tech-conscious and modern generation. This trend marks a turning away from aggressive, individualistic and high-risk corporate cultures such as that of former energy company Enron.

High-profile examples of alternative management strategies that significantly affect corporate culture include holacracy put to use at shoe company *Zappos* (*AMZN*) and agile management techniques applied at music streaming company Spotify.

Holacracy is an open management philosophy which, amongst other traits, eliminates job titles and other traditional hierarchies. Employees have flexible roles, and self-organization and collaboration is highly valued. *Zappos* instituted this new program in 2014 and has met the challenge of the transition with varying success and criticism.

Similarly, *Spotify*, a relatively young but very successful company, uses the principles of agile management as part of its unique corporate culture. Agile management, in essence, focuses on deliverables with a flexible, trial-and-error strategy that often groups employees in a start-up environment approach to creatively tackle the company's issues at hand.

Corporate cultures can be shaped intentionally or grown organically. They reach to the core of a company's ideology and practice and affect every aspect of business (employee – customer – public image). The current awareness of corporate culture is more acute than ever. *The Harvard Business Review* identifies six important characteristics of successful corporate cultures in 2015. First and foremost is “vision”: from a simple mission statement to a corporate manifesto, a company's vision is a powerful tool. For example, *Google's* modern and infamous slogan: “Don't Be Evil” is a compelling corporate vision. Secondly, “values”, while a broad concept, embody the mentalities and perspectives necessary to achieve a company's vision. Following *Google's* corporate restructuring under the conglomerate *Alphabet Inc.* in October 2015, *Alphabet* took “Do the right thing” as its motto, also forming the opening of its corporate code of conduct.

Practices are the tangible methods, guided by ethics, through which a company implements its values. For example, *Netflix* emphasizes the importance of knowledge-based, high-achieving employees and, as such, *Netflix* pays its employees at the top of their market salary range. “People” come next, with companies employing and recruiting in a way which reflects and enhances their overall culture. Lastly, “narrative” and “place” are perhaps the most modern characteristics of corporate culture. Having a powerful narrative or origin story, such as that of Steve Jobs and *Apple*, is important for growth and public image. The “place” of business, such as the city of choice and also office design and architecture, is also one of the most cutting-edge advents in contemporary corporate culture [6]. Thus, culture affects every aspect of the company, from the public's perception of the brand to the employees' job satisfaction to the bottom line. While no two cultures are exactly alike, there are defining characteristics which tend to place organizational cultures into one of five types: team-first corporate culture, elite corporate culture, horizontal corporate culture, conventional corporate culture, progressive corporate culture.

Companies with *team-first corporate cultures* make employees' happiness their top priority. Frequent team outings, opportunities to provide meaningful feedback, and flexibility to accommodate employees' family lives are common markers of a team-first culture. *Netflix* is a great example – their recent decision to offer unlimited family leave gives employees the autonomy to decide what is right for them.

Team-oriented companies hire for culture fit first, skills and experience second. They know that happy employees make for happier customers. It is a great culture for any customer service-focused company to embody, because employees are more likely to be satisfied with their work and eager to show their gratitude by going the extra mile for customers.

Zappos is famous for its fun and nurturing culture, as well as its stellar customer service. As their CEO once famously said, “*Zappos* is a customer service company that just happens to sell shoes”. And the way they keep employees satisfied with their job is by not only letting them express themselves with whacky desk decor (which everyone loves), but by giving employees the autonomy to help customers the way they see fit, rather than following strict guidelines and scripts. Customers appreciate the straightforward, personable service. Possible pitfalls: The larger the company, the more difficult it is to maintain this type of culture.

Companies with *elite corporate cultures* are often out to change the world by untested means. An elite corporate culture hires only the best because it is always pushing the envelope and needs employees to not merely keep up, but lead the way (think about Google). Innovative and sometimes daring, companies with an elite culture hire confident, capable, competitive candidates. The result is fast growth and making big splashes in the market.

Their customers are often other businesses which need their products to remain relevant and capable in a new environment. *SpaceX* is a high-profile example of an innovative (and relatively young) company doing big things in aerospace manufacturing and space transport. Employees report feeling elated to literally launch rockets, but expectations are extremely high and 60 to 70-hour work weeks are the norm. Still, knowing that they are doing meaningful, history-making work keeps most employees motivated. Possible pitfalls: intensity can lead to competition between employees and people feeling pressure. Perks like team outings, peer recognition programs and health initiatives can combat this.

Horizontal corporate culture is common among start-ups because it makes for a collaborative, everyone-pitch-in mind-set. These typically younger companies have a product or service they are striving to provide. They are more flexible and able to change based on market research or customer feedback. Though a smaller team size might limit their customer service capabilities, they do whatever they can to keep the customer happy – their success depends on it.

Titles do not mean much in horizontal cultures, where communication between the CEO and office assistant typically happens through conversations across their desks to

one another rather than email or memos. This is the experimental phase, where risks are necessary and every hire must count. Basecamp is the perfect example of a successful company which maintains a start-up-like mind-set. Basecamp has announced that it will focus exclusively on its most popular product and maintain its relative small size rather than grow into something much bigger and broader (*Jason Fried: “Stay Small, Grow Slow, and Do One Thing Really Well”*). Possible pitfalls: Horizontal cultures can suffer from a lack of direction and accountability.

Traditional companies have clearly defined hierarchies and are still grappling with the learning curve for communicating through new mediums. Companies where people wear a tie and slacks are of the conventional sort. In fact, any dress code at all is indicative of a more traditional culture. There are a numbers-focused approach and risk-averse decision making. Your local bank or car dealership likely embodies these traits. The customer, while crucial, is not necessarily always right.

But in recent years, these companies have seen a major shift in how they operate. That is a direct result of the digital age, which has brought about new forms of communication through social media and software as a service. Facing this challenge can be a big opportunity for learning and growth, as long as it is not resisted by management.

Founded in 1892, GE is about as traditional as they come and is well-known for its cut-and-dry management practices. Just recently, however, it eliminated its traditional performance review in favour of more frequent conversations between management and employees and is even launching an app to help facilitate feedback. It is the perfect example of an old-school company embracing technology and change. Possible pitfalls: This very cut-and-dry approach leaves little room for inspiration or experimentation, which can result in a lack of passion or resentment from employees for being micromanaged.

Uncertainty is the definitive trait of **progressive corporate culture**, because employees often do not know what to expect next. Mergers, acquisitions or sudden changes in the market can all contribute to a progressive culture. “Customers” are often separate from the company’s audience, because these companies usually have investors or advertisers to answer to.

But it is not all doom and gloom. A major transition can also be a great chance to get clear on the company’s shifted goals or mission and answer employees’ most pressing questions. Managing expectations and addressing rumours that pop up through constant communication are the best things a company can do to prevent employees from fleeing or cowering. Change can be scary, but it can also be good, and smart employees know this. They embrace change and see it as an opportunity to make improvements and try out new ideas. And hopefully, they rally their colleagues to get on board.

LinkedIn’s \$1.5 billion acquisition of Lynda.com is one recent example of companies in transition. Ultimately, it’s a match that makes sense – the companies’ goals are in alignment with one another, and LinkedIn’s users benefit from the partnership. LinkedIn still has a lot to prove to its stockholders (their shares fell after the company attributed its

annual revenue forecast to the acquisition), and it recently reorganized its sales team and changed its advertising methods. But by being straightforward and showing how these changes will ultimately lead to greater benefits, both LinkedIn and Lynda.com can thrive.

Possible pitfalls: Progressive culture can instil fear in employees for obvious reasons. Any change in management or ownership – even if it is a good thing for the company – is not always seen as a good thing. Communication is crucial in easing these fears. It is also a good opportunity to hear feedback and concerns from employees and keep top talent engaged [14].

Task 2. Answer the questions.

1. What is corporate culture?
2. How can you define the employee-friendly corporate culture?
3. When did the history corporate culture begin?
4. Who creates and influences corporate culture?
5. How many examples of contemporary corporate cultures do you know? Speak in detail.
6. What are the most important characteristics of successful corporate cultures?
7. In which way can corporate cultures be shaped?
8. How can you characterise team-first corporate cultures?
9. What is typical for horizontal corporate cultures?
10. Where do people wear a tie and slacks as a part of their dress code?
11. What helps people facilitate feedback?
12. Why does culture shock sometimes happen?

Task 3. Complete the sentences.

1. A company's culture is reflected in ...
2. Alphabet Inc. is well-known for its ...
3. Holacracy is an open management philosophy ...
4. Agile management, in essence, focuses on ...
5. The Harvard Business Review identifies ...
6. Companies with team-first corporate cultures make ...
7. An elite corporate culture hires ...
8. SpaceX is a high-profile example ...
9. "Stay small, grow slow and do one thing really well" is ...
10. Companies with conventional corporate culture use a very cut-and-dry approach, which leaves ...
11. Uncertainty is the definitive trait ...
12. Changes in management of progressive companies are ...

Task 4. Fill in the gaps.

attitudes *contribution* *retain* *loyal* *corporations* *conduct*
values *unhealthy* *attract* *performance* *turnover* *charge*

1. Every organization, from small businesses to large _____, has a culture.
2. The culture refers to the values and _____ of employees. 3. In a business with an _____ culture employees act as individuals, performing their duties to meet their own needs, such as a paycheck or health benefits. 4. A healthy corporate culture _____ each employee in the organization regardless of his job duties, which results in employees working as a team to meet the company's and their own personal needs. 5. Healthy corporate culture improves the _____ of a business in a number of areas. 6. In a company that values workers for their _____ to the business, employees experience high morale and a positive attitude toward the organization. 7. Workers with a positive attitude are _____ to the organization, which reduces employee turnover. 8. Worker _____ has a high cost to a business, with increased costs for recruitment, hiring and training. 9. A healthy corporate culture can help a company _____ valuable employees and reduce human resources costs. 10. Companies with a healthy corporate culture gain a positive reputation among potential workers, which may _____ talented and skilled workers to the organization. 11. In addition to attracting high-quality workers, a well-regarded business reputation allows the company to _____ a higher price for products and services and increases the value of the company in the financial market. 12. Customers may prefer to _____ business with a business that has a solid corporate reputation as well.

Task 5. Read the text and do the test choosing the right meaning for the words in bold italics.

Small talk does not mean unimportant talk. It is big talk, which can lead to big deals. In the business world it is the starters, not the dessert. Businessmen always small talk before they **talk shop**. Why? The reason is maybe because the English language appears as a multicultural tongue shared by 20% of the Earth's population. This means you often talk to a person with other values, someone with a completely different **mindset**. Small talk is like a hand we reach out across the cultural divide.

So how can we do that? Well, the trick is to make it personal without being private. In this case politics and religion are non-starters. Safer topics embrace sports, health, accommodation, travel, holidays, the weekend, leisure time activities, family and the weather of course.

Recently at an Italian airport check-in I could not help **overhearing** a group of Austrian businessmen talking to their Canadian partners in the opposite line. The topic of their conversation was the weather. But that was not a topic of the conversation. That was a **tome of conversation**, the last word on the subject, a Cambridge doctorate of

philosophical complexity. Fifteen solid minutes: forecast, review, backwards, forwards.

This seems oddly enough because it is not what we really have in mind when we ask the innocent question “How is the weather?” in English small talk. Do you consider people in their right mind actually enjoy discussing the most *mundane* subject in the universe?

Thus, do not *dwell on* the niceties of that low-pressure front sweeping Florence and move smartly onto the next talking point. So, the weather is not a Shakespearian monologue, but a conversational ice-breaker. Small talk gives you a chance to *suss out* your partners’ attitudes and to locate their accents, *paving the way* for the real subject of cultural identification.

1. **Talk shop** means to talk about:

a) *shopping*; b) *your work*; c) *unimportant matters*.

2. **Mindset** here means:

a) *human brains*; b) *a way of feeling something*;
c) *way of considering things*.

3. **Overhear** means:

a) *hear something without being involved in a conversation*;
b) *be hard of hearing*;
c) *be very good at hearing*.

4. A **tome of conversation** means:

a) *large heavy book on a subject of conversation*;
b) *a long and serious conversation*;
c) *an unimportant conversation*.

5. **Mundane** means:

a) *ordinary and not interesting or exciting*;
b) *happening very often*; c) *happening very rarely*.

6. **Dwell on something** means:

a) *listen carefully and attentively*;
b) *spend a lot of time talking about something*;
c) *pay attention to the topic of conversation*.

7. **Suss out** means:

a) *see*; b) *hear*; c) *understand*.

8. **Pave the way** means:

a) *cover the area with asphalt*; b) *show the direction*;
c) *make something possible or more likely to happen*.

References

1. Кравець Р.А. Ділова іноземна мова: навчальний посібник для студентів економічних спеціальностей. Вінниця: Планер, 2019. 232 с.
2. Business Etiquette. Retrieved February 26, 2024, from https://www.wfm.noaa.gov/workplace/Comp_Conf_Handout_3.pdf.
3. Business. Retrieved February 26, 2024, from <https://www.investopedia.com/terms/b/business.asp>.
4. Chauvot P. Business English as International Language of Business. Retrieved February 26, 2024, from <https://www.communicaid.com/business-language-courses/blog/business-english-as-international-language-of-business/>.
5. Clark D. English – The Language of Global Business? Forbes. Retrieved February 26, 2024, from <https://www.forbes.com/sites/dorieclark/2012/10/26/english-the-language-of-global-business/#5a522bc6b57e>.
6. Corporate Culture. Retrieved February 26, 2024, from <https://www.investopedia.com/terms/c/corporate-culture.asp>.
7. Doyle A. Guidelines for What to Include in a Resume. Retrieved February 26, 2024, from <https://www.thebalancecareers.com/guidelines-for-what-to-include-in-a-resume-2061035>.
8. Doyle A. How to Create a Professional Resume. Retrieved February 26, 2024, from <https://www.thebalancecareers.com/how-to-create-a-professional-resume-2063237>.
9. Doyle A. Resume and Cover Letter Writing Guide. Retrieved February 26, 2024, from <https://www.thebalancecareers.com/resume-and-cover-letter-writing-guide-2063178>.
10. Doyle A. Types of Job Applications: Forms and Samples. Retrieved February 26, 2024, from <https://www.thebalancecareers.com/job-application-form-sample-2061607>.
11. Doyle A. What Is the Difference Between a Resume and a Cover Letter? Retrieved February 26, 2024, from <https://www.thebalancecareers.com/resume-vs-cover-letter-2060116>.
12. Forms Of Business Organization. Retrieved February 26, 2024, from <https://www.investopedia.com/walkthrough/corporate-finance/1/forms-business-organizations.aspx>.
13. Obringer L.A. How Business Plans Work. Retrieved February 26, 2024, from <https://money.howstuffworks.com/business-plans11.htm>.
14. Paton C. Five Types of Corporate Culture: Which One Is Your Company? Internal Communications. Retrieved February 26, 2024, from <https://blog.enplug.com/corporate-culture>.
15. Rayne E. Comparison: LP and LLP. Retrieved February 26, 2024, from <https://info.legalzoom.com/comparison-lp-llp-23298.html>.
16. Seven Arguments for the Importance of Good English in Business. Fluent Business English Blog. Retrieved February 26, 2024, from <https://www.fluentu.com/blog/business-english/importance-of-english-in-business/>.

17. The Essential Job Search Guide. Retrieved February 26, 2024, from <https://www.indeed.com/career-advice/finding-a-job/the-essential-job-search-guide>.

18. The Importance of business English and how to improve your existing skills. Retrieved February 26, 2024, from <https://www.lingoda.com/en/english/business>.

19. Top Management and Key Personnel Positions in a Business. Retrieved February 26, 2024, from <https://www.extension.iastate.edu/agdm/wholefarm/pdf/c5-111.pdf>.

20. What types of jobs and employers are there in business? Retrieved February 26, 2024, from <https://targetcareers.co.uk/career-sectors/business/336-what-types-of-jobs-and-empl-oyers-are-there-in-business>.

21. Woods M. Is English the Language of Business? Business to Community. Retrieved February 26, 2024, from <https://www.business2community.com/communications/english-language-business-01732347>.