

**Конспекти практичних занять
з ділової іноземної мови**

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THEORETICAL COURSE

Lesson 1:

The Importance of English in the Business World

Topical Vocabulary:

an advantage	- перевага
mental health	- психічне здоров'я
odds	- імовірність, можливість
business success	- успіх у бізнесі
a decent job	- престижна робота
proficient	- майстерний, умілий, досвідчений
survival	- виживання
appropriate	- відповідний, підходящий; доречний
undeniable	- незаперечний
trade relations	- торговельні відносини
approximately	- приблизно, наближено
a high impact	- великий вплив
a deep understanding	- ґрунтовне розуміння
core skills	- основні вміння
fluency	- вільне володіння
to encounter	- зіштовхнутися (з), натрапляти (на)
negotiations	- переговори
employees	- персонал; працівники
to acquire the language	- опановувати мову
support	- підтримка
takeaways / outcomes	- результати / наслідки
to evince	- виявляти, показувати; доводити
to boost	- форсувати, прискорювати
to attempt	- намагатися, пробувати



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 [64].

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 [56]. 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 [59].

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.) [21].

Discussion questions:

1. The English language knowledge as a huge advantage in the multicultural world.
2. English outside of Great Britain and the USA.
3. A one-way ticket to business success.
4. Peculiarities of Business English.
5. The skills applicable to the workplace.

English - The Language of Global Business?

Opinions expressed by Forbes Contributor Dorie Clark, Oct 26, 2012

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”. (Indeed, the British Council reports that by 2020, two billion people will be studying English). 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 like me, 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. (In the “credit for trying department”, I spent an hour composing two emails in French yesterday, an effort my Parisian colleague declared “adorable”).

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 [22].

Tips and tricks to improve Business English knowledge

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 be 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 as 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 [59].

Discussion questions:

1. The English language's growing dominance from "a marker of the elite" to "a basic skill needed for the entire workforce".
2. The British Council's report and EF's study.
3. Foreign language knowledge of the citizens in the USA and the EU.
4. The importance of becoming a global leader.
5. Women speak better English than men.
6. International sectors use English.
7. Business English around the world.

<i>Lexical Quest</i>	<i>Grammar Quest</i>
1. Why is it important to master Business English?	1. When do we use the past simple?
2. What core skills are required in Business English?	2. How do we form the past simple?
3. How many tips and tricks to improve Business English do you know?	3. Which are the most common time expressions in the past simple?

Lesson 2:

The Notion of Business

Topical Vocabulary:

an enterprising entity	- підприємницька організація
to be engaged in smth.	- займатися чимось
to further	- просувати; сприяти
extensive market research	- детальне дослідження ринку
feasible	- можливий, імовірний
assets	- активи
fictitious	- вигаданий
to secure permits	- отримувати дозволи
to adhere to smth.	- дотримуватися чогось
registration requirements	- вимоги щодо реєстрації
to obtain	- отримати
sole proprietorship	- одноосібна власність
partnership	- партнерство
prevalent	- розповсюджений, пануючий, домінуючий
legal liabilities	- правова (юридична) відповідальність
a tax return	- повернення податків
a single entity	- цілісна організація
shareholders	- акціонери

to exchange considerations for the common stock	- обмінюватися міркуваннями щодо звичайний фонд
to incorporate	- включити, об'єднувати
to release	- відмовлятися (від права); передавати право іншій особі; прощати; обнародувати, опублікувати
financial liability	- фінансова відповідальність
business obligations	- ділові зобов'язання
to issue to the corporate stock	- виступати із заявою для корпоративний фонд
finance operations	- фінансові операції
to transact business	- вести бізнес, укладати договір

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 [18].

Discussion questions:

1. The general notion of business.
2. Starting a business.
3. Business structures.
4. Business sizes.
5. Business Operations of a company in Industries

Forms Of Business Organization

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) [38].

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 IRS. 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 [54].

Discussion questions:

1. Sole proprietorship.
2. Business insurance policy.
3. Limited liability company.
4. The role of the Internal Revenue Service.
5. C corporations and S corporations.
6. General partnership.
7. Limited partnership,
8. The income double taxation and personal income tax returns.

<i>Lexical Quest</i>	<i>Grammar Quest</i>
1. What is the difference between for-profit and non-profit organizations? 2. When does a business begin? 3. How can you characterize an ideal form of business organization?	1. When do we use the present simple? 2. How do we form the present simple? 3. Which are the most common time expressions in the present simple?

Lesson 3:

Different Types of Business

Topical Vocabulary:

a small retailer	- роздрібний торговець
to be familiar with	- бути знайомим із
the stock market	- ринок акцій, фондовий ринок
applicable	- придатний; відповідний, підходящий
an annual turnover	- щорічний оборот, річний обіг
an enterprise	- підприємство; фабрика; фірма, компанія
income	- дохід, доходи; надходження; прибуток
to cover the costs	- покривати витрати
to run the business	- вести бізнес, керувати підприємством
a top manager	- керівник вищої ланки
to pay the bills	- оплачувати рахунки
to repay	- повертати борг; відшкодовувати збитки
to save costs	- скорочувати видатки / витрати
to seek out new opportunities	- відкривати нові можливості
to address new challenges	- вирішувати нові проблеми
to be aware of smth.	- знати, розуміти, усвідомлювати (щось)
to pose different challenges related in smth.	- створювати різноманітні труднощі
a financial services arm	- пов'язаний; споріднений (із чимось)
the tertiary sector	- відділ надання фінансових послуг
to overlap with	- третинний сектор
to appreciate	- частково збігатися з
a sole trader	- оцінювати
to take on	- індивідуальний підприємець
an arrangement	- брати (на роботу); наймати (на службу)
liable for	- домовленість, угода
to incur any losses or debts	- відповідальний за
permutations	- нести збитки або мати заборгованість
the precise legal implications	- зміни
viable	- конкретні юридичні наслідки
	- вагомий



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.

Businesses vary not only in size and industry but also in their ownership. Some are owned by just one person or a small group of people, some are owned by large numbers of shareholders, some are owned by charitable foundations or trusts, and some are even owned by the state. Different ownership structures overlap with different legal forms that a business can take. A business's legal and ownership structure determines many of its legal responsibilities, including the paperwork that the owners need to complete in order to set up the business, the taxes the business has to pay, how profits from the business are distributed, and the owners' personal responsibilities if the business makes a loss or goes bankrupt.

It is not necessary to go into great detail on legal forms and ownership

structures here but a short overview will help you to appreciate the diversity of businesses. At the broadest level it is possible to distinguish between organisations that are owned and run by private owners, those that are owned and run by the state and those that are run by voluntary organisations. Here we will first look at different types of privately owned businesses.

Legal forms and ownership structures of businesses are different from country to country. In the United Kingdom the majority of businesses (but not all) are sole traders, limited companies or business partnerships.

A sole trader is a person who is running a business as an individual. Sole traders can keep all the business's profits after paying tax on them but they are personally responsible for any losses the business makes (i.e. they would have to cover them out of their private money if necessary), paying the bills incurred by the business (e.g. stock or equipment), and keeping a record of all sales and expenditures. Sole traders can take on employees – the term implies that they own the business on their own, not that they must work there alone.

A limited company is an organisation set up by its owners to run their business. A limited company is a legal person. Of course, a company is not a person in the sense we commonly understand it. What the term means is that the law regards a limited company as having the same legal standing as a person, i.e. it has legal rights and obligations in itself, which are independent from the rights and obligations of its owners as individuals. For example, a limited company can own property. A limited company's finances are separate from the finances of its owners. Any profit made after taxes belongs to the company. The company can then share its profits, most commonly among all the owners. Limited companies have 'members', i.e. the people who own the shares. A limited company also has 'directors'. Directors may be share owners but they don't have to be. Shareholders' and directors' responsibilities for the company's financial

liabilities (such as losses or debts) are limited to the value of their shareholdings. This means that they do not have to pay out of their personal income or assets if the company runs into financial difficulties. There are two main types of limited company: private limited companies and public limited companies. The shares of public limited companies (PLCs) are traded in the stock market, where anybody can buy shares in the company if they wish to do so. Private limited companies are not traded in the stock market and other people can only buy shares in them with the approval of the current owners (for example, if they are invited to invest in the company by the current owners).

A business partnership is an arrangement where two or more individuals share the ownership of a business. There are two main types of partnership: general partnerships and limited partnerships. In a general partnership all partners are personally responsible for the business, meaning they are liable for any losses or debts with their personal income or wealth if necessary. In a limited partnership partners are not personally liable if the business incurs any losses or debts. Profits from a partnership are shared between the partners and each partner then pays taxes on their share. There are a lot of fine details and several possible permutations in the structure of business partnerships, which are important when setting one up but need not concern us any further here.

There are some other legal ownership structures for businesses in the UK (including some different laws relating to partnerships in Scotland) but the three introduced above are the most common. Similar business ownership structures exist in many other countries although the precise legal implications can differ in important ways.

Legal and ownership structures, business size and industry sector are not entirely independent of each other. For example, most sole traders tend to be small businesses, not least because a single individual rarely has the financial capacity to finance a very large business, nor the desire to be

personally liable with all that they own if a large business were to run into financial troubles. Certain industry sectors require large businesses. For example, it is not viable to run a small steel works because the physical and financial investment required are so large. In other cases, industry sector and legal form are closely related. For example, law firms and some other professional service firms with more than one professional working in them in the United Kingdom are legally required to be set up as partnerships and no other ownership or legal structure is permitted [25].

Discussion questions:

1. The obvious ways of business differentiation.
2. Classifying businesses by size.
3. Two measurements of the size of business.
4. Large enterprises.
5. Medium-sized enterprises.
6. Small enterprises.
7. Microenterprises.
8. Classifying businesses by industry sector.
9. The primary sector of the economy.
10. The secondary sector of the economy.
11. The tertiary sector of the economy.
12. The fourth sector of the economy.
13. Ownership structures and legal forms.
14. Sole traders.
15. Limited companies.
16. Business partnerships.

<i>Lexical Quest</i>	<i>Grammar Quest</i>
1. In what way can you define the size of a business?	1. When do we use the present continuous?

2. Which of the main differences between large and small businesses do you remember?	2. Which verbs are not usually used in the continuous form?
3. How many sectors of the economy can you distinguish?	3. Which are the most common time expressions in the present continuous?

Lesson 4:

Job Hunting

Topical Vocabulary:

job hunting	- пошук роботи
complicated	- складний, важкий для розуміння
an application letter	- мотиваційний лист
solicited	- запрошений
to announce any vacancies	- оголошувати вакансії
a summary	- стислий виклад, анотація
an accomplishment	- досягнення, реалізація
articulate	- красномовний
career paths	- шляхи кар'єрного росту
to take stock	- підбивати підсумки, підсумовувати
the average salary	- середня заробітна плата
a target list	- список цілей
up-to-date	- сучасний; найновітніший
the downsides	- недоліки
to refer smb.	- згадувати; говорити про когось
job alerts	- повідомлення про роботу
relevant experiences	- актуальний досвід
easy-to-digest format	- легкий для засвоєння
inevitable	- неминучий
a mentor	- наставник; керівник

The process of job hunting is a complicated process. It has several

stages. The first stage is writing an application letter and a resume. The purpose of an application letter is to get a job, position or grant. Letters of application may be of different types: solicited (invited) and unsolicited (prospecting letters). A solicited letter of application is one that responds to a company advertisement offering a job. An unsolicited letter of application is written when the company has not announced any vacancies and in this case it is important to catch the reader's interest from the first lines of the letter. In the letters you should write about your qualifications, job experiences.

A resume is a one or two pages summary of your education, skills, accomplishments, experience. To prepare a successful resume you need to know how to review, summarize and present your experience and achievements on one page. A resume is a ticket to an interview where you can "sell yourself". If you are looking for a job, then it is very important to offer yourself in the best way to an employer. This is done by writing curriculum vitae (called in some countries "a resume") A CV (resume) is quite simply an "advert" to "sell yourself" to an employer. You should send a CV to employers when they ask for one. So, the purpose of your CV is to make you attractive, interesting, worth considering to the company. Your CV should include the following information: personal details, education, work experience, interests, skills, references. The length of a CV may differ. There are 2 main types of CV: *chronological* where information is presented under general headings: education, work experience, with the most recent events first and *skills based*, where you reveal all the necessary skills needed for the job you are applying for. Then you list all your personal details under these skill headings. This is called "targeting your CV".

It is better to start your CV with a personal profile / objective statement. This is a 3 sentence overview of your skills, qualities, hopes, plans. It should encourage the employer to read the rest. You could add a

photo of yourself, but make sure it is a good one.

There is also another very significant stage in the process of job hunting – an interview. Getting invited to an interview means your application must have made a good impression. You need to prepare yourself for the interview to make sure you do not waste the opportunity. Beforehand one should think about the interview itself, then prepare for questions one might be asked. It is important to think about the clothes to wear for an interview. During the interview you will make an impression in the first few minutes. It really takes just a few minutes for people to assess someone and store this information. So, it is important to make the first impression work for you. A candidate has to realize that a humanities degree is a qualification for a very wide variety of jobs in industry and business, the Civil Service and local government and elsewhere. Many employers are looking for people who, in addition to good educational achievements, are articulate, capable of thinking for themselves and able to tackle problems intelligently.



Thus, job hunting is definitely hard work and everyone's job hunting begins differently. Some people choose to make a career change; the others find themselves looking for a job through no choice of their own. It is deeply personal and only you can know when job hunting feels right.

In a recent survey of the "Indeed Career Guide", 91% of employed

adults said they look for jobs at least a few times a year, so for many people, job hunting is a regular activity. Like any activity, you will get better with practice. But still there are some steps following which you will hone your search skills and land the job you want.

No matter how your job hunting has begun, an important first step is considering what you really want to do at work. You may want to progress in the same career, change career paths, or you may not be sure of the course you are on. In any of these cases, you will need to get specific about the job you are looking for next: both to decide where to focus your search and so you can confidently answer interview questions about why you are attracted to a particular role.

As useful tips can be used the following:

- take stock of what you have accomplished in your career so far, your personal aspirations, and where you want to be next;

- think about the skills you feel most confident in and those attributes that make you unique;

- if you do not have much work experience, consider any roles you have had in your community or school, volunteer work you have done, and other experiences where you applied your skills and interests.

- before you begin your job hunting, review your social media profiles and check your privacy settings. Potential employers may look at these pages.

As you begin your job hunting, you will want to find out about all kinds of available jobs or how much you can expect to be paid in different jobs or locations. Indeed there are many web sites providing several resources to help you do this. Among them *www.monster.com* and *www.indeed.com* are currently enjoying the great popularity. Surfing these web sites you will see the salary trends for specific jobs. You may also enter the job title you are interested in learning more about and you will see the job's salary range and the average salary at popular companies.

You can get the national trend or select individual states and cities.

At the same time, you can begin researching companies which capture your interest. There are a plenty of ways to research companies. Some of them are:

1) Create a target list of employers you would like to work with. Visit their careers page and their Indeed Company Pages / Monster Find Jobs Pages to get a wealth of information like reviews, videos, and current job openings. From a Company Page, you can choose to “follow” that employer to get email updates when they post new jobs.

2) Visit a company’s social media pages to learn more about the day-to-day of their business.

3) Use a search engine to search for recent news articles about the company so you are up-to-date on the latest developments.

4) Reach out to people you know who work at the companies on your target list. In these conversations, come prepared with specific questions. For example:

How did you find your job at this company?

How would you recommend I learn more about what jobs are available here and whether I’m a good fit?

What is your favorite thing about working here?

What are the downsides?

What advancement opportunities exist at the company?

What is your relationship with you supervisor or manager like?

I have seen a job that interests me, what is your referral process like?

Would you be open to referring me?

5) Never expect that a contact at a company can guarantee you a job. Put the responsibility on yourself to learn as much as you can from them and to turn the information they give you into actions. Thank them for their time. If you are meeting them in person for coffee or lunch, you should offer to pay.

You may start your job hunting by creating a free Indeed or Monster account. With this account, you can save jobs that you want to apply to later. These jobs will appear on your My Jobs page so you can return to them when you are ready to apply. And once you have applied, you will be able to track your status from the same page. It is the easiest way to keep track of all the opportunities that catch your eye.

Next, it is needed to set up job alerts as you explore. Job alerts are regular email updates about new jobs that fit the criteria you are interested in. It is a convenient way to see new job postings as soon as employers post them.

The next step in job hunting is to create or update your resume. The purpose of a resume is to present your most relevant experiences and qualifications in an easy-to-digest format.

An inevitable part of any job hunting is waiting for employers to get back to you. Some employers may send you an email confirming that they received your application and will be in touch if they want to move forward. Others may not get back to you at all.

How long should you wait to hear back before moving on? There is no standard answer to this question. The amount of time it takes to review a job application varies for each job and company.

While you are waiting to hear back, it is important to continue your job hunting. Keep researching new opportunities and applying to jobs. And do not forget the power of face-to-face interactions: Take a friend, mentor or family member to coffee and ask them about their career path – you might be surprised by what you learn and how it inspires you. Stay active in your community to make new connections. For many people keeping an eye on new job opportunities is a part of continuous career development, even once you have found a new job. In fact, 92% of top performers say they search for jobs at least a few times each year [58].

Discussion questions:

1. Solicited and prospecting letters of application.
2. Chronological and skills based curriculum vitae.
3. Make a good impression during the interview.
4. Deciding to make a change.
5. Researching jobs and employers.
6. Searching for jobs.
7. Writing your resume.
8. Applying for jobs.
9. Waiting for a response.
10. Starting a new job.

<i>Lexical Quest</i>	<i>Grammar Quest</i>
1. What stages does the process of job hunting consist of?	1. When is the passive voice usually used?
2. How can we value the quality of our resume?	2. How do we form the passive voice?
3. Where can we find out about all kinds of available jobs?	3. What is the difference between transitive and intransitive verbs?

Lesson 5:

People in Business

Topical Vocabulary:

comprehensive

- широкий; всебічний; детальний

to generate money

- заробляти гроші

to stay profitable

- залишатися прибутковим

human resources

- людські ресурси

management consultancy

- управлінський консалтинг

public relations

- рекламна справа; зв'язки з громадськістю

recruitment	- вербування; набір, наймання,
pay and benefits	- винагороди й пільги
coaching	- інструктування
maternity and paternity pay	- відпустка по догляду за дитиною
to collate information	- узагальнювати інформацію
to implement changes	- вносити зміни
to anticipate	- прогнозувати
sales jobs	- комерційна діяльність
to liaise with journalists	- підтримувати зв'язки із журналістами;
to keep track	- відслідковувати
the headquarters / head office	- штаб-квартира або головний офіс
counterparts	- колеги
the support staff	- допоміжний персонал
an overtime ban	- заборона на понаднормову роботу
to pull together	- об'єднати зусилля
to justify	- підтвердити
the track record	- послужний список
a chief executive officer	- генеральний директор
a chief operating officer	- начальник оперативного складу
a chief financial officer	- фінансовий директор
an office manager	- офісний менеджер
a receptionist	- секретар; реєстратор
a foreperson	- голова
a purchasing manager	- менеджер із закупівель
an accountant	- бухгалтер

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 successful maintaining and enhancing the enterprise's reputation [63].

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 [51].

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 [60].

Discussion questions:

1. The main specialist business functions.
2. People working in human resources.
3. Management consultancy.
4. Marketing as the management process.
5. A sales department.
6. Public relations.
7. An enterprise's activity and administration.
8. The management team and top management positions.
9. Staff people wear "several hats".
10. The obligatory professional staff resources.

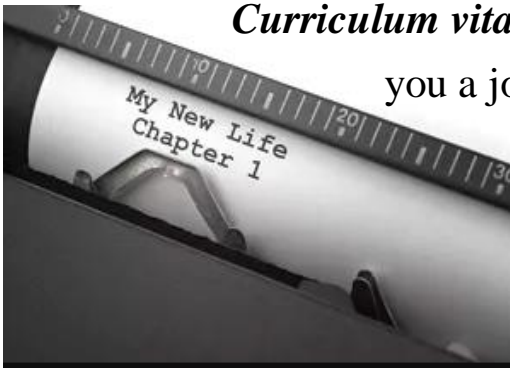
<i>Lexical Quest</i>	<i>Grammar Quest</i>
1. Why is "business" considered as a very comprehensive term? 2. What jobs do people working in the human resources department perform? 3. How many top management positions can you enumerate? Speak in details.	1. What is an adverb? 2. How can we divide adverbs according to their meaning? 3. What is the most important suffix in forming an adverb from other parts of the speech?

Lesson 6:

Writing CV and Letter of Application

Topical Vocabulary:

complementary	- додатковий
bullet points	- ключові пункти
to regurgitate smth.	- механічно повторювати щось
to be submitted with an applicant verification	- бути поданим на розгляд разом із заявник, прохач; кандидат, претендент
a job application form	- підтвердження; установа дієвості
personal references	- анкета при вступі на роботу; бланк заяви
a former supervisor	- рекомендації
a supplement	- колишній начальник
discrepancy	- додаток
a zip code	- невідповідність, розбіжність
to be eligible to an office	- поштовий індекс
a conviction	- мати право обіймати посаду
an extracurricular activity	- судимість
honour societies	- позакласні заняття
to delve into	- високоповажне / світське товариство
standard margins	- поринати, заглиблюватися у
distracting	- стандартні поля
consistent formatting	- який відволікає; розсіює (увагу)
a template	- відповідний формат
to customize your resume layout	- шаблон
marital status	- підганяти, оформляти відповідно до вимог
a typo	- макет, формат
concise	- сімейний стан
to convey	- друкарська помилка
	- короткий, стислий; чіткий (про стиль)
	- повідомляти; передавати (інформацію)



Curriculum vitae and ***letters of application*** alone will not get you a job, but they will help you to win an interview.

You should keep in mind that the more specifically you can tailor your curriculum vitae (resume) and letter of application to address the requirements of the position, the better your chances of earning an interview [31]. Both an application letter and a resume share the common purpose of proving that you have the right skills to excel at the job for which you are applying. However, there are clear distinctions between the structure and intent of these two documents. Job seekers should view their application letter and resume as a complementary but unique pair of documents. Your application letter should be more than just bullet points regurgitated from the resume.

Many employers also require that a resume is submitted with a job application [34]. This way the employer will have consistent data on file for all applicants. A signed (paper or electronic) application for employment also serves as your verification that the information you have listed on the application is true.

Job application forms (also called “employment forms”) are a part of the formal hiring process companies sometimes use in order to ensure that they have gathered comprehensive, accurate data from all applicants. These forms often request certain information that is not always included on CVs, such as professional or personal references, the names of former supervisors, and a complete educational background. If you decide to submit your resume as a supplement to the job application form, cross-check it with your application to ensure there are no discrepancies.

Personal Information Required for an Employment Application

- ✓ Name
- ✓ Address, city, state, zip code
- ✓ Phone number

- ✓ Email address
- ✓ Social security number
- ✓ Are you eligible to work in the United States?
- ✓ If you are under age eighteen, do you have an employment certificate?
- ✓ Have you been convicted of a felony within the last five years?
(*information about convictions varies based on state law*)

Education and Experience Needed for a Job Application

- ✓ School(s) attended, degrees, graduation date
- ✓ Certifications
- ✓ Skills and qualifications
- ✓ Grade Point Average (G.P.A.), if this was above 3.50
- ✓ Extracurricular activities where you held a leadership role
- ✓ Honour societies

Employment History Required

- ✓ Employer
- ✓ Address, phone, email
- ✓ Supervisor
- ✓ Job title and responsibilities
- ✓ Salary
- ✓ Starting and ending dates of employment (month, day, and year)
- ✓ Reason for leaving
- ✓ Permission to contact the previous employer

References

- ✓ Name
- ✓ Job title
- ✓ Company
- ✓ Address, phone, email [33].

Before delving into writing *a resume*, ask yourself some basic questions that will shape your direction. Are you seeking an entry-level job? Changing careers? Are you re-entering the workforce after a lengthy time off? The first step to writing an eye catching resume is determining what you are trying to accomplish. While you might not include an “*Objective*” section on your resume, write one for yourself to serve as a guiding principle for your overall resume.

A resume includes information on your education, work history, and skills. Get started writing your resume by creating a list of your accomplishments in each job that you have held. From there, you can decide which details are most important to highlight and work on phrasing information in a way that will get the attention of both hiring managers and searchable databases.

Your resume needs to be professional and polished because, if not, your application materials probably will not get a second glance from any hiring manager. An unprofessional resume is difficult to read, confusing, covered in errors, or unrelated to the job the person is applying for, as a result it will get tossed in the trash right away. Hiring managers often get dozens, even hundreds, of applicants for each job. An unprofessional resume makes you look unprofessional as a job seeker and will cost you a possible interview. So, your resume, to be effective, needs to be consistent, concise, and clear and easy to read. Avoid tiny fonts, dense blocks of text, vague language or excessive jargon, and inconsistent formatting.

Sloppy resumes that are riddled with typos will be ignored and resumes that are inconsistent – bullets in some places, dashes in others, bold in some headings, plain text in others – may not get a second look either.

You may give your resume a professional boost using such tips:

Select the Best Resume Type. There are several basic types of resumes used to apply for job openings. Depending on your personal

circumstances, choose a chronological or functional resume. Taking the time to choose the best type of resume for your situation is well worth the effort [29]. Your resume should be as concise as possible; two pages is the maximum length, but one page is preferable [27].

Make It Legible. Your resume should be easy to read. You want the hiring manager to read it easily and absorb your work history and accomplishments. Therefore, use a legible font (such as Times New Roman, Arial, or Calibri). Make sure the font is not too big or too small (choose a size between 12 and 14). While examples, templates, and guidelines are a great starting point for your email, you should always tailor the email to fit the company and your situation. Avoid dense blocks of text and use standard margins. Use white- or cream-colored paper if you are sending a resume; colored paper can be very distracting.

Be Consistent. Professional resumes need to have consistent formatting. For instance, if you use bullet points to describe your responsibilities and achievements at one position, be sure to use bullet points in all other positions as well. Also, make certain that the bullet points are formatted the same way throughout. For example, do not use circle bullet points in one section, and diamond bullet points in another section. Be consistent with font, font size, and style (such as the use of bold and italics).

Keep It Focused. It is important not to include extraneous information. More is not necessarily better. Your resume should focus on the skills and attributes that qualify you for the job. It will be helpful to leave out anything that will not help you get the job you want. A resume should not be several pages long for the average job seeker, a one-page resume is probably enough, or two pages at most.

Use Resume Examples and Templates to help you write your resume. An example can help you decide what information to include. Templates can help you format your resume. However, whenever you use

a resume example or template, be sure to customize your resume, so it reflects your skills and abilities, and the jobs you are applying for. A simple copy/paste is not enough. The resume examples and templates you may find on the website <https://templates.office.com/> [29].

Layout. If you decide to organize the sections of your resume, be sure to keep each section uniform. For example, if you put the name of one company in italics, every company name must be in italics. If you bold one job title, bold them all.

Information to Avoid. Do not include personal information such as birthday, height, weight, marital status, children, etc., unless the position requires it [27].

Carefully Edit Your Resume. Spelling and grammar errors can make an applicant seem inattentive to details. Review proofing guidelines to ensure that your resume is consistent and error-free. Then check it again. And, if you can, find someone else to look at it too, because it's so easy to miss your own typos.

Check your resume. Use a resume checklist to make sure you have included all relevant information in your resume. Avoid common mistakes on your resume and use writing strategies that lead to success in resume reviews [29].

The resume is supposed to include the following information:

Identification

- Include your name, address, telephone number, and email address in the identification section at the top of your resume.
- Use a professional email address (i.e., steveroberts@gmail.com rather than baseballover@hotmail.com).

Objective

- This section is optional. If you decide to include a resume objective, keep it concise and specific; state your desired job or field, and what you hope to accomplish in that field.

Profile

- Another optional section is a resume profile which includes a summary of your skills, experiences, and goals written specifically for a job posting.

Education

- Include the degrees you have received in a reverse chronological order (with the most recent degree listed first).

- Be sure to include the name of each institution, its location, and your date of graduation (or expected date of graduation).

- When applicable, include your major/minor fields, as well as your GPA (grade point average) and any honors, publications, and projects.

Experience

- Include your work experience in reverse chronological order (with the most recent degree listed first).

- This section can include jobs, internships, and volunteer work. High school students might also include clubs and sports teams when applicable.

- Include the name of the company, the position, and dates of employment.

- List roughly three important tasks, accomplishments or skills gained at each job. Use action verbs to describe your achievements; avoid passive phrases such as responsible for and duties include.

Skills

- Include any computer systems with which you are proficient, particularly if they are related to the position for which you are applying.

- Mention foreign languages with which you are familiar; state both the language and your level of familiarity (beginning, intermediate, proficient, fluent).

- List any other skills you have that relate to the job but are not included elsewhere in your resume.

Volunteer Work

- You can include a volunteer experience section to convey your leadership, communication skills, etc. List the name of the organization, the dates of your volunteer work, and your achievements.

Hobbies and Personal Interests

Write about your hobbies and interests if they relate to the position. For example, if you are applying to work at a sporting goods store, you can include your passion for baseball.

An application letter typically accompanies each resume you send out. Your application letter may make the difference between obtaining a job interview and having your resume ignored. Where a resume focuses on your work experience and accomplishments, a strong application letter will make a connection between what the company needs and what you can offer.

The body of your application letter tells the employer what position you are applying for, why the company should select you for an interview, and how you will follow-up. Grab the reader in your first paragraph with some specific information about the job you are seeking and a few core strengths that demonstrate your suitability for the position. Then delve into what you have to offer the employer by highlighting examples of the work performed and achieved results. Detail your knowledge of the company based on your research and the ways in which you can contribute to their goals, and finally, close the letter by suggesting a meeting or next steps.

It surely makes sense to devote the necessary time and effort to write an effective, targeted application letter. Your letter should convey how your skills and accomplishments will benefit the company [31].

Discussion questions:

1. The way to the interview.
2. The job application form as a part of the formal hiring process.
3. The information required for an employment application.

4. Basic questions which shape the direction of a resume.
5. A professional boost of a resume.
6. The structure of a resume.
7. The body of an application letter.
8. Education, skills and experience in the personal profile.

<i>Lexical Quest</i>	<i>Grammar Quest</i>
1. What basic questions will you ask yourself to shape your direction before delving into writing a resume? 2. How many types of resumes can we distinguish? 3. Why is it important not to include extraneous information in the resume?	1. When do we use the present perfect? 2. How do we form the present perfect? 3. Which are the most common time expressions in the present perfect?

Lesson 7:

Business Etiquette

Topical Vocabulary:

profitable	- корисний
civility	- ввічливість, люб'язність, вихованість
the workplace	- робоче місце
discourtesy	- невихованість, неввічливість; брутальність
an offending individual	- кривдник
heavy workloads	- великий обсяг роботи
external triggers	- зовнішні стимули
personal issues	- особисті проблеми
commute hassles	- комунікативні бар'єри
close proximity	- безпосередня близькість
emotional contagion	- емоційна заразливість
contagious	- заразливий; що понукає до наслідування

mindfulness	- уважність
disrespectful	- нешанобливий, неввічливий; презирливий
discourteous	- невихований, нечемний; грубий
unintentional	- ненавмисний, неумисний
consistent application	- послідовне застосування
a facet	- аспект, грань
courtesy	- ввічливість, чемність, люб'язність
collaboration	- співробітництво
peers	- однолітки, ровесники
subordinates	- підлеглі
non-verbal cues	- невербальні засоби спілкування
harsh tones	- різкий тон / груба інтонація
profanity	- богохульство; профанація; лихослів'я
miscommunication	- непорозуміння, неправильне розуміння, розбіжність у поглядах
proactive	- випереджаючий, упереджувальний
poise	- урівноваженість; витримка, самовладання
to acknowledge	- дізнаватися
pet peeves	- болючі теми
the countertop	- стільниця

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:

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

Distracting Behaviours

Recent studies have shown that 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.

Common / Shared Areas

Workplace common 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.

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.

- Be 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.

- Sharing professional information is a wonderful thing. Gossiping and sharing overly personal information impede your success at work.

Maintaining a Professional Appearance and Presence

Wardrobe

The way we dress sets a tone and sends a message. For both men and women, simple, well-cut clothes which flatter your shape/figure are the typically the best choice. Be sure to look always in the mirror – front and back. Keep in mind the adage, “dress for the position you want, not the

position you have”.

Be aware of and follow your company’s dress code. If there is no a formal dress code, follow the lead of those around you. In most companies, the following are not considered appropriate: tight fitting, low cut clothing; ripped or torn clothing; extremely short skirts or shorts; fitness attire such as sweat-pants, bicycle shorts and running tights.

Personal Hygiene and Grooming

Our physical appearance, including grooming, dress and body language makes up 50 percent of our first impression. We should practice good bodily and dental hygiene. Hair, including facial hair, should be clean, styled and neat. Personal grooming, such as filing, cleaning or clipping your nails, applying makeup or combing the hair should not be done in public. Use perfume or cologne sparingly.

Body Language and Non-Verbal Messages

The vast majority of communication (93 percent) is non-verbal. Words only account for seven percent of a person’s communication. Your body language – including your facial expression, posture, position and movement of your hands, arms, legs and feet – conveys a lot of messages. You can appear engaged, interested, concerned, sympathetic, disgusted, bored, nervous or anxious without uttering a word.

Body language can be difficult to control. Make sure that your body language reflects your words and intentions. When speaking with someone, try not to slouch, fidget, crowd the other person, look around the room or play with your hair or jewelry. Use your posture and eye contact to indicate that you are focused on the other person and what they are saying.

Personal Space

Be aware of personal space and respect conversational comfort zones. Do not stand too close or too far from someone when having a conversation. The standard North American comfort zone for

communication is three feet. Remember that the communication comfort zones differ in other cultures, so do your research if you are conducting international business.

Meeting and Greeting

Meeting and introducing people (including introducing yourself to someone you have not met before) can be just as nerve-wracking as public speaking. Here are a few tips:

- When greeting someone, rise if you are seated, smile, extend your hand and make eye contact.

- Use a firm handshake – lasting three to four seconds or two to three pumps – and let go.

- If you are making an introduction and you forget someone's name, do not panic. Look the person directly in the eye and with a sincere smile, say “I am sorry, but your name have just slipped my mind. Could you remind me?” Then continue as if nothing happened.

- When you encounter someone whose name you have forgotten you can also try using the classic greeting of extending your hand and stating your name. The majority of people will respond to this prompting by shaking your hand and saying his or her own name.

Workplace Communication Tools

Business over the telephone incorporates a wide range of encounters with co-workers and clients – for example, placing an order, setting up an appointment, getting help with a problem or discussing an important issue. A well-handled phone call can make all the difference in successfully navigating these encounters.

Here are some basic rules of thumb to keep in mind when doing business over the phone:

- Speak clearly.

- Ask permission before using a speaker-phone. Many people are

uncomfortable conversing this way.

- Identify yourself when making a call and when answering the phone. Do not assume the other person will recognize your voice. Many companies have policies on how they want employees to answer the phone. If your company has such policies, learn and follow them.

- Return calls promptly. If you don't yet have an answer to the caller's question, explain what actions you are taking to get the requested information or direct them to the appropriate place to get it.

- Avoid putting callers on hold. If you think you will need to put a caller on hold for more than a few seconds, ask permission first and offer to end the conversation and call back later.

- Leave clear, concise and detailed voicemail messages giving only the critical information.

- Never eat, chew gum, or drink while using the telephone.

- Become familiar with your phone's features – such as answering another line, transferring calls or making a conference call – before you actually use them.

- Do not use voice mail as a way to screen calls.

E-mail is also an effective and important communication tool but it should not be used as the exclusive means of communicating. Composing an e-mail, waiting for a response, replying and soon may not be the most efficient way to discuss an issue that could be more quickly resolved by a conversation in real time.

E-mail also depersonalizes communication. Freed of direct contact, people may say things that they wouldn't if they were speaking in person. In addition, without non-verbal cues, communications are easily misconstrued.

Use e-mail wisely by being thoughtful and practicing good etiquette:

- Be thoughtful about the kind of information you send via e-mail. A

good rule to follow is to never put anything in an e-mail that you wouldn't say in public. Remember: e-mail messages don't go away. Old messages can come back to haunt you.

- Make the subject line specific to the content of your message.
- Keep your messages concise and to the point.
- Double-check names and e-mail addresses in the subject line to ensure they are correct.

- Abbreviations and emoticons are inappropriate in business writing, including e-mails. The recipient may not be aware of their meaning and they make your communication seem unprofessional.

- When forwarding messages, delete information that is irrelevant or extraneous to the subject of the message.

- When replying to messages, do not delete relevant information.

- Avoid typing in all caps – it is like SHOUTING!

- Be thoughtful when you forward messages. Consider asking the sender for permission before you forward their e-mail.

- Stick to business. Work e-mail is not for personal messages.

- Do not circulate jokes, chain letters, suggestive or offensive material.

Be mindful that your co-workers may not share your sensibilities and may find this material inappropriate or offensive.

- Proofread and spell check your messages.

- Maintain a professional tone and follow standard writing guidelines by including a salutation, complete sentences, appropriate capitalization, punctuation and a closing.

- Do not use e-mail to avoid talking to someone.

- Many companies have written policies and guidelines governing appropriate use of telephone and e-mail systems. If your company has such policies, become familiar with them and follow them [19].

Discussion questions:

1. Business etiquette in career success.
2. Why etiquette matters.
3. Contributing factors for unprofessional behaviours.
4. Mindfulness is vital to success.
5. Fostering positive work relationships.
6. Principles of business etiquette.
7. Workplace relationship skills.
8. Common Etiquette Challenges in the Workplace.
9. Maintaining a Professional Appearance and Presence.
10. Workplace Communication Tools.

<i>Lexical Quest</i>	<i>Grammar Quest</i>
1. What is the definition of the business etiquette? 2. When are some employees more productive in the workplace than others? 3. Why is it sometimes difficult to control our body language?	1. How do we report people's words and thoughts? 2. Where does the reporting clause come in the quotation? 3. What do we use when we report a yes/no question?

Lesson 8:

Corporate Culture

Topical Vocabulary:

cumulative traits	- загальні риси
business hours	- робочий час
employee benefits	- виплати працівникам
hiring decisions	- рішення про прийняття на роботу
treatment of customers	- ставлення до споживачів

employee-friendly	- який дружелюбно ставиться до працівників
explicitly	- чітко, точно; відкрито, недвозначно
unconventional	- нетрадиційний; нешаблонний
to offer perks	- давати пільги; пропонувати привілеї
flextime	- вільний режим робочого дня; змінний графік
telecommuting	- дистанційний режим роботи
tuition reimbursement	- компенсація плати за навчання
on-site doctors	- медпункти
backgrounds	- походження
confusion	- зніяковілість; непорозуміння
anxiety	- тривога, занепокоєння
to readjust upon	- пристосуватися; перебудуватися
to facilitate	- сприяти, забезпечувати
to combat the occurrence	- боротися з проявами
agile management	- гнучкий менеджмент
to eliminate	- знищувати, ліквідувати
collaboration	- співробітництво
trial-and-error strategy	- стратегія проб і помилок
to tackle the issues at hand	- зайнятися вирішенням нагальних проблем
foremost	- основний, головний; видатний
tangible methods	- практичні методи
cutting-edge advents	- сучасні прояви
mind-set	- тип мислення, склад розуму
to instil fear	- вселяти страх
in alignment	- розташування на одній лінії

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.

Similarly, “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 [24]. 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 [52].

Discussion questions:

1. The notion of corporate culture.
2. Unconventional corporate culture.
3. History of corporate culture.
4. Globalization and internationalization in culture development.
5. Examples of contemporary corporate cultures.
6. Characteristics of successful corporate cultures
7. Categorisation of corporate culture.

8. Team-first corporate culture
9. Elite corporate culture.
10. Horizontal corporate culture.
11. Conventional corporate culture.
12. Progressive corporate culture.

<i>Lexical Quest</i>	<i>Grammar Quest</i>
<p>1. In what way does the corporate culture determine a company's management and employees' interaction?</p> <p>2. How many terms that relate to a companies' culture can you enumerate?</p> <p>3. What are the main differences between team-first corporate, elite corporate and traditional companies?</p>	<p>1. When do we use the past perfect?</p> <p>2. How do we form the past perfect?</p> <p>3. Which are the most common time expressions in the past perfect?</p>



PRACTICAL COURSE

Lesson 1:

The Global Language of Business

Exercise 1. Put the verb into the correct form, past simple or past participle:

1. British colonialism _____ (*spread*) the English language around the globe as it was administratively imposed on the non-English speakers in these colonies. 2. English _____ (*start*) to become increasingly influential on the world-scene at the beginning of the Twentieth Century. 3. The Versailles Treaty of 1919 was _____ (*draw*) up not only in French, but also in English. 4. The USA's powerful political, military and economic position in the second half of the Twentieth Century _____ (*mean*) that English _____ (*become*) the main language of communication in such organisations as the United Nations, the IMF, UNESCO, OXFAM, NATO and Save the Children Fund. 5. The following facts from the British Council website reveal the current widespread use of English: English is _____ (*speak*) as the first language by more than 350 million and as the second language by around 375 million speakers. 6. Around 750 million people are _____ (*believe*) to speak English as a foreign language.

7. As many businesses are _____ (*do*) in English between people who are not necessarily native speakers of the language, a _____ (*simplify*) version of English is now emerging. 8. This version is sometimes _____ (*call*) 'standard' or 'international' English. 9. This new type of English for business purposes is

_____ (*trim*) of all the non-essential grammatical structures and has a reduced common vocabulary. 10. Phrasal verbs such as ‘go on ‘ and ‘set up’ are not _____ (*see*) as important as ‘continue ‘ and ‘create’, for example, and knowledge of the difference between the present perfect and the past simple is no longer a priority in the English language training classes.

Exercise 2. Fill in the blanks with appropriate words:

in order to	allocate	improbable	employees
responsibility	decline	replace	efficiently
prevalent	communication-friendly		emerging

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.

Exercise 3. Give English equivalents of the following words and word-combinations.

- | | |
|------------------------------|--------------------------|
| • надзвичайно впливовий; | • носій мови; |
| • широке використання; | • першочергове завдання; |
| • спрощена загальна лексика; | • опановувати мову; |
| • збільшення кількості; | • успіх у бізнесі; |
| • різноманітні потреби; | • ґрунтовне розуміння. |

Exercise 4. Match the English words with their Ukrainian equivalents.

improbable	незаперечний
fluency	відповідний
interconnectivity	результат
undeniable	запас
appropriate	взаємозалежність
supply	неправдоподібний
outcome	вільне володіння

Exercise 5. Make up logical pairs and use them in sentences.

to be proficient	enable suppliers to do work efficiently
to put time and energy	language to communicate in
the need for a common to	on special vocabulary
have a high impact	privilege into a basic requirement
Business English focuses	vocabulary and jargon used in articles
to transform from an elite	in English
Business English skills	on your career
to encounter specialised	into perfecting Business English skills

Exercise 6. Answer the following 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 is Business English actively used?
4. Can you enumerate the nations where the English language is official? If yes, then do it.
5. Which of the largest 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. How can you define Business English within the general studies of English?
8. What similarities exist between general English and Business English?
9. What do linguists mean by core skills of general English necessary for improving your business English?
10. Where and when is Business English required?
11. Is Mandarin Chinese becoming the preferred language of business?

Why?

12. How many native-born Americans can speak a second language?

13. How many citizens of the European Union speak a second language?

14. How many native English speakers are currently teaching in China?

15. Who speak English better: men or women?

16. In which way can we improve mastering English in a working environment?

Exercise 7. Look through “The Importance of English in the Business World” on pages 7-12 one more time. Read and say whether the statements are true or false. Correct wrong sentences.

1. Geographically Chinese is the most widespread language on Earth, second only to English in the number of people who speak it.

2. 350 million people use English as native speakers.

3. Sailors, air traffic controllers and pilots speak Business English at all international airports and ports.

4. The main similarities between general English and Business English reveal themselves in the use of specialised vocabulary and jargon.

5. English is an official language on the Cook Islands, in Barbados, Bermuda, Fiji, Singapore and Uganda.

6. Fluency, listening, reading and writing are distinguished among core skills required in acquiring Business English.

7. According to the British Congress’ report two billion people will be studying English by 2020.

8. The National Journal reports that 56% of the European Union’s citizens can speak a second language compared to only 10% of native-born Americans.

9. EF’s study confirms that men master English worse than women –

in almost every country worldwide.

10. The most efficient tip for improving the English language knowledge is travelling to the USA, Great Britain, Canada, Ireland Australia and New Zealand.

Exercise 8. Complete the following 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 ability to speak a foreign language is clearly important for ...
9. Both the Finnish telecom concern Nokia and the German business software company SAP ...
10. Today American English is particularly influential due to ...

Exercise 9. 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:

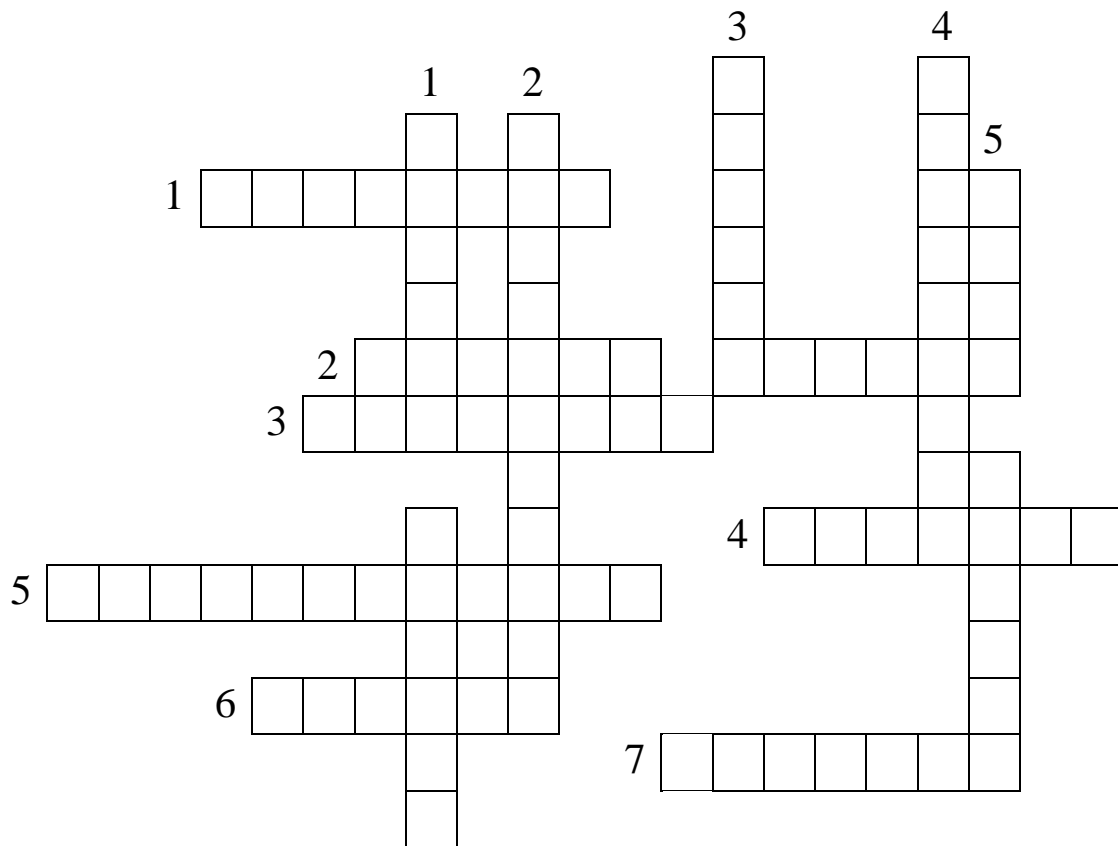
1. The main language that you learn as a child.

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.



Exercise 10. Put the words and word-combinations in the right order to make up sentences.

1. cultures. / has / multiple members / different / fostered / among / of / Globalization / interactions

2. will / modern / English Business communication / foreseeable / that / is / technologies, / Internet and the Web / unimaginable extremes. /

It / to / intensify

3. where / a globalized / essential. / flow / borders, / a good / across / of / English / is / In / world, / money and trade / command

4. language. / essential language / is / become / English / for / has / an / it / commonly / since / communication / the / used / most

5. improve / give / Learning / worldwide harmony. / English / can / opportunity / meet and understand / one another / people / the / to / to /

6. helps / scholarships, internships, new experiences and knowledge sharing. / understand / new cultures / English / access / people / and have / to

7. in / the research, / earn / According / to / use / on average, / people / who / 8% more. / English / jobs / their /

8. international / many / language. / spoken / native / English / is / in / foreign countries / as / both / as / language / an / a / and

9. one / people. / has / official language / India, / English / over / is / of / which / billion / the

10. commerce. / English / the / Europe / predominant / international / Outside / is / language / of

Exercise 11. Choose three of the following proverbs, quotations and sayings about language and comment them:

1. "The strength of a person is in his intelligence and his tongue" (*Arabic*).

2. "To learn a language is to have one more window from which to look at the world" (*Chinese Mandarin*).

3. "As many languages you know, as many times you are a human being" (*Pavlo Tychyna*).

4. "As a hawk flieth not high with one wing, even so a man reacheth not to excellence with one tongue" (*Roger Ascham*).

5. "When you travel without knowing English, you have an idea of

what it's like to be deaf, dumb and stupid" (*Philippe Bouvard*).

6. "When you're selling and I'm buying, we speak German. But when you're buying and I'm selling, then we speak your language" (*attributed to Willi Brandt*).

7. "Knowledge of languages is the doorway to wisdom" (*Roger Bacon*).

8. "No man should travel until he has learned the language of the country he visits. Otherwise he voluntarily makes himself a great baby, – so helpless and so ridiculous" (*Ralph Waldo Emerson*).

9. "Language embodies the intellectual wealth of the people who use it" (*Kenneth Hale*).

10. "Language is the armory of the human mind, and at once contains the trophies of its past and the weapons of its future conquests" (*Samuel Taylor Coleridge*).

11. "Americans who travel abroad for the first time are often shocked to discover that, despite all the progress that has been made in the last 30 years, many foreign people still speak in foreign languages" (*Dave Barry*).

12. "One must turn the tongue seven times in the mouth before speaking = Think before you speak" (*French*).

13. "A word becomes a seed = what you say is what you get" (*Korean*).

14. "Beware what you say, when, and to whom" (*Latin*).

15. "Your choice of words is important, but more important is your choice of language" (*Norwegian*).

16. "One who speaks only one language is one person, but one who speaks two languages is two people" (*Turkish*).

Exercise 12. Translate into English:

1. Глобалізація призвела до значного зростання міжнародних торгових та економічних можливостей. 2. Оскільки бізнес стає все

більш глобальним, спілкування діловою іноземною мовою відіграє дуже важливу роль у налагодженні конструктивної співпраці на міжнародному рівні. 3. Успішні компанії постійно шукають шляхів для того, щоб вирізнитися від конкурентів й отримати конкурентну перевагу. 4. В агресивному діловому світі багатонаціональні корпорації потребують працівників, які здатні спілкуватися іноземною мовою та ефективно співпрацювати.

5. Недостатній досвід спілкування може негативно позначитися на загальному враженні про організацію. 6. Відтак підприємствам необхідно зосередити зусилля на запровадженні глобальної мовної стратегії для полегшення ділового спілкування з партнерами, замовниками та працівниками.

7. Англійська мова набула великого поширення у світі торгівлі та комерції упродовж останніх двох десятиліть. 8. Відмінні знання з ділової англійської мови стали життєво необхідними для успіху в будь-якій кар'єрі. 9. У сучасному бізнес-орієнтованому світі англійську мову широко використовують як основний засіб спілкування в малому бізнесі та великих корпоративних організаціях.

10. Англійська мова використовується як офіційна мова в більш ніж 70 країнах. 11. Вільне володіння англійською мовою, як письмовою, так і розмовною, відіграє важливу роль у багатьох аспектах корпоративного життя від забезпечення зайнятості до спілкування з клієнтами та досягнення конструктивних ділових партнерських відносин у всьому світі. 12. Англійська мова стала настільки глобальною мовою для бізнесу в усьому світі, що вона є стандартною офіційною мовою в деяких галузях, таких як судноплавна та авіаційна промисловості. 13. Ділова англійська мова, як частина корпоративної культури, відкриє нові ринки для транснаціональних корпорацій та дозволяє їм інтегрувати іноземні здобутки.

Lesson 2:

The Organisation of Business

Exercise 1. 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?

Exercise 2. Read the extract of a magazine interview with Dave Ortiz, the owner of Sport Way. Complete sentences using the italicized words from exercise 1 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.

Exercise 3. Give English equivalents of the following words and word-combinations.

- активи;
- отримати дозвіл;
- вести бізнес;
- оподаткування;
- одноосібна власність;
- вимоги щодо реєстрації;
- підприємницька організація;
- правова відповідальність;
- обмежена відповідальність;
- середньостатистична людина.

Exercise 4. Match the English words with their Ukrainian equivalents.

state entities	правовий розподіл
shared profits	повернення податків
overarching goals	зобов'язання підприємств
business relationship	державні підприємства
business obligations	єдине ціле
tax returns	пільгове оподаткування
day-to-day operations	всеохоплюючі цілі
a single entity	повсякденна діяльність
taxation benefits	загальний прибуток
legal separation	ділові відносини

Exercise 5. Make up logical pairs and use them in sentences.

to be engaged in	a charitable mission
to borrow	the goals and objectives
to remain	personal assets
to fulfil	resources and money to the business

to protect
to exchange considerations
to sell
to contribute
to achieve
to act together

commercial and industrial activities
a sole proprietor
as a single entity
capital to begin operations
goods and services for profit
for the corporation's common stock

Exercise 6. Answer the following questions:

1. How can you define “business”?
2. When does a business generally begin?
3. What do businessmen consider the most valuable assets of a firm?
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. In which way may a company describe its business?
8. Who is responsible for all profits, losses, assets and liabilities in a sole proprietorship?
9. Why are sole proprietorships not ideal?
10. What is the main advantage of a limited liability company?
11. What is the main advantage of a sole proprietorship?
12. How much do you need to pay if you adopt the LLC structure?
13. How many types of corporations do you know?
14. What is the difference between a corporation and a partnership?
15. Who usually uses LLPs and why?

Exercise 7. Look through the “Notion of Business” and “Forms Of Business Organization” on pages 14-19 one more time. Read and say whether the statements are true or false. Correct wrong sentences.

1. A business is an enterprise, which buys or sells products or services for money.

2. For-profit business entities operate to fulfil a charitable mission.

3. A sole proprietorship is a unincorporated business owned by one individual, making it the simplest form of business to start and operate.

4. In a sole proprietorship each partner contributes resources and money to the business and shares in the profits and losses of the business.

5. In a corporation shareholders act together as a single entity.

6. The disadvantages of a sole proprietorship include: an owners can establish a sole proprietorship instantly, easily and inexpensively; a sole proprietorship carries little ongoing formalities; a sole proprietor do not need to pay unemployment tax on himself, although he must pay unemployment tax on employees.

7. Sole proprietorships sometimes put owners' personal assets at risk because their owners are subjects to unlimited personal liabilities for the debts, losses and liabilities of the business.

8. In contrast to a sole proprietorship, a limited liability company provides protection of the owner's personal assets from financial liability.

9. A C corporation is considered a "pass-through entity", which means the business itself isn't taxed. Instead, income is reported on the owners' personal tax returns.

10. In a general partnership any partner can make decisions that affect the whole business.

11. The LLP structure does not protect each partner's personal assets and each partner from debts or liability incurred by the other partners.

12. LLPs are most commonly used by professionals such as doctors and lawyers.

Exercise 8. Complete the following 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 ...

Exercise 9. Solve the crossword:

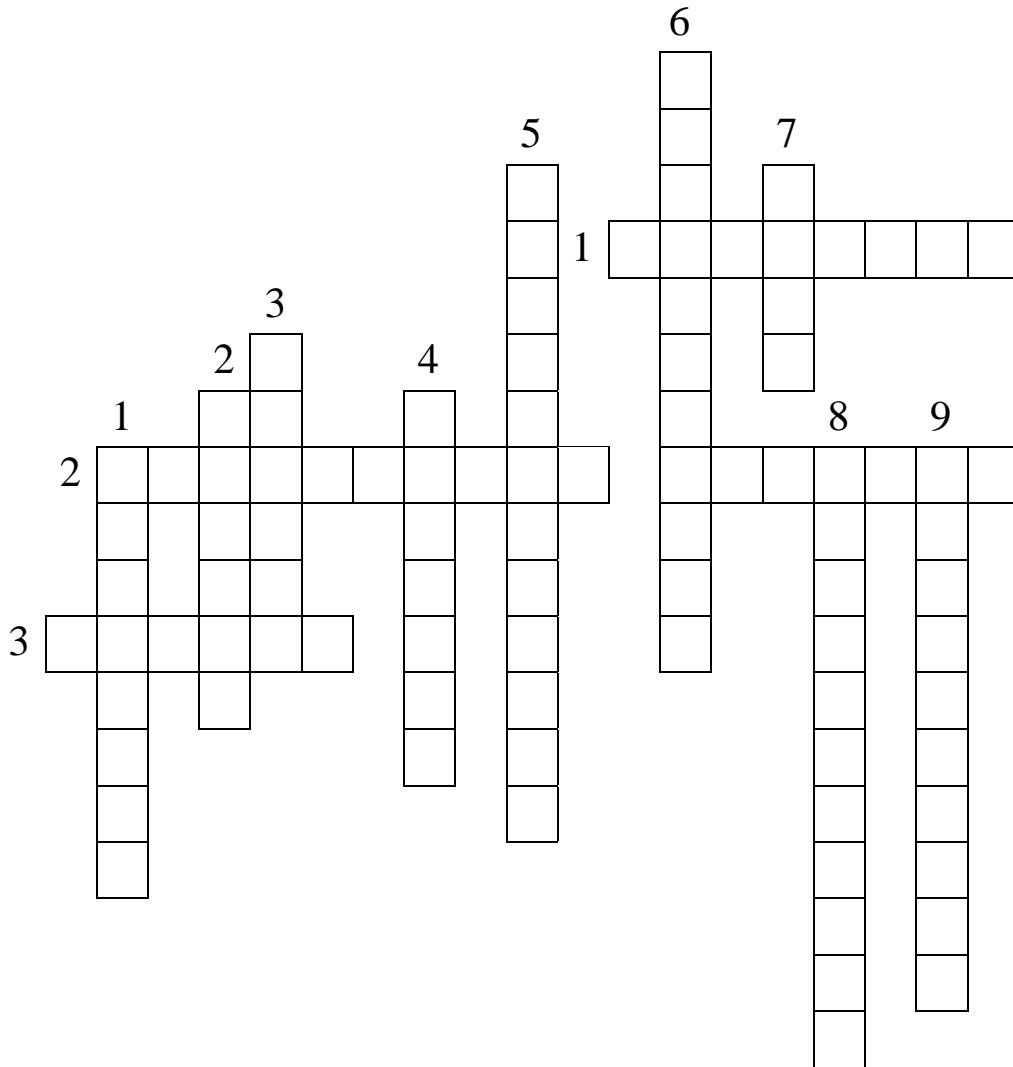
Across:

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.



Exercise 10. Put the words and word-combinations in the right order to make up sentences.

1. organized / taxed. / The / ownership / determine / form / is / of / will / business / and / your / how /

2. of / to / simplest / sole / form / proprietorship / the / organise. / business / A / is

3. operating / There / United States and Canada. / proprietorships /

the / are / sole / in / 20 million / over

4. any / personally responsible / proprietorship / owner / for / a / the / the / is/ debts or liabilities / incurred / by / business. / In / sole

5. don't even / to start / sole / business name / If / you / you / operate / your / your / business / proprietor. / under / your / own name / need to register / a / operating / as

6. owns / A / proprietor / 100% / makes / the / and / of / all the decisions. / sole / business

7. its simplicity, ease of setup and nominal cost. / A / sole / enjoys / great / because / proprietorship / popularity / of

8. a / secure / trade name / only / needs / for business. / proprietor / register / local licenses / and / A / sole / to / to / get ready

9. name. / signs / typically / The / of / sole / a / proprietorship / in / contracts / his / own / owner /

10. in / proprietors / raise / selling / an / business. / Sole / cannot / by / interest / capital / the /

Exercise 11. Choose three of the following quotations about the organisation of business and comment them:

1. "A satisfied customer is the best business strategy of all" (*Michael LeBoeuf*).

2. "Our work is the presentation of our capabilities" (*Edward Gibbon*).

3. "Making money is art and working is art and good business is the best art" (*Andy Warhol*).

4. "Business has only two functions – marketing and innovation" (*Peter Drucker*).

5. "Have the end in mind and every day make sure your working towards it" (*Ryan Allis*).

6. "The function of leadership is to produce more leaders, not more followers" (*Ralph Nader*).

7. “Paying attention to simple little things that most men neglect makes a few men rich” (*Henry Ford*).

8. “Formal education will make you a living; self-education will make you a fortune” (*Jim Rohn*).

9. “Success is walking from failure to failure with no loss of enthusiasm” (*Winston Churchill*).

10. “Stopping advertising to save money is like stopping your watch to save time” (*Henry Ford*).

11. “We are what we repeatedly do. Excellence then is not an act but a habit” (*Aristotle*).

12. “What the mind of man can conceive and believe, it can achieve” (*Napoleon Hill*).

13. “Failure defeats losers, failure inspires winners” (*Robert T. Kiyosaki*).

14. “Expect the best. Prepare for the worst. Capitalize on what comes” (*Zig Ziglar*).

15. “A goal is a dream with a deadline” (*Napoleon Hill*).

16. “If you can’t feed a team with two pizzas, it’s too large” (*Jeff Bezos*).

Exercise 12. Translate into English:

1. Залежно від виду й масштабів діяльності компанії обирають найбільш придатну форму власності. 2. Правильний вибір форми власності є дуже важливим для бізнесу, оскільки форма власності визначатиме ступінь відповідальності та розподіл прибутку, систему оподаткування й можливість оптимізації, сферу діяльності та суму інвестицій. 3. Три популярні форми – це індивідуальне підприємство, товариство з обмеженою відповідальністю та партнерство. 4. Індивідуальне підприємство – це найпростіша форма бізнесу, для якої характерна максимально спрощена процедура відкриття.

5. Власником індивідуального бізнесу є одна людина – менеджер.
6. Якщо Ви керуєте своїм бізнесом від свого імені й на свій ризик, то Вам навіть не потрібно реєструвати своє підприємство.
7. Щоб почати працювати як приватний підприємець, достатньо подати заяву про реєстрацію в податкову службу за місцем проживання.
8. Індивідуальний підприємець несе повну відповідальність за зобов'язаннями компанії.
9. Для більшості видів діяльності ніяких дозволів та ліцензій на їх проведення не вимагається.
10. Майно індивідуального підприємця також може бути конфісковане як компенсація за борги.

Lesson 3:

Launching and Managing a Business

Exercise 1. Complete the text with an appropriate form of the verbs in present simple or present continuous.

1. Repsol _____ (*expand*) its operations in Latin America at the moment. 2. Following a takeover in 1999, Repsol now _____ (*own*) YPF, the biggest industrial company in Argentina. 3. YPF _____ (*produce*) and sells oil and gas in seven South American countries, Indonesia and the USA. 4. Repsol also has a 67.86% share in the Argentinian oil company Astra C.A.P.S.A., which _____ (*specialize*) in oil exploration and production.

5. The new Repsol YPF company _____ (*have*) a worldwide production capacity of 1.2 million barrels of oil per day, of which 364,000 barrels are produced in Argentina. 6. As for distribution, Repsol YPF _____ (*sell*) its petrol in a network of about 3,300 service stations in Argentina, compared with 800 before. 7. Sales _____ (*be*) usually very high in these stations. 8. At the same time the Argentinian petrol market _____ (*grow*) very quickly, so the

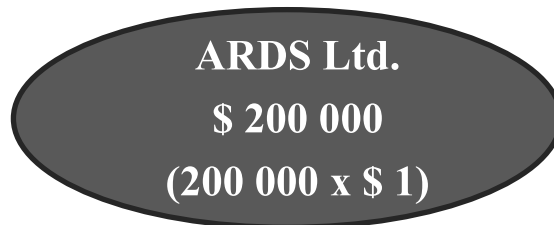
prospects for further expansion are very good.

9. Currently, Repsol YPF _____ (*help*) Latin America to discover its cultural history. 10. It _____ (*sponsor*) a special community programme which _____ (*research*) the traditional music of Latin America from the 16th to the 19th century.

Exercise 2. Fill in the blanks with appropriate words:

shares	received	divided	announces	called
contribution	profit	shareholders	limited	interest

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.).

Exercise 3. Fill in the blanks with appropriate words:

price	creditors	private	liquidation	public
shareholders	dividends	liability	trading	property

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 4. Give English equivalents of the following words and word-combinations.

- акціонер;
- оплачувати борги;
- річний обіг;
- фондова біржа;
- торгівля;
- номінальна вартість;
- компанія з обмеженою відповідальністю;
- заснувати компанію;
- відкривати нові можливості;
- основний відсоток акцій.

Exercise 5. Match the English words with their Ukrainian equivalents.

to repay	вирішувати проблеми
to save costs	мати заборгованість
to take on	керівник вищої ланки
to cover the costs	наймати (на службу)
a sole trader	частково збігатися з
to incur debts	індивідуальний підприємець
to overlap with	бути знайомим із
to address challenges	відшкодовувати збитки
to be familiar with	скорочувати видатки
a top manager	покривати витрати

Exercise 6. Make up logical pairs and use them in sentences.

to be suitable for	by what you do
to trade shares	as small and medium-sized enterprises
to classify businesses	in the day-to-day running of the business
to have enough income	if your business fails
to be closely involved	on the stock market
to pay staff and	out of the personal income or assets
to deal with	measuring the size of business

to pay the losses or debts
to differ obviously
to go bankrupt

new competition or business legislation
to cover the costs
all the bills

Exercise 7. Answer the following questions:

1. What is necessary to do to set up a limited company in the USA?
2. What capitals did the four men invest in the limited company?
3. Who was the majority shareholder among the founders of the company?
4. Why did Adrian have a controlling interest in the company?
5. What dividend did the company announce after a year of activities?
6. What can shareholders do if a company is limited?
7. Where can people buy the shares?
8. If the company does well, how will you pay for the shares?
9. What will the companies do if they fail?
10. Why are some companies called “limited”?
11. In which case do we call companies “unlimited”?
12. For what and to whom are the founders of a company responsible in the event of the company’s liquidation?

Exercise 8. Look through the “Different Types of Business” (page 20) one more time. Read and say whether the statements are true or false. Correct wrong sentences.

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.

Exercise 9. Complete the sentences. All the necessary clues you may find in the texts above (pp. 48–50).

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.

Exercise 10. Decide what kind of business you will start in the following situations. You may suggest more than one possible way of organizing the business. Give your reasons.

1. You and your spouse want to open a grocery shop in a small town. There is only one already grocery shop in the town, whose owner is an old lady. The money you need you can borrow from the bank.
2. Three couples have enough money to purchase a hotel in which they are planning to work.
3. You want to retail vegetables and fruit from the stall at the market. Your cousin can lend you 600 dollars to start the business.

Exercise 11. Choose three of the following quotations about the organisation of business and comment them:

1. "In the business world, everyone is paid in two coins: cash and experience. Take the experience first; the cash will come later" (*Harold Geneen*).
2. "A business that makes nothing but money is a poor business" (*Henry Ford*).
3. "Business is a combination of war and sport" (*André Maurois*).
4. "The absolute fundamental aim is to make money out of satisfying customers" (*John Egan*).

5. “Corporation is an ingenious device for obtaining profit without individual responsibility” (*Ambrose Bierce*).

6. “The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency” (*Bill Gates*).

7. “Competition brings out the best in products and the worst in people” (*David Sarnoff*).

8. “Trade is the mother of money” (*Thomas Draxe*).

9. “Your most unhappy customers are your greatest source of learning” (*Bill Gates*).

10. “The trouble with a lot of merchants lies in their wild yearning to steal somebody's copyright” (*Edward Mott Woolley*).

11. “Let’s be honest. There’s not a business anywhere that is without problems. Business is complicated and imperfect. Every business everywhere is staffed with imperfect human beings and exists by providing a product or service to other imperfect human beings” (*Bob Parsons*).

12. “Give a man a fish and he will eat for a day. Teach a man to fish and he will eat for a lifetime. Teach a man to create an artificial shortage of fish and he will eat steak” (*Jay Leno*).

13. A verbal agreement is not worth the paper it’s written on (*Bryan O’Loghlen*).

14. You can fool all the people all the time if the advertising is right and the budget is big enough (*Joseph E. Levine*).

Exercise 12. Translate into English:

1. Товариство з обмеженою відповідальністю передбачає рівномірний розподіл відповідальностей акціонерів за зобов’язаннями компанії пропорційно до їхніх внесків. 2. Відомості про нову фірму повинні бути зафіксовані в Реєстраційній палаті,

також необхідно призначити мінімум одного директора та кваліфікованого секретаря. 3. Розподіл прибутку відбувається після сплати корпоративного податку. 4. Товариство з обмеженою відповідальністю працює за статутом, прийнятим на зборах всіх учасників, та засновницьким договором, який регламентує взаємостосунки засновників. 5. Учасники товариства несуть відповідальність за результати господарсько-фінансової діяльності в межах їхніх вкладів. 6. Партнерство – спільний вид підприємництва між двома або більше особами, які несуть повну солідарну відповідальність за зобов'язаннями компанії або у частках, вкладених у капітал фірми. 7. Для малого бізнесу партнерство характерне як об'єднання зусиль кількох приватних осіб або членів однієї сім'ї, в основному з невеликим капіталом, з метою створення загальної справи. 8. Хоча всі партнери поділяють однакові ризики у бізнес-операції, вони можуть нерівномірно розподіляти прибутки або збитки підприємства. 9. Партнерська угода визначає частку партнера. 10. На відміну від корпорацій, приватні підприємці не зобов'язані проводити збори акціонерів або брати участь у голосуванні з питань управління.

Lesson 4:

Getting a Job

Exercise 1. Put the words and phrases from the list in the correct columns.

Be unemployed, resign from a job, make a person redundant, be retired, have a job interview, apply for a job, be out of work, look for a job, write a CV, retire, fire / sack a person

getting a job	leaving a job	not having a job

Exercise 2. Read the sentences. Paraphrase the underlined words and word combinations using the phrases from exercise 1.

1. Brian reads magazines and newspapers every day. He is trying to find a job.

2. I have found a job I would like to get. I am going to make an official request for it.

3. To apply for this job we need to write a document giving details of our qualifications and the jobs we have had before.

4. She is very nervous! She is going to have a formal meeting at which she will be asked some questions to find out if she is suitable for the job.

5. I don't like this job. I am going to leave it.

6. As they had refused to follow the safety regulations, they were made to leave their job.

7. Jenny was told to leave her job because she was no longer needed.

8. Next year Hannah is going to leave her job because she will be 60.

9. How long has your cousin been without a job?

Exercise 3. Give English equivalents of the following words and word-combinations.

- автобіографія;
- оголошувати вакансії;
- формулювання мети;
- тет-а-тет;
- пошук роботи;
- резюме;
- ступінь з гуманітарних наук;
- зберігати інформацію;
- державна служба;
- виконавці.

Exercise 4. Match the words and phrases on left with their synonyms

on the right.

job hunting	achievements
curriculum vitae	individual
to capture the interest	obstacles
accomplishments	to catch the attention / eye
in event	specific
personal	workers
to focus on	job search
unique	businesses
up-to-date	a resume
downsides	corporation
to be in touch	in case
employees	to aim at
enterprises	modern
interaction	to possess contemporary knowledge

Exercise 5. Make up logical pairs and use them in sentences.

to catch the reader's interest	change
to get better	accomplishments in the career
to be able to tackle	with practice
to keep an eye	and most relevant experiences
to take stock of	request for the job
to make a career	problems intelligently
to create a target	as regular email updates
to make an official	from the first lines of the letter
to set up job alerts	on new job opportunities
to present qualifications	list of potential employers

Exercise 6. Answer the following questions:

1. Why is job hunting considered as a complicated process?
2. What is the difference between solicited and prospecting letters?
3. How many pages does a resume usually include?
4. What does a candidate need to know to prepare a successful resume?
5. When should a person send curriculum vitae to employer?
6. Which main types of CV are there?
7. What does “targeting the CV” mean?
8. How is it better to start your CV?
9. When does job hunting begin?
10. Where can we find out all information about available jobs and the salary?
11. Are there any ways of researching companies? Speak in detail.
12. How long should a person wait to hear back the news from employers?

Exercise 7. Fill in the blanks with appropriate words:

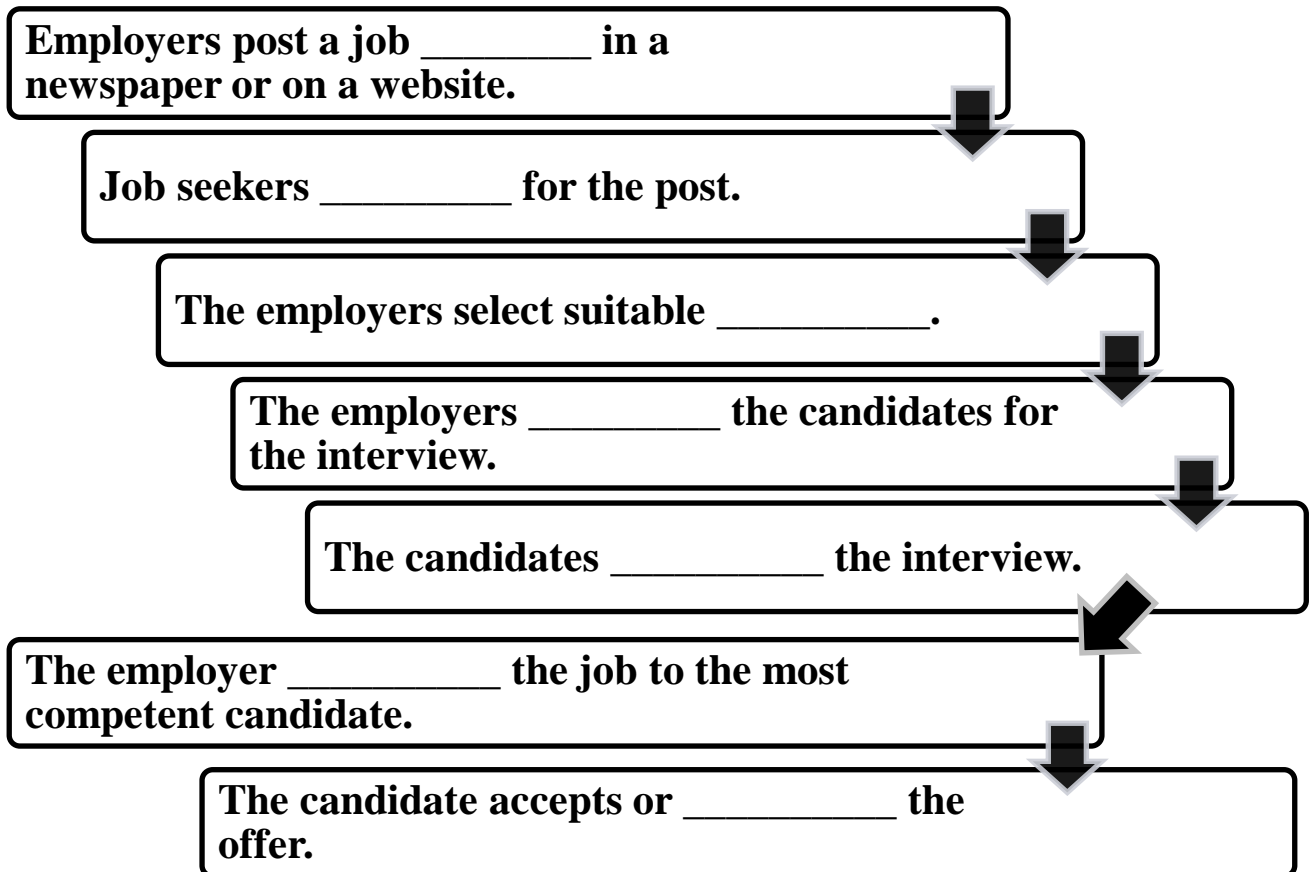
offered	resume	selected	recruit
job ads	interview	applications	accept

1. In 2018 Margaret Pesch graduated from the university and gained a degree in telecommunications. But her first job hunting was very difficult. She searched all _____ on the internet and in the newspapers.
2. Margaret made lots of _____ to various companies.
3. She sent her _____ to the largest telecommunications companies.
4. But most companies did not even invite Margaret for _____.
5. It seemed they all wanted to _____ candidates with job experience.
6. After several months of job hunting, an investment company in New Castle _____ Margaret a place on a four-month graduate training.
7. At the end of the four months trainee scheme,

Margaret was the only person out of the twelve trainees to be _____ for a permanent job. 8. Margaret was obviously very happy to _____.

Exercise 8. Complete the diagram of the job hunting process with the following words:

offers, invite, candidates, advertisement, apply, attend, rejects



Exercise 9. Match the extracts from the job advertisement on the left with their definitions on the right:

Casual work atmosphere	a) informal b) without serious interest
Candidates must be deadline-oriented	a) ready to die for a company b) able to complete work on time
Candidates must be flexible	a) able to change to suit a new situation b) able to bend easily

Some overtime required	a) additional time that you spend working in your job b) opportunity to stay after work for your personal purposes
Apply in person	a) find a person who can recommend you b) come to the company to apply for a job
Seeking employees with a wide variety of experience	a) a lot of different skills and special knowledge b) absence of practical skills and special knowledge
Candidate must have good problem-solving skills	a) ability to create problems b) ability to find ways of doing things

Exercise 10. Match the humorous interpretations with the appropriate extracts from the job advertisements.

1. If you are old, ugly or fat, you will be told that the vacancy has been filled.
2. You will be working for the company in chaos.
3. To dress nicely the salary is not enough.
4. You will need it to replace the four people who just left.
5. You will be asked to bend over and grab your ankles because there is so little space in the office.
6. You will be seven months behind the schedule on your first working day.
7. Forget about weekends and your private life.

Exercise 11. Underline the correct word in the extracts for job advertisements.

1. You need *enthusiasm* / *enthusiastic* and initiative to cope successfully with the challenges of working in our proficient team.
2. A high level of managerial *competent* / *competence* is required.

3. You should become an *inspirational / inspiration* for an outgoing team of professionals.

4. They will teach you to be *responsible / responsibility* for your decisions.

5. She is looking for *persistent / persistence* young people to join the team. They will be given the chance to make their own decisions and to talk with different people.

6. I am looking for the employees who are ready to work in a highly *competition / competitive* atmosphere and face the challenges.

7. We offer a challenging career for those who have the experience and skills to participate in the *creative / creation* of completely new computer systems for the town council.

8. After 5 years of low unemployment rates and a robust economy, the labour market is increasing in all sectors, from unskilled *labours / labourers* to IT professionals.

9. The labour market shortage is so profound that local *employers / employees* find it hard to get workers.

10. One of our local *entrepreneur / enterprising* offers extra benefits: better work schedules and more time off.

Exercise 12. Work in a small group. Read the application letter written by Randy Holmes to the Four Seasons Hotel manager. Think over improving it and write your own version. First of all, take into account the job advertisement and the requirements below.

Four Seasons Hotel is looking for a receptionist

The candidate should have: administration and customer service skills, IT skills to work with computerised booking and payment systems, excellent written and spoken communication skills, a friendly and professional telephone manner, patience and tact, the ability to stay calm under pressure and look after several things at once. ***Please send your CV to the Human Resources manager: Angela Ford by e-mail: angelafor@gmail.com***

Dear Angela Ford,

Last week I saw your advertisement and made up my mind to write. I consider the job of a receptionist will be good for me. I am studying at the university. At the moment, I am a 4th year student of hotel and restaurant business and I would like to work in the Four Seasons Hotel. I have already been to the hotel several times participating in the seminars and I enjoyed it very much. I think it will be cool to work in your hotel! My knowledge of German and English will be useful for communicating with customers.

I have also worked in the Global Vacation Travel Agency for five months and I must mention it was much more exciting than the job in my sister's book shop. Thus, I have some experience of dealing with annoyed customers.

Enclosed, please, find my CV.

Yours sincerely,






Randy Holmes.

Lesson 5:

The World of Careers

Exercise 1. Write the phrases in the correct space in the table below:

I quite like; I hate; I really enjoy; I do not mind; I do not really like

Exercise 2. Read the people's thoughts about their work and match the sentences with appropriate photos.

1. I *quite like* meeting guests and receiving visitors, but, as a rule, I speak to them only for a few minutes on the phone, so it is more exciting to meet them in person.

2. I *do not really like* being on duty at night. Occasionally I have four or five night calls.

3. I *really enjoy* keeping up to date with emerging fashion trends as well as general trends relating to fabrics, colours and shapes, planning and developing ranges, working with others in the creative team. So this job is ideal for me.

4. Although it is rather tiring, I *do not mind* travelling long distances, because if I do not visit clients regularly, our competitors will poach them.

5. My job involves finding software solutions, but sometimes it is not possible. I *hate* telling customers they have to invest in new hardware.



Exercise 3. Give English equivalents of the following words and word-combinations.

- генеральний директор;
- голова правління;
- послужний список;
- заборона на понаднормову роботу;
- штаб-квартира;
- фінансовий директор;
- колеги;
- у потрібному місці в потрібний час;
- відділ кадрів;
- проводити дослідження.

Exercise 4. Match the English words with their Ukrainian equivalents.

public relations	робітники цеху
to anticipate and satisfy	комерційна діяльність
sales jobs	підтримувати й розширювати
to confirm and persuade	цехи
to maintain and enhance	інструктування
subsequent coverage	прогнозувати й задовольняти
white-collar workers	зв'язки з громадськістю
blue-collar workers	підтверджувати та переконувати
shop floors	працівники офісу
coaching	подальший розгляд

Exercise 5. Match the adjectives on the left with their definitions on the right.

ambitious	to check the quality of the work regularly
adaptable	to be able to produce innovative ideas
patient	to be able to change people's attitudes
creative	not to get tired easily
persuasive	not to mind changing the habits
sensitive	friendly and open

outgoing

independent

attentive to details

energetic

to be able to work alone

not to get angry or annoyed quickly

to think of other persons' feelings

to want to reach the top

Exercise 6. Fill in the blanks with appropriate words:

persuasive	creative	attentive to details	adaptable	ambitious
energetic	patient	good with figures	outgoing	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 _____.

Exercise 7. Answer the following questions:

1. Why is "business" considered as a 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?
13. Which of the industrial actions do employees take, when they are not satisfied with their working conditions and pay?
14. What are the differences between white-collar workers and blue-collar workers?

Exercise 8. Complete the following 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" ...

Exercise 9. Put the words and word-combinations in the right order to make up sentences.

1. position / of / Samantha / accepted / has / administrative assistant. / just / a / an /
2. which / is / executive / of / boss / an / the / firm / manufactures /

machinery. / My / heavy /

3. and / an administrator, a manager / There / between / are / slight differences / an executive.

4. the next highest group / In / enterprise / the / are / top officers / called / administrators / and / is / the vice-presidents. / this /

5. executives. / The heads / of / and / are / major departments / branch plant managers /

6. decisions: / general leading. / Our / makes a lot of / manager / he sets objectives, coordinates work, delegates authority, makes evaluating / and / important /

7. from / working / I / under pressure / quite / used to / am / my last job.

8. accustomed / is / Our / and / entire staff / paper work / red tape. / to lots of

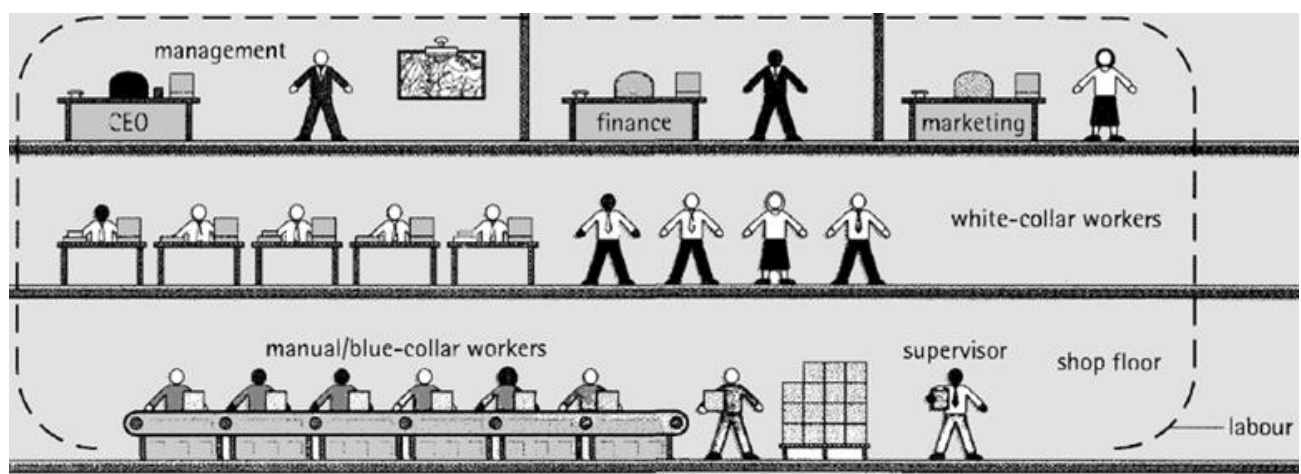
9. hiring, firing, vacation / working hours. / A / vice-president / decides / and / on

10. cannot / anybody / find / suitable for / If / an employer / the position, he will / outside the company. / look /

11. personnel office / If / there / company, / is / an / a / in / the / them to / employer / ask / can / find a qualified applicant. / help / to / him

12. authority / salesman. / A / direct / sales manager / has / a / over

Exercise 10. 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

Exercise 11. Translate into English:

1. Її посада в компанії дуже важлива. 2. Адміністратор окреслює цілі, приймає на роботу й звільняє. 3. Вона не любить працювати з примусу. 4. Він звик до канцелярської роботи. 5. Генеральний директор повинен бути компетентним. 6. Фінансовий директор – дуже талановитий фахівець. 7. Нам потрібно найняти нового секретаря. 8. Ви знайдете всю інформацію у відділі кадрів. 9. Цей начальник оперативного складу має великий досвід. 10. На його думку, що краще працювати в цеху. 11. Він більше підходить для управлінської посади, ніж для лінійної. 12. Менеджери можуть носити декілька капелюхів, допоки бізнес не стане більш прибутковим і вони зможуть дозволити найняти додаткових членів команди. 13. До обов'язкових професійних кадрів компанії також відносять такі: адвокат, бухгалтер, комп'ютерний майстер і місцевий лікар. 14. Після формування технічного персоналу зазвичай створюють команду для контролю за фінансами, транзакціями та маркетингом. 15. Під час прийняття працівника на роботу роботодавець зважає на професійну кваліфікацію та особисті характеристики претендента. 16. Освіта, досвід та навички кандидата належать до його професійної кваліфікації.

Exercise 12. Solve the crossword:

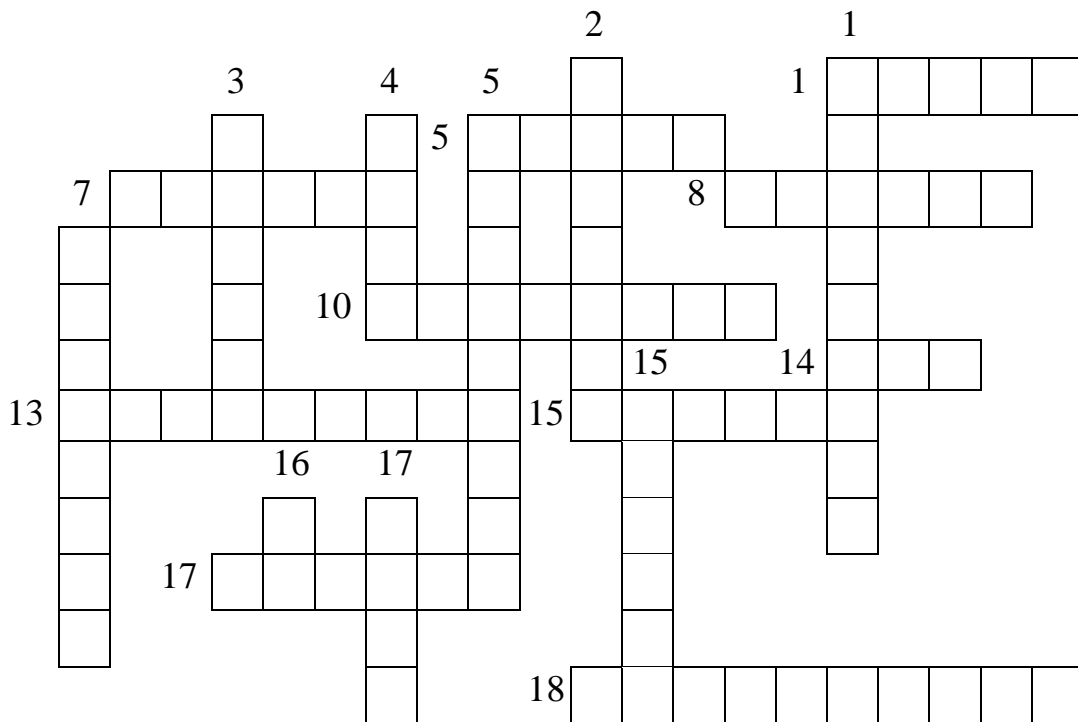
Across:

- 1 and 17 office workers may wear this;
- 5 all the people working for a company;
- 7 _____ workers use their hands;

- 8 when people stop working to protest;
- 10 one of the people working for an organization;
- 13 another name for the human resources department;
- 14 occasions when workers stop working to protest: walk- _____;
- 15 workers, especially manual workers, considered collectively;
- 18 and 15 down Various forms of protest at work.

Down:

- 1 everyone, or everyone except top managers;
- 2 everyone working for a company is on this;
- 3 these are trade in the UK and labour in the US;
- 4 and 17 across – manual workers may wear this;
- 5 the place in a factory where the production lines are;
- 7 When people stop work to complain about something;
- 16 and 17 When workers intentionally produce less.



Lesson 6:

Job Application Forms and Interviews

Exercise 1. Print and practice filling out this job application form to use as a guide when completing applications for employment:

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

Personal Information

First Name: _____

Middle Name: _____

Last Name: _____

Street Address: _____

City, State, Zip Code: _____

Phone Number: (____) _____

Email Address: _____

Have you ever applied to / worked for [Our Company] before? [] Y or [] N

If yes, please explain (include date): _____

Do you have any friends, relatives, or acquaintances working for [Our Company]? [] Y or [] N

If yes, state name & relationship: _____

If hired, would you have transportation to/from work? [] Y or [] N

Are you over the age of 18? [] Y or [] N

If you are under the age of 18, do you have an employment/age certificate?
[] Y or [] N

If hired, would you be able to present evidence of your citizenship or proof of your legal right to work in the Ukraine? [] Y or [] N

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

If yes, please describe the crime – state the nature of the crime(s), when and where convicted, and the disposition (final settlement) of the case: _____

If hired, are you willing to submit to a controlled substance test?

[] Y or [] N

Position and Availability

Position Applying For: _____

Desired Salary: \$ _____

Are you applying for:

- Temporary work – such as summer or holiday work? [] Y or [] N
- Regular part-time work? [] Y or [] N

- Regular full-time work? [] Y or [] N

If applying for temporary work, indicate your desired length of employment below:

Start date: ___ / ___ / ___ End date: ___ / ___ / ___

Days / Hours Available

Monday _____ Thursday _____ Sunday _____
Tuesday _____ Friday _____
Wednesday _____ Saturday _____

Hours Available: from _____ to _____

Are you available to work overtime? [] Y or [] N

If hired, on what date can you start working? ___ / ___ / ___

Are you able to perform the essential functions of the job for which you are applying, either with / without reasonable accommodation? [] Y or [] N

If no, describe the functions that cannot be performed: _____

Education, Training and Experience

High School:

School Name: _____

School Address: _____

School City, State, Zip: _____

Number of years completed: _____

Did you graduate? [] Y or [] N

Degree / Diploma earned: _____

College / University:

School Name: _____

School Address: _____

School City, State, Zip: _____

Number of years completed: _____

Did you graduate? [] Y or [] N

Degree / Diploma Earned: _____

Vocational School:

School Name: _____

School Address: _____

School City, State, Zip: _____

Number of years completed: _____

Did you graduate? [] Y or [] N

Degree / Diploma earned: _____

Military:

Branch: _____

Rank in Military: _____

Total Years of Service: _____

Skills/Duties: _____

Related Details: _____

Skills and Qualifications: Licenses, Skills, Training, Awards

Do you speak, write or understand any foreign languages? [] Y or [] N
If yes, list which languages(s) and how fluent you consider yourself to be:

Employment History

You should be prepared to detail each position for the past five years and account for any gaps in employment during that period.

Are you currently employed? [] Y or [] N

If you are currently employed, may we contact your current employer for references? [] Y or [] N

Name of Employer: _____

Name of Supervisor: _____

Telephone Number: _____

Business Type: _____

Address: _____

City, State, Zip: _____

Length of Employment (Include Dates): _____

Salary/Hourly Rate of Pay: _____

Position & Duties: _____

Reason for Leaving: _____

References

List below persons who have knowledge of your work performance within the last four years. Please include professional references only.

First and Last Name: _____

Telephone Number: _____

Email Address: _____

Address: _____

City, state, zip: _____

Occupation: _____

Number of Years Acquainted: _____

Certification

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

Signature: _____

Date: _____

Exercise 2. Use the words from the box and complete the sentences:

resignation	employment	advertisement	shortlisted	advertise	
interview	applications	employer	applicant	resigned	applied

1. Our company has received _____ for this job from 2 000 people.

2. Mary saw the _____ for this post in the Guardian.

3. All right, I suppose we have said enough about Mr. Taylor. Could you, please, call the next _____?

4. When Vincent was offered a more decent job, he sent a _____ letter to his old _____.

5. Have you been _____ for the job? No, I haven't even got a first _____.

6. Nobody _____ for the job in the company, so they had to _____ the post in magazines and newspapers.

7. Her recent history of _____ is rather strange. Jennie had seven jobs between 1998 and 2010, and she _____ from all of them.

Exercise 3. Give English equivalents of the following words and word-combinations.

- механічно повторювати;
- невідповідність;
- загальна мета;
- підтвердження;
- бланк заяви;
- додаток;
- заявник;
- ключові пункти;
- колишній начальник;
- рекомендації;
- мати право обіймати посаду;
- подавати на розгляд резюме.

Exercise 4. Match the English words with their Ukrainian equivalents.

to be riddled with typos	відповідати вимогам
to excel at the job	викинути у сміттєвий бак
an entry-level job	професійне зростання
to be convicted of a felony	адаптувати резюме
to address the requirements	вакансії
job openings	рясніти друкарськими огріхами
to get tossed in the trash	досягнути успіху на роботі
to tailor the curriculum vitae	бути засудженим за скоєння злочину
a lengthy time off	перша робота
a professional boost	тривала відпустка

Exercise 5. Make up logical pairs and use them in sentences.

to submit a resume as a supplement	the application to avoid discrepancies
extracurricular activities reveal	to reflect the skills for the applied job
unprofessional, confusing resumes	the company needs and your offers
the volunteer experience section	will get tossed in the trash
to cross-check the resume with	to the job application form
a strong application letter connects	to prove that you have the right skills
the common purpose of the CV is	your leadership role
to customize a resume means	conveys leadership, articulation skills

Exercise 6. Answer the following questions:

1. How can you win an interview and get the job you are applying for?
2. What is the common purpose of an application letter and a resume?
3. Why do many employers require a resume to be submitted with a job application?
4. What serves as your verification that the information you have listed on the application is true?
5. In which way can you characterise a job application form?
6. How many sections do a job application form usually include?

Speak in detail.

7. Why is it important to submit a professional and polished resume to your possible future employer?

8. Where can applicants find examples, layouts, templates and guidelines for writing their curriculum vitae and resumes?

9. What is the difference between a chronological and functional resume?

10. When does it make sense to devote the necessary time and effort to write an effective, targeted application letter?

Exercise 7. Luis Johnson was asked about some popular jobs, the professional skills and qualities employees need to excel at them. Complete his notes, using the table below.

1. In my opinion, managers should be _____ because they are determined to succeed in careers and perform more successfully than other people. 2. I think they should be ready to risk but only after considering carefully what might happen, in other words show readiness _____. 3. Managers need to be _____ because in some cases it is important to keep on working even when it is challenging, and other counterparts may tell you not to do it. 4. Thus, a manager as a leader must be _____ to encourage the personal in their work. 5. Moreover, managers should be able _____ working with people might be sometimes stressful and difficult.

Job	Personal qualities	Education / Knowledge	Skills / Abilities
manager	<i>persistent; competitive; inspirational;</i>		<i>to take calculated risks; to cope with stress;</i>

Exercise 8. Complete the table from the previous exercise with other characteristics you think a manager should possess and explain your choices. While explaining and expressing ideas you may use the phrases from the language support box.

Characteristics and Attributes of a Good Manager	Language Support Box
<i>responsible, computer literate, creative, enthusiastic, telephone skills, basic business etiquette, decision-making skills, competent, listening skills, initiative, negotiation skills, interpersonal skills, to conduct research, teamwork skills, problem-solving skills, professional jargon</i>	<i>I think a ... should be / possess I think a ... needs If you want to succeed as a ... you should be / possess To have a successful career as a ... you need to be / have</i>

Exercise 9. Work in pairs. Put the following stages in the order you should keep to when you are looking for a new job. You may use the phrases from the language support box to express your thoughts.

a) Get the needed education or training.

b) Think over more training or retraining.

c) Prepare the curriculum vitae and the application letter.

d) Research the available jobs.

e) Decide what you want to do.

f) Look at your education and professional skills according to the career opportunity.

Language Support Box
<i>First of all, it is necessary ... Secondly, I think you should Then After that you have to To have a successful career as a ... you need to be / have</i>

Exercise 10. Read the extract of the interview and say whether you think applicant Mr. Watson will obtain employment. Why? Prove your standpoint.

The Interviewer asked: So, tell me, please, Mr. Watson. Have you got any other achievements or skills you think are worth mentioning?

Mr. Watson replied modestly: Well, surely, yes. Last year I published six short stories in literary magazines and I also managed to publish two detective novels.

The Interviewer commented: Very impressive, but I am talking about the skills you could apply during office hours.

Mr. Watson explained with great enthusiasm: Oh, actually, that was during office hours.



Exercise 11. Look through the following questions. Which of them do you consider inappropriate to be asked during the interview? Why?

1. Where have you worked before?
2. What duties have you performed in your past jobs?
3. Are you married?
4. How many children do you have?
5. What do you consider as your short and long-term career goals?
6. Why are you interested in this company?
7. Tell me, please, about yourself.
8. How old are you?
9. Where do your parents work?
10. Were your grandparents born in this country?
11. How have you found out about this job?
12. What special qualifications do you possess for this job?
13. What are your strengths and weaknesses?
14. Do you belong to any religious or subcultural group?

Exercise 12. Here you may find some advice for an applicant who is unemployed and looking for a job. Look through these ideas and say whether you agree or disagree. Can you suggest your own advice?



“My short-term goal is to make my way through this job interview. My long-term goal is to invent a time machine so I can come back and change everything I have said so far”.

“Yes, I do have leadership experience. Last week I organized a street protest against your company”.



Lesson 7:

The Essentials of Business Etiquette

Exercise 1. When you start working, it will be 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.

Exercise 2. Fill in the blanks with appropriate words:

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

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.

Exercise 3. Give English equivalents of the following words and word-combinations.

- зовнішні стимули;
- премії за високі досягнення;
- болючі теми;
- урівноваженість;
- ввічливість;
- підкреслити форму;
- однолітки;
- різкий тон;
- стіни кабінки;
- особисті проблеми;
- подразники;
- емоційна заразливість.

Exercise 4. Match the English words with their Ukrainian equivalents.

to thrive in the environment	вирішувати проблеми
to be conscious of	допускати зворотній зв'язок
to be perceived as	заважати виконанню роботи
to treat superiors with respect	зіштовхнутися із затримкою
to maintain good relationships	підтримувати хороші стосунки
to fix the issues	процвітати в умовах
to accept feedback	ставитися до начальника з повагою
to interfere with work performance	усвідомлювати
to encounter an delay	утруднювати успіх на роботі
to impede your success at work	щоб сприймали як

Exercise 5. Make up logical pairs and use them in sentences.

to respond to discourtesy by	working relationships with all
rude unprofessional behaviours	not to slouch, fidget, crowd people
the extensive use of e-mail results	co-worker's desk without permission

in a business environment
to be mindful of their relationships
to establish and maintain good
to borrow items from a
to keep your personal
while speaking with someone, try
to be aware of personal space and

respect conversational comfort zones
in depersonalization
increase stress levels at work
with peers and subordinates
decreasing contact with an offender
workplace clean and neat
first impressions are lasting

Exercise 6. Answer the following questions:

1. How can you define the notion of the business etiquette?
2. When do employees thrive in a workplace environment?
3. Which ability do employers value highly and why?
4. How much does a lack of value and respect cost?
5. Why is mindfulness vital to success in the business world?
6. What are the essential principles of the business etiquette?
7. Which communication skills are needed for building positive work relationships?
8. How can you resolve conflict situations?
9. What can you suggest for avoiding distracting behaviours?
10. In which way can you maintain a professional appearance?
11. What will you do if you forget someone's name?
12. Can you enumerate non-verbal cues of communication?

Exercise 7. Look through "Business Etiquette" on pages 51-60 one more time. Read and say whether the statements are true or false. Correct wrong sentences.

1. Business etiquette skills are limited to showing courtesy and respect towards coworkers and employers.
2. Employees with good business etiquette skills help in fostering a good working environment by displaying courtesy and respect towards coworkers and employers.

3. A project, a meeting or something else business related is not always time-bound.

4. Being punctual in everything we do, we shall win over the hearts of our employers, coworkers and customers, thus we show our professionalism and the fact that our work is our top priority.

5. Our physical appearance is our very first chance to make an impression on someone.

6. Email messages are examples of professional correspondence, which may also include smiley faces or similar emoticons.

7. Being professional means contributing to a pleasant, productive, and inclusive work environment.

8. If you find yourself getting dragged into office gossip, it is better simply not to leave the situation and add fuel to the fire.

9. Talking with the mouth full provides remaining courteous all the time, especially if you have had a drink or two.

10. Handshakes are standard business greetings throughout Europe and are exchanged before and after every meeting.

Exercise 8. Complete the following 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 ...

Exercise 9. Put the words and word-combinations in the right order to make up sentences.

1. in / business success. / an / plays / important / Business etiquette / role

2. business etiquette / healthy relationships, nurtures a harmonious environment / show confidence. / skills, you build / Using your / and

3. at work / provides / Good treatment / individuals increases / teams productivity. / and

4. your confidence. / through / The way you / to / demonstrate / of various matters / reflects / are able / good business etiquette skills / your self-control and knowledge

5. is / the way / to / show / towards / their time. / Avoiding to interrupt someone / respect /

6. business meetings / are still / arrive / on time. / Italy / tend to start late / expected to / In / but you

7. firm handshake / An / customary / between men. / eye contact / and / a / is

8. a business lunch or dinner. / invite / Europeans / their partners / to / usually

9. about / most European countries. / is / the norm / business / Talking / in/ during lunch

10. In Italy, Greece and the Czech Republic during lunch people do not discuss business unless the host initiates the conversation.

11. social, professional and cultural sensibilities / a set / of / is / expected to / with / proper business acumen. / that a person is / in order to be considered / Business etiquette / a well-informed business-person / possess

12. about a person / an impression / of / within / the first meeting. /
create / We / few seconds

Exercise 10. Choose three of the following proverbs, quotations and sayings about business etiquette and comment them:

1. “Respect for ourselves guides our morals, respect for others guides our manners” (*Laurence Sterne*).

2. “Politeness is half good manners and half good lying” (*Mary Wilson*).

3. “Manners are a sensitive awareness of the feelings of others. If you have that awareness, you have good manners, no matter what fork you use” (*Emily Post*).

4. “You can get through life with bad manners, but it's easier with good manners” (*Lillian Gish*).

5. “The greater the controversy, the more you need manners” (*Judith Martin*).

6. “Good manners will open doors that the best education cannot” (*Clarence Thomas*).

7. “Good manners are cost effective. They not only increase the quality of life in the workplace, they contribute to employee morale, embellish the company image and play a major role in generating profit” (*Letitia Baldrige*).

8. “A successful man is one who can lay a firm foundation with the bricks that others throw at him” (*David Brinkley*).

9. “I have learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel” (*Maya Angelou*).

10. “When people honour each other, there is a trust established that leads to synergy, interdependence, and deep respect. Both parties make decisions and choices based on what is right, what is best, what is valued

most highly” (*Blaine Lee*).

11. “People will typically be more enthusiastic where they feel a sense of belonging and see themselves as part of a community than they will in a workplace in which each person is left to his own devices” (*Alfie Kohn*).

12. “Standards are not established by your proclamations they are established by your routines” (*Jay Taylor*).

13. “Civility costs nothing and buys everything” (*Mary Wortley Montagu*).

14. “Etiquette is behaving yourself a little better than is absolutely essential” (*Will Cuppy*).

15. “No matter how brilliant your mind or strategy, if you are playing a solo game, you’ll always lose out to a team” (*Reid Hoffman*).

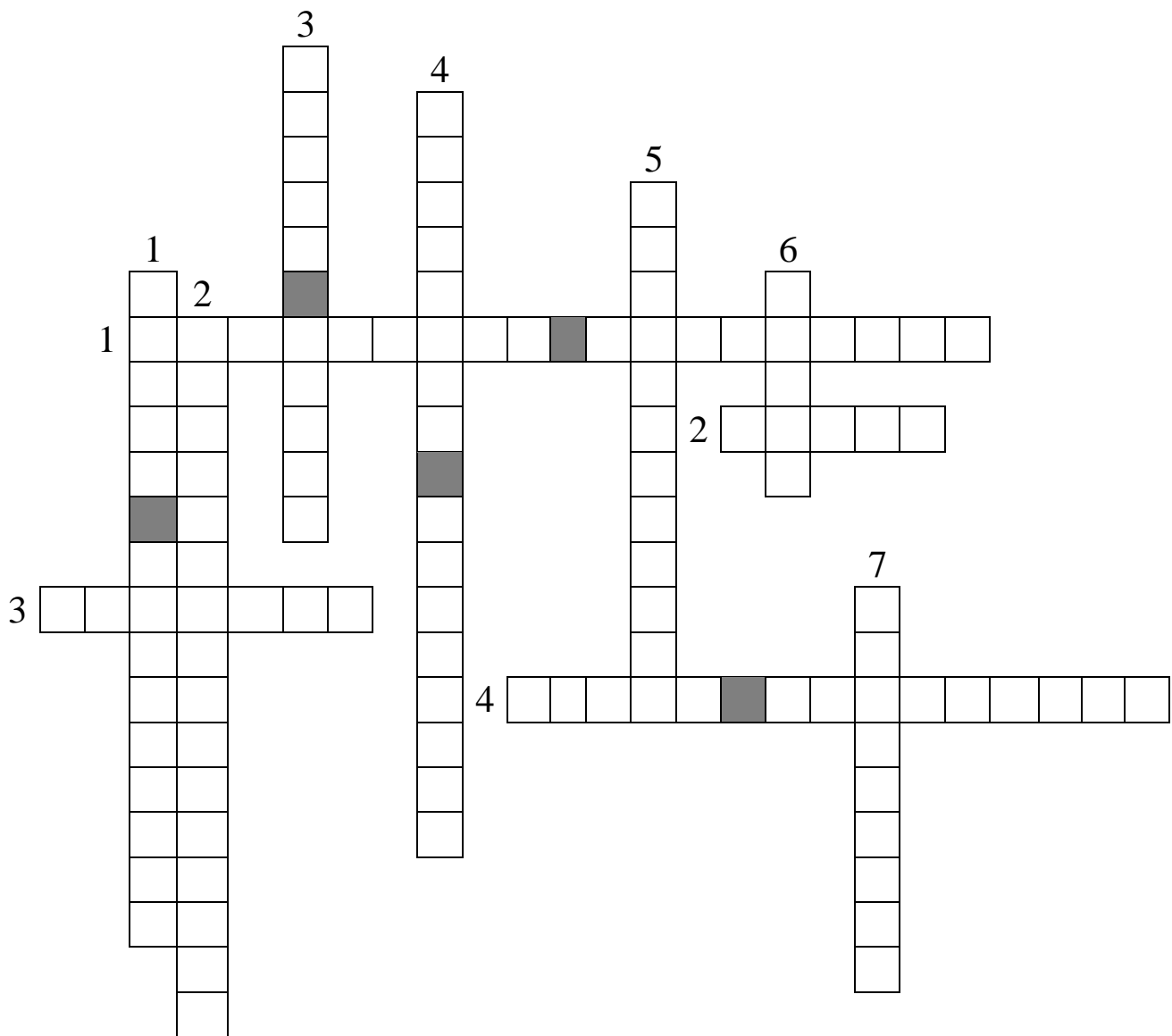
Exercise 11. Translate into English:

1. Незалежно від того, куди Ви їдете, люди очікують, що Ви будете поводитися певним чином у соціумі. 2. Можуть також мати місце незначні відмінності у звичаях і традиціях, які Ви повинні поважати. 3. Однак більшість цих очікувань є загальними. 4. Наприклад, посмішка – це загально визнана ознака люб’язної людини.

5. Діловий етикет – це сукупність соціальної, професійної та культурної чутливості, якою людина повинна володіти для того, щоб її вважали добре обізнаним бізнесменом із належною діловою кмітливістю. 6. Діловий етикет сфокусований, перш за все, на ввічливості під час взаємодії з людьми й вираженні поваги до них під час роботи. 7. Увічливість та повага не обмежуються лише зустрічами, які проводять особисто. 8. Вони поширюються також на електронне листування, телефонні розмови й ділові повідомлення. 9. У деяких частинах світу початок зустрічі з безпосереднього обговорення справи вважають грубим, тобто є певні місця, де

обговорення бізнесу під час обіду вважають недоречним. 10. Завдяки глобалізації ми не можемо дозволити собі бути невігласами щодо різних культур, з якими ми контактуємо. 11. Знання ділового етикету не лише дозволить нам зрозуміти світогляд іншої людини, але й допоможе нам сформувати позитивне враження про себе як джентльмена або жінки.

Exercise 12. Solve the crossword:



Across:

1. The situation in which strong feelings spread from one person to another.

2. A period of time by which something is late or postponed.
3. The practice of keeping a neat, clean and tidy appearance.
4. How near something is to another thing in space, time, or relationship.

Down:

1. A great amount of work to be done by someone or something. The amount of work that a person or organization has to do.
2. A failure to communicate effectively or clearly.
3. Unpleasantly rough vocal sounds.
4. The incentives coming or derived from outside.
5. People who are lower in a position or rank and they have less power or authority than someone else in an organization.
6. A particular aspect of something such as a situation or someone's character.
7. Taking action or making changes before they need to be made, rather than waiting until problems develop.

Lesson 8:

Cultivating Corporate Cultures

Exercise 1. Discover the meaning of these corporate culture types:

1. Team-first corporate culture.
2. Elite corporate culture.
3. Horizontal corporate culture.
4. Conventional corporate culture.
5. Progressive corporate culture.

A.

Teammates discuss new product ideas in the break room.

Everybody does a little bit of everything.

The CEO makes his or her own coffee.

You still have to prove your product's worth to critics.

B.

Employees talk openly about the competition and possible buyouts.

Your company has a high turnover rate.

Most of your funds come from advertisers, grants or donations.

Changes in the market are impacting your revenue.

C.

Employees are friends with people in other departments.

Your team regularly socializes outside of work.

You receive thoughtful feedback from employees in surveys.

People take pride in their workstations.

D.

There are strict guidelines for most departments and roles.

People in different departments generally do not interact.

Major decisions are left up to the CEO.

Your company corners the market.

E.

Employees are not afraid to question things that could be improved.

Employees make work their top priority, often working long hours.

Your top talent moves up the ranks quickly.

You have many highly qualified job applicants to choose from.

Exercise 2. Fill in the blanks with appropriate words:

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 paycheque 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.

Exercise 3. Give English equivalents of the following words and word-combinations.

- сучасні прояви;
- привілеї;
- змінний графік;
- виплати працівникам;
- обурення;
- тип мислення;

- робочий час;
- ексцентричний декор;
- співробітництво;
- сучасні прояви;
- загальні риси;
- методом спроб і помилок.

Exercise 4. Match the English words with their Ukrainian equivalents.

tuition reimbursement	злиття та поглинання
to remain relevant	дистанційний режим роботи
to facilitate cohesive values	ліквідувати посади
to suffer from unaccountability	вирішувати нагальні проблеми
doom and gloom	боротися з проявами
telecommuting	страждати від безвідповідальності
mergers and acquisitions	компенсація плати за навчання
to tackle the issues at hand	кінець світу
to eliminate job titles	залишатись актуальним
to combat the occurrence	сприяти спільним цінностям

Exercise 5. Make up logical pairs and use them in sentences.

feedback and flexibility are	car washes, oil changes, fitness classes
titles do not mean much	confusion people experience abroad
beliefs and behaviours determine	progressive culture to instil fears
dress code is indicative of a	of people from various backgrounds
corporate culture develops from	capable and competitive candidates
elite corporate culture hire	how employees interact
communication is crucial in	more conventional corporate culture
to offer such on-site services as	cumulative traits of the workers
culture shock refers to the	in horizontal cultures
cross culture refers to interaction	common markers of a team-first culture

Exercise 6. Answer the following 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?

Exercise 7. Look through “Corporate Culture” on pages 62-69 one more time. Read and say whether the statements are true or false. Correct wrong sentences.

1. The cumulative traits of people working for the company determine its corporate culture.
2. Business hours, dress code, leisure time activities, hobbies and other kinds of entertainment reflect a company’s culture.
3. Managers and sociologists use the term “corporate culture” to describe the character of interaction between employers, workers and customers.
4. Very often businessmen from different countries may experience cultural shock.
5. The current slogan of Google is “Don’t Be Evil”.
6. Among the brightest examples of progressive corporate cultures we can mention Google and Apple.
7. The cut-and-dry approach implemented by conventional companies does not leave much place for experimentation and inspiration.

8. Only confident, capable and competitive candidates are employed by companies with elite corporate culture.

9. Fitness classes, massages, a hair stylist, free employee lunches, flex time and telecommuting are typical on-site services for elite and team-first corporate cultures.

10. LinkedIn belongs to traditional companies.

11. The best way to prevent the workforce from fleeing and cowering is to provide constant communication.

12. “Stay small, grow slow and do one thing really well” is the slogan of most conventional companies.

Exercise 8. Complete the following 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 ...

Exercise 9. Put the words and word-combinations in the right order to make up sentences.

1. / is / a of / human relationships, / many people / do / about / everything / all / the time. / A / conflict / because / normal, natural part / agree / not

2. a conflict / When / help / it / can / people / for themselves / satisfactory solution. / a mutually / constructively, / to stand up / or others, / together to achieve / and work / is handled

3. poorly / can / If / is handled / more serious problems. / a conflict / anger, hurt, divisiveness / and / it / cause

4. The effects / employee turnover / decrease motivation. / which / can / conflicts and a negative company culture / contribute to / increase / and

5. an / of / culture. / Poor internal communication / negative / serves as / undeniable sign / a

6. from / management / tension. / Being under constant scrutiny / can / an atmosphere full of / create

7. consistently / comes into / work late, / will also do it. / a manager / employees / If

8. a / on / a shift in the culture, bullying and termination. / Gossiping makes / the environment, causing / negative / influence

9. people / hurts / everyone / becoming closed off and guarded. / Office gossip / and leaves

10. their positions, / feel disrespected / they / are / resign from / leading to internal tensions in the company. / workers / by their colleagues, / workers / to perform well and in many cases / When / less likely

11. hiding away / colleagues / can / as / hostile and even rude. / Barricading yourself and / from / be perceived

12. causing havoc and mayhem. / Interrupters / louder / talk / than / and / other people / bullies in the workplace, / they are known as

Exercise 10. Choose three of the following proverbs, quotations and sayings about corporate culture and comment them:

1. “Corporate culture is the only sustainable competitive advantage that is completely within the control of the entrepreneur. Develop a strong corporate culture first and foremost” (*David Cummings*).

2. “An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage” (*Jack Welch*).

3. “Until I came to IBM, I probably would have told you that culture was just one among several important elements in any organization’s makeup and success – along with vision, strategy, marketing, financials, and the like... I came to see, in my time at IBM, that culture is not just one aspect of the game, it is the game. In the end, an organization is nothing more than the collective capacity of its people to create value” (*Louis V. Gerstner*).

4. “I look for two things when I hire a new employee: ambition and humility. Without a proven track record of initiative and ambition, it is likely the person becomes a drain rather than a contributor to the company – even the really smart, talented ones” (*Justin McLeod*).

5. “Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation” (*Doris Kearns Goodwin*).

6. “In determining the right people, the good-to-great companies placed greater weight on character attributes than on specific educational background, practical skills, specialized knowledge, or work experience” (*Jim Collins*).

7. “We can change culture if we change behavior” (*Dr. Aubrey Daniels*).

8. “Culture makes people understand each other better. And if they understand each other better in their soul, it is easier to overcome the economic and political barriers. But first they have to understand that their neighbour is, in the end, just like them, with the same problems, the same questions” (*Paulo Coelho*).

9. “If you are lucky enough to be someone’s employer, then you have a moral obligation to make sure people do look forward to coming to work in the morning” (*John Mackey*).

10. “Always treat your employees exactly as you want them to treat your best customers” (*Stephen R. Covey*).

11. “I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement. There is nothing else that so kills the ambitions of a person as criticism from superiors. I never criticize anyone. I believe in giving a person incentive to work. So I am anxious to praise but loath to find fault. If I like anything, I am hearty in my appreciation and lavish in my praise” (*Charles Schwab*).

12. “Shaping your culture is more than half done when you hire your team” (*Jessica Herrin*).

13. “Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day” (*Frances Hesselbein*).

14. “The biggest challenge was to restore a dying organization, which was losing money, to growth and profitability. The first steps were not: Cutting costs, developing new products and/or services, inventing clever new marketing concepts, or clever advertising! Instead, the first steps were: Rebuilding a culture where all employees were a family, striving for a “shared” success! The basis for this success turned out to be winning major races again” (*Peter Schutz*).

15. “Our secret weapon for building the best culture is open and honest feedback” (*Gina Lau*).

16. “Company Culture is the product of a company’s values, expectations and environment” (*Courtney Chapman*).

Exercise 11. 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 world of business 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.*

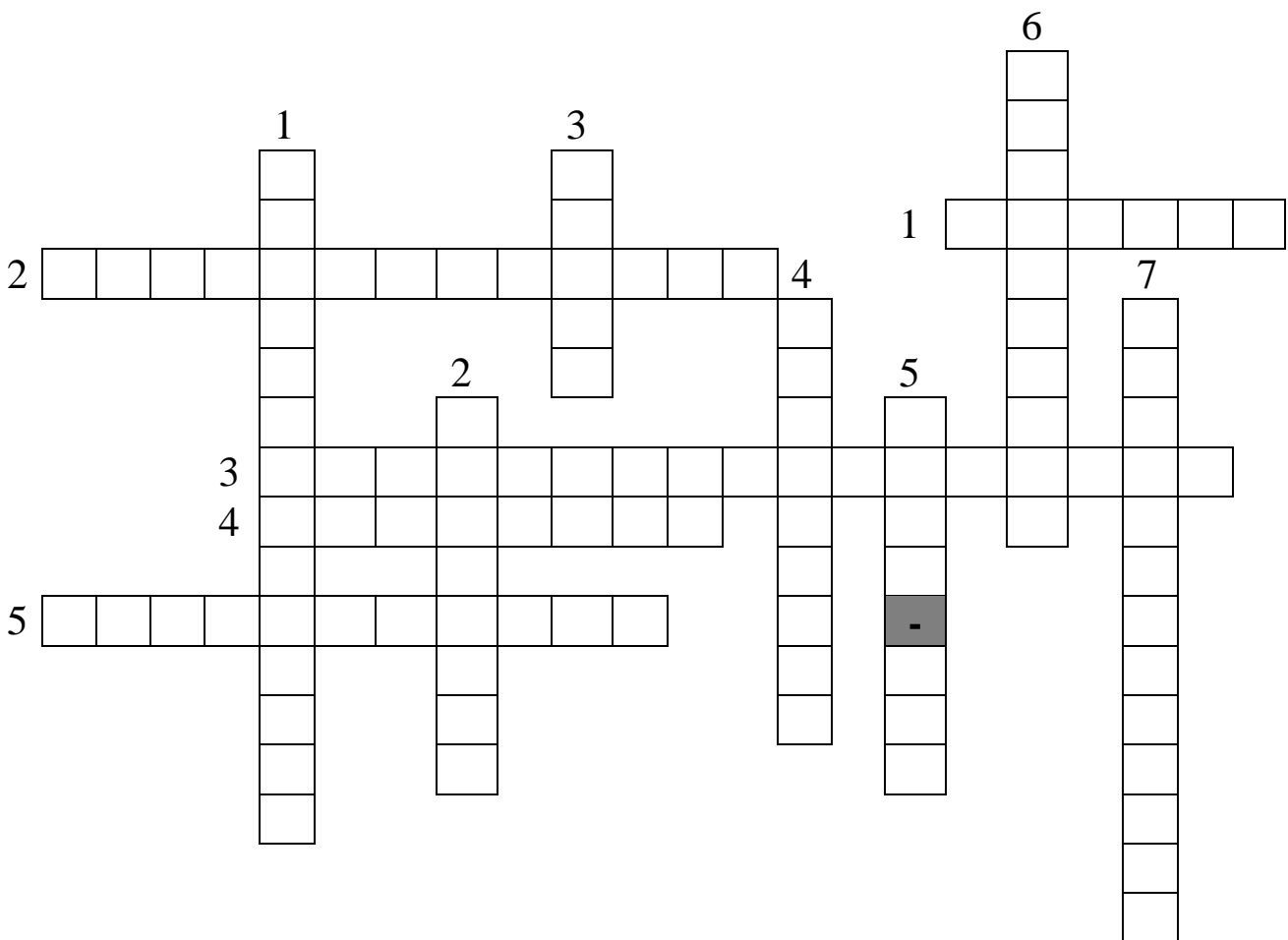
7. **Suss out** means:
 - a) *see;*
 - b) *hear;*
 - c) *understand.*

8. **Pave the way** means:
 - a) *cover the area with asphalt;*
 - b) *show the direction;*
 - c) *make something possible or more likely to happen.*

Exercise 12. Solve the crossword:

Across:

1. An occasion of combining two organizations or companies to form a larger one.
2. An activity of working at home, while communicating with the office by phone and email or using the internet.
3. Someone who is always helpful and pleasant towards workers.
4. Connected with what is being discussed or happening.
5. Something that is bought by a company, such as another company, a building, or a piece of land.



Down:

1. Different from what most people consider to be usual or normal.
2. A system of working in which employees can vary the time they start and finish work as long as they work the agreed number of hours.
3. A short sentence or phrase which expresses a purpose or belief.
4. A feeling that you cannot make a decision or do not understand something.
5. A person's opinions or attitudes resulting from earlier experiences.
6. An angry unhappy feeling that you have when you think you have been treated unfairly or without enough respect.
7. The situation of two or more people working together to create or achieve the same thing.



INDIVIDUAL WORK



Read and translate the following texts into Ukrainian. Make up ten questions to each text.

Improving Business Language Skills

Strong communication skills and clarity are essential for conducting successful business. Business language skills can improve innovation, productivity, team collaboration, customer satisfaction and partner relationships.

It is also important to know and understand communication etiquette, which will vary from one country to another. Some of the same gestures and English words can vary greatly depending on the country. In several parts of the world we can meet different examples of business communications etiquette.

While business discussions in Great Britain opening the conversation with a neutral topic is the best one. The weather is a popular neutral topic. Interrupting or speaking loudly is considered disrespectful and unattractive. The Queen's English is usually used, which differs in formality, meaning and spelling in comparison to other English speaking countries.

In Hong Kong the Chinese converse English in very close proximity, as a result of the size of their population. Silence is valued and respected – so there is no need to fill in gaps in the conversation if the host is in contemplation. Titles are also essential. They always use them with names in business.

As for Saudi Arabia, the word “yes” frequently means “maybe”. If

your host leaves suddenly for 20 minutes, this most likely part of their daily prayer rituals, which occur five times daily and are extremely sacred. That is why their absence is not to be interpreted as disrespectful.

Americans use the word “yes” in the meaning “yes”. Business introductions include a title prior to a person’s name (such as Mr., Ms. and Mrs.). In Canada firm handshakes with eye contact are considered significant in any business transaction. However, men will usually wait for women to extend their hands for a handshake. But still refrain from making large sweeping arm gestures.

As for Japanese, they avoid the word “no” business interactions (as well as in everyday conversations) is. Therefore, a “yes” can mean “no”. Japanese typically use weaker handshakes (this is not to be interpreted a s rude), but the standard greeting is the bow [37].

Therefore business language skills appear to be critical needs in the modern era of globalization and cut-throat competition. Employees competent in business language skills have more chances to climb up the career ladder with ease. And this also applies to businesses as a whole.

The study conducted by Global English revealed that 97% of employees surveyed believe that inadequate business language skills result in poor communication and can cause misunderstanding. So it is imperative for people willing to succeed in business focus on improving Business English.

To improve your Business English skills quickly you should follow such recommendations:

- *regularly increase your vocabulary* (mastering the specialized words, business idioms and abbreviations) through training software which offers a comprehensive range of exercises, doing research on the Internet to find the specific terminology and relevant usage of new terms within business communication.

- *read business-related material* to enhance your knowledge of

terminology used in the specific field that you are currently employed in. Reading business information and current updates allows you to remain abreast with the recent changes in the business environment and to keep up with any changes in terminology. This knowledge can be essentially improved while communicating with foreign business partners and customers.

- *Play business role games and word search games.* Such games enable enhancing business vocabulary ensuring that the learning process is fun and engaging. Business-themed language games may include crosswords based on important concepts and financial terms, or word search games using terminology from industry or banking. You can also use free word-search puzzle generators to create your own games.

- *Watch business-oriented programmes* to improve professional language skills, because the people in those programmes use key terms correctly and frequently. As a rule, these programmes are hosted by experts in concrete fields and therefore can prove to be a significant source of valuable knowledge and information. Business terminology is naturally used on these programs. Merely watching professionally-oriented programmes attentively will help you to grasp terms of business communications, become familiar with new words, correct pronunciation and usage. Simple Business English knowledge can partially eliminate the chance of misunderstanding in organizations.

- *Practice Business English terminology* in your daily communication. Try to use as many relevant words as possible during your conversations with colleagues and peers. Furthermore, recently learned business terminology should be incorporated into the presentations you give, so that you are able to gain confidence in your ability to use the terminology. Finally, you can practice your business language skills by writing memos and business letters.

Persons working in business are likely to need to communicate with peers and stakeholders through the medium of memos and letters. Short sentences must convey your requests, instructions and term. It is also essential to be familiar with general writing patterns and letter formats used in a specific field. Use a formal tone where appropriate and make sure that the language you use helps to convey the information clearly.

As Global English study reports highlight, 30% of employers believe that new university graduates haven't got the necessary command of basic English, much less the concepts and terms used in their industry.

Make up a plan covering the main ideas of the text above. Retell the text thinking over the importance of business language skills.

Importance of the First Impression

No matter where we go, many people expect us to behave in a certain way. There can be slight variations of traditions and customs that we have to respect. Nevertheless, majority of these expectations will be common. For example, smiling is a universally recognized signal of an amiable person. On the other hand, being rude and frowning while interacting is considered impolite.

In some countries starting the meeting with a straightforward discussion on business is considered rude and in some places discussing business while dining is considered inappropriate. Thanks to globalization, we cannot afford to be ignorant of the different cultures we interact with.

Within few seconds of the meeting we create an impression about a person. This sense of judging somebody without knowing anything about him/her is an in-built quality. This ability prompts us to form an impression of a person so quickly, that we can categorize him/her in the "friend" category which helps us in preparing ourselves for self-defence. It also activates "fight-or-flight" defence mechanism. In modern terms, our intuition has been called the "first impression".

People always tend to respect their gut feeling and listen to their inner voice more than any rational explanation. It is the reason, why experts suggest that when we meet someone for the first time, we should strive to achieve the perfect look and present an ideal image.

Have you ever noticed, how important appearance is, while creating the first impression? A person knows nothing about you and has no idea on your qualities before meeting you. The first thing he notes about you is your appearance.

Thus, organizational behaviour often varies much from company to company but it also comes as a surprise to many people that organizational behaviour can vary greatly, appreciably within a company. Etiquettes also varies from person to person depending on whom you are interacting with.

For example, right selection of words, correctness of speech, the body language, clarity in presentation vary when you talk to your supervisor as compared to a counterpart who is of the same level as you.

You feel more relaxed when the person is a close friend. Similarly, you can easily skip a few steps in decorum when your friend invites you to his place. If your supervisor invites you for dinner, your etiquettes will surely be different.

Business etiquette does not necessarily address good public speaking abilities, interpersonal skills and dressing sensibilities. Although these qualities are necessary, there are also other qualities which are equally vital: punctuality, preparedness, courtesy, clear representation of thoughts, participation and proper attire [20].

Punctuality is the characteristic of being able to complete a required task or fulfill an obligation at a previously designated time. “Punctual” is used synonymously with “on time”. According to each culture, there is an understanding about what is considered an acceptable degree of punctuality. Usually, a small amount of lateness is acceptable; this is commonly about ten or fifteen minutes in Western cultures, but this is not

the case in such instances as doctor's appointments, school lessons or in the military. In cultures which value punctuality (Switzerland, Spain, Malaysia, Japan, South Korea, Morocco, Germany, the United Kingdom), being late is tantamount to showing disrespect for other's time and may be considered insulting. In such cases, punctuality may be enforced by social penalties, for example by excluding low-status latecomers from meetings entirely. Such considerations can lead on to considering the value of punctuality in econometrics and to considering the effects of non-punctuality on others in queueing theory [57].

Preparedness means that a person should always be well informed and prepared to furnish information in detail and on any topic related to his/her job and responsibility at any time. This creates an impression of being a resourceful person.

Courtesy – you need to be courteous to all people you are interacting with, instead of limiting the courtesy to only those who you think deserve it. When you are working in a business that has many creative and talented people, there is always a chance that ideas will clash with one another. In this case, you need to tackle the opposing thought and not the person.

Clear representation of thoughts requires from you being very distinct on a certain topic but the choice of your words could send a mixed signal to the listeners. Many people end up being misquoted and misunderstood, due to the lack of connection with the people listening to you. You should prepare your presentation thoroughly, beforehand and have a clear understanding of each word and the different ways it can be interpreted.

Participation expects you taking part in the problem-solving process. Companies want lots from you. These expectations could be in the form of specific targets, which the company sets for you. In such times you are not supposed to turn your back to a discussion, which does not concern you, and say “that is not my problem”.

Proper attire – the way we look when we meet someone for the first time goes a long way in establishing a perception of us in that person’s mind. It does not mean that we should splurge on the clothes we are supposed to wear. But still our clothes should not draw too much attention towards ourselves. It is recommended to dress conservatively but professionally.

Make up a plan covering the main ideas of making the first impression. Retell the above text thinking over the ways of improving our image.

Basic Rules of Business Etiquette

From work and family obligations to the omnipresence of technology, we live in a time where everyone is extremely busy and wrapped up their own lives. As a result, the basic rules of etiquette sometimes fly right out of the window! But as businesses struggle for differentiation, etiquette is really more important than ever. The answers to the urgent etiquette issues are presented below.

On the Feet!

Stand when meeting someone or shaking hands. Nothing irks more than seeing someone meet someone new in a business (or personal, for that matter) setting and remaining seated while being introduced or shaking hands. Get on your damn feet! Stand up, show a modicum of respect and pretend like the person you are meeting is of some interest to you at the moment.

Please Listen Carefully!

Please listen carefully and try to grab your partner’s attention.

Call Back

If you want to come across professionally, return phone calls promptly. It is good business etiquette, and besides, it is something that your competitor may not even be doing!

You Are Right!

Spend your time telling your potential customers what they do Right and not what they do Wrong! If you tell your prospect that (s)he made the wrong decision by going with your competition rather than what is right with your company – you are trying to shame them into doing business with you. It won't work. Tell them what they do right and they will continue to do right by saying YES!

Art of Appreciation

Impress your clients and partners by communicating appreciation. Stating “thank you” will elevate you above competitors. Whether large or small, the gesture will have an impact.

Use thank you cards to partners. Send a small gift to a new client. Create an email template you can personalize. If an assistant took initiative on a project, give her a gift certificate. Decide the best way you can say thank you to others, then create a system. Write it down to automate and repeat.

Be Careful What You Order

To be nice to a colleague and behave smart about what you order. Learn table manners. Knowing what to do allows you to concentrate on the conversation, not on which fork to use. Good manners make you look polished and poised.

Say My Name!

DO use other companies' names. DO NOT use oblique language like “my web guy” or “my marketing company” – it is so much more polite and useful to make personal references. DO thank people who have helped you on your website by using their name. DO know how to spell and pronounce the names of all individuals and companies with whom you do business. It may sound trivial, but we all like to be called by name.

Reciprocate with Others

Reciprocate with others who take the time to connect with you. Social

media provides unprecedented access to colleagues in your field. Whether you are reached through a thoughtful blog comment, Twitter reply or some other medium, make every effort to respond. Too often, these comments are ignored. Besides being poor etiquette, you reduce the odds of these people returning to your blog, Twitter page, etc. Why take the time and energy to invest in a relationship where there is no reciprocity?

Rescue Rangers Beware!

If you happen to overhear someone discussing a situation and it is evident that you have a solution, resist the urge to ride to the rescue on the spot... especially if you have not yet met! It is a big turn-off and the person you are offering your services to will not generally be open to hearing what you have to say. Take the time to introduce yourself and build rapport. Follow up after the meeting to continue the relationship and discuss your possible solution.

Do not Sneeze on It!

One big no-no is sneezing on your hand and then offering your hand to another person. That is just disgusting, so mind your manners, and at the very least, do not let anyone see what you have done.

FU Manners

Follow Up appropriately – it is good manners. If you promise info, deliver it; if you are asked for something, provide it; if you are given a deadline, meet it. Most importantly, if you want business from someone, remind them periodically of your existence; do not expect them to remember you from one conversation or trade show meeting.

Cell Phone Etiquette

In today's information age, managing emails, text messages, and phone calls takes considerable time. During business meetings, whether at your office, the office of a client, or even lunch, it is important to recognize that answering phone calls, checking emails, or sending text messages can be very disruptive to the meeting and conveys a message to

the participants that they are less important than the party on the phone. Cell phones should be turned off and be out of sight during meetings.

Check Your Attire!

A female speaker hired for a wintertime engagement made the fatal step of NOT researching her audience sufficiently. She arrived at the engagement straight from the airport, without checking into the hotel first. Imagine the shock and dismay of the audience when she arrived in a full-length fur coat, leather skirt, and boots to speak before a group of anti-animal cruelty society members. Always do your research to be sure you present a relatable and compatible visual image to your audience!

Big Etiquette Positive

The biggest etiquette pro that you can do is honor your commitments. When people know you will do what you say, stand behind your word and honour your efforts to them, you will always be successful. Some people fold when times get tough or they're challenged. When people trust you, you are always a leader.

Hay is for Horses

Good manners and good grammar spell good business. Use “Dear”, “Hi” or “Hello” as a salutation, not the currently popular “Hey”. As people used to say “Hay” for horses.

Watch the Clock

Watch the clock... Be on time. End meetings on time. Never use more words when you could use less.

An Invitation That Gets a Yes

The etiquette rule for inviting someone to lunch is the same as for a high school date. If you are the person inviting, [1] you say why [2] you say where [3] you say when.

Meaning to be humble, people say “We should go to lunch sometime”, “I shall let you choose where” and “What is good for you?”. This puts a task (choosing) on the other person’s list. Not your prerogative.

“Are you available for lunch at “Creative Cuisine Restaurant” next Wednesday, noon?” results in a profitable “Yes, thank you”.

Do Not Be a Mailing List Abuser

When you attend a business or social function and exchange business cards with someone, please know that this exchange does NOT give you the right to add that person to your mailing list. Please be courteous; if you have further contact with this person, either ask their permission to sign them up to your list or ask them to sign up on their own (provide a link). You want your mailing to consist of people who have opted in – you will get a much higher open rate and more good will as well.

Attitude is Everything

Etiquette is about rules, and rules are often hard to remember. Business etiquette is no different. The most vital tip is in all you do, remember the Golden Rule: “Treat OTHERS the way you want to be treated”. This means that it is not about YOU, it is about THEM. This must drive your communication, your efforts and interactions. This unique approach stands out in a business world that is largely rude, crude and indifferent.

Are You the Interrupter?

One of the worst etiquette no-no’s are people who interrupt others either in a business conversation or a presentation.

You will be able to recognize the “Interrupters” right away. They will be the ones talking louder than the other person and it is all about them. People such as this have been known to be bullies in the workplace and have caused havoc and mayhem. Businesses have lost long time customers due to this business faux pas.

Write Right Emails

In this day of email correspondence, it is easy to become too informal. Use of acronyms is rude and unprofessional; therefore learn to write a strong, appropriate business letter the old fashioned way, and use it in your

email. Be sure to address the person by the correct title, and by all means, spell their name right! Proofread it at least three times before you send it and have another pair of eyes review it, too. You will be rewarded with a great, professional first impression!

Mind the Time, Shirt and Talk!

Be on time, or be 5 minutes early if possible. No one likes to wait or listen to stupid excuses... Appreciate others' time and schedule by being on time and finishing on time.

Dress up! Yes, if you are an entrepreneur, it is not OK to show up for a meeting in a Hawaiian shirt, shorts or sandals!

Put Your Cell Phone Away

Do not place your telephone on the table during a meeting. Best option – leave your cell phone in the car or in your briefcase. Having it in front of you is a distraction to both you and your client and it sends a negative message that you do not mind interrupting your meeting for something inconsequential. Schedule a time to return all phone messages on the same business day.

Do not Turn Your Back

When asked for a business card, stop what you are doing, greet the person asking and show interest in him or her. Never turn your back on the prospective customer. If you don't have a business card, explain that you ran out, ask for her card and follow up later!

Uh, Huh, I am Listening

It sounds so simple, yet so few people do it. Put the blackberry down and pay attention. Business is about building relationships and that becomes extremely more difficult, as so many people spend too much time checking their blackberry for texts and emails. If we would all put the phone down and pay attention to the person in front of us and focus on the conversation, our relationships would be stronger and thus, we would be more successful.

Send Handwritten Thank You

Creating a great business is about building and maintaining positive relationships. Everyone appreciates being acknowledged for their gift of money and time. So, send handwritten "Thank you" notes. No time? If you want to be successful, you need to find the time. Always carry "thank you" note cards already stamped. Write when you have a few moments, i.e. at the airport. Expense? You need nothing fancy. A simple card and a stamp will do. Poor penmanship? Write slower. Stand out! Send a handwritten Thank you!

Say No to the Lambada at Work

Do not become too casual with your clients. Although it is important to build strong relationships, keep it professional at all times. Some folks get too cutesy with clients and inadvertently offend them. At company parties, someone says "just relax and have fun". No! Have fun, but remember that you are conducting business. Once, I saw a vendor lose a client after drinking too much and deciding to dance the Lambada with the CEO's spouse. In the end, always keep it professional.

Watch Where You Say it!

Communication skills can carry you to the top or the bottom. A man was on the elevator with a friend criticizing the intelligence of the CEO. The CEO's daughter was on the elevator.

It may help you to complain about a person, but choose an appropriate location. If you trust the person you are venting to, your comments may still get back to the person. VENT to yourself. Go for a walk and vent. So what if others think you are crazy for talking to yourself; you will still have your job.

Email (Mis)Communications

How many emails do you receive? When you feel information overloaded, you may end up answering emails with rude, unstructured 1 liners, full of typos, without reading all of the information. Typical

situation: a junior colleague emails you with a project issue she is facing and offers 2 solutions. She worked through the night on the problem. You only read the first 2 lines and answer: “pls lets get ths done”. TIP: no matter how busy you are, take time to read and think before answering.

Busy, Busy, Busy

Everyone is busy. When you are late, the other person feels devalued. If this happens, you need to call and be responsible for your actions. Do not make excuses, just be straight. “I am running 10 minutes late”. No one likes to wait. Being late says, my time is more important than yours. They may not be happy with the call, but it will be more acceptable than just showing up late. It will show that you value them and business is all about building relationships.

Store the Shades

Even if the future looks bright, please avoid wearing sunglasses on your head or face during a business meeting. This may be trendy in the Sun Belt for long weekends, but in the world of business, it can be construed as unprofessional. Worse, you could be viewed as untrustworthy in certain industries and cultures. Exceptions: if you are a professional poker player, troubled celebrity, reviewing a record deal with a top producer, or will be participating in an outdoor sporting event with clients.

Do Not Get Too Relaxed

At business lunches, dinners, and networking events, it is possible to be too relaxed. Watch the alcohol intake. We have all seen the tipsy employee who is making an impression, but not the impression they intended. The same goes for the person who accompanies the employee to the event. Their inappropriate behavior will be remembered. “Remember the guy Freddie brought to the picnic last year?”. We are judged by the company we keep. Any event that is connected to work is still work.

An Unprofitable Mix

Beliefs, whether political, social or religious, are best not merged with

your business marketing, including social media. Although you may consider yourself a person with strong religious convictions, you resent having a marketer's convictions in the arena with their brand, product or service. It often seems fake and pretentious and results in devaluing, not only the brand, but also the business individuals' belief itself. Let your ideals show in your actions and practices, not your marketing.

Office Gifts and Giving

Should you participate in group gifts at the office when you are on a budget? Yes, you should give a donation, even if it is small. When unsure about how much to give, ask the person collecting. If it is more than you can afford, give what you can. You never know when it is going to be your baby shower or wedding – and you want people to give readily as well.

Profit from Punctuality

Punctuality is a must! Be on time for ALL appointments. Always finish the job ahead of time. Those are two of the best ways to get people to help you in your business and to get repeat business. “Half of success is just showing up in a timely manner” [55].

Make up a plan covering the main ideas of business etiquette. Retell the text thinking over the basic rules of business etiquette.

Conflict Resolution

Conflict is a normal, natural part of human relationships. People will not agree about everything all the time. In and of itself, conflict is not necessarily a negative thing. When handled constructively it can help people to stand up for themselves and others, and work together to achieve a mutually satisfactory solution. But if conflict is handled poorly it can cause anger, hurt, divisiveness and more serious problems. This guide discusses how to deal with conflict in a constructive manner.

Sources of Conflict

There can be many causes or reasons for conflict. However, some of the most common include:

- Personal differences such as values, ethics, personalities, age, education, gender, social and economic status, cultural background, temperament, health, religion, political beliefs, etc.
- A clash of ideas, choices, or actions. For instance, conflict can occur when people have incompatible goals, when they are in direct competition, or even when they have different work styles.
- Finally, poor communication or miscommunication is one of the biggest causes of conflict.

Preventing Conflict

While it isn't possible to prevent all conflict, there are steps that you can take to try to keep conflict to a minimum. One way to manage conflict is to prevent it from occurring in the first place. Preventing conflict is not the same as avoiding conflict. Preventing conflict means behaving and communicating in a way that averts needless conflicts.

Conflict Resolution Tips

- Respect differences. Many conflicts arise from differences in gender, generations, cultures, values, etc. We live in an increasingly diverse world. Learn to respect and celebrate peoples' differences and their opinions.
- Treat others as you'd like to be treated. Regardless of your personal opinion of someone, be professional, courteous, respectful and tolerant, even when you are frustrated. If a person treats you disrespectfully, calmly tell them you do not appreciate it. Do not exacerbate the situation by retaliating with inappropriate behavior or comments.
- Keep negative opinions to yourself. Most people are put off by hearing negative comments about others – especially if it is about personal issue. In the workplace, this may lead to disciplinary action. Friends and acquaintances may be equally “turned off” by negative comments about

someone, particularly if they feel they are being drawn into a conflict or being asked to take sides. If you need to vent about a personal issue, do so outside of the workplace, keep it to a close, trusted friend or a loved one and keep it to a minimum.

- Keep your distance. Unfortunately, this is often easier said than done. Often the conflicts arise with those who are closest to us. It is often easier to get along if you respect one another's privacy and boundaries. Taking a break from each other can go a long way in keeping the peace.

Resolving Conflict

Sometimes, conflict cannot – or should not – be avoided. Knowing how to deal with conflict is important for anyone. However, often people have not been given the tools to effectively deal with conflict. Consider the following tips:

- Address the issue early. The longer you let an issue fester, the more time you waste and the greater chance you have of it spiraling into other problems.

- Address the issue privately. Set up a time to talk in a private place, where you won't be overheard or interrupted. Speak to the person with whom you have the conflict and try to resolve the issue one-on-one before involving others.

- Expect discomfort. You may have to say up front: "Although this is uncomfortable for me, if I don't address this, I'm afraid we will not meet our goal".

- Be specific and objective. Identify the specific issue at hand and the effect it is having. Avoid generalizing statements such as "always," "ever" or "never." Stick to the subject; try not to digress into broad personality issues or revive past issues.

- Focus on the outcome. Don't dwell on problems or blame. Keep the spotlight on finding solutions and how you will reach the desired outcomes. "In order to reach the goal of X, I think we need to do Y."

- Be open. Doing so establishes an atmosphere of mutual respect and cooperation. Listen to and consider others' opinions, points of view and ideas. Understand and appreciate that they think differently than you and may bring a greater, or different, understanding to the table that will help resolve the problem more quickly and effectively.

- Respond constructively. Let the other person know you value what he or she is saying, even if you do not agree. Try to avoid responding negatively or directly, for example criticizing, ridiculing, dismissing, diverting (talking about yourself rather than about what the other person has said) or rejecting the other person or what they are saying.

- Know your triggers. Learn to recognize your personal warning signs for anger and figure out the ways that work for best for you to constructively control your anger.

- Maintain a sense of humour. Be willing to laugh, including at yourself. Maintaining a sense of humour can relieve stress and tension, and help get you and others through a difficult time.

- Learn to compromise. Compromise is important in any relationship. If you disagree on an issue, discuss the problem calmly, allow each person to explain his or her point of view, and look for ways to meet each other in the middle.

- Do not attempt to resolve conflict when tempers are flaring. During an argument, often no one can agree on a reasonable solution. If that is the case, agree to take a break and come back to the problem later, when you have had time to settle down and think about the issue.

- Know when to retreat. The conflict resolution process will not always work. The level of the skills of some people may not be at the point where they can be full partners in this process. For example, you may have a spouse who does not want to, or know how to, solve the problem. You may also have a conflict with a co-worker, boss or higher-up who is known for irrational outbursts. You must take all these factors into

consideration and know when it may be more appropriate for you to cut your losses and retreat.

- Practice forgiveness. There may be times when someone makes a mistake or says or does something hurtful – whether intentionally or unintentionally. While it is okay to be angry, it is also important to let go of the anger and move on. On a personal level, it is healthier to let go of negative emotions like stress and anger. And it is difficult to maintain a good relationship if you can't get past these feelings.

Mutual Conflict Resolution

In most cases you should be able to resolve conflicts by working with others involved. Here are some steps to consider:

1. Identify the purpose and importance of the conflict—and your mutual desire to solve it.

2. Takes turns listening to each other's side. This is a very important step and one that requires good listening skills.

3. Once all the issues are discussed, repeat and summarize what was said. It may help to write this down or even create “minutes” to document issues discussed.

4. Ask questions as needed and encourage others to do the same. Do you understand their point of view? Are you sure they understand yours? Clarify as needed.

5. No matter how intense the conflict, you should always find issues or points that you agree upon: For instance, “we agree our goal is to increase sales by 10 percent this year”. Or, “we agree that we need to cut our household costs, we just don't agree on what costs we can cut”.

6. List all solutions – even if they may seem unrealistic, unreasonable, or wrong.

7. Review all the possible solutions and highlight those you find mutually acceptable. Hopefully you will have at least one or two that you agree upon.

8. Choose the one (or few) that you agree will work best.

9. Put a plan into action. What steps will you take to implement? How will you review progress?

By creating step-by-step guidelines and mutually agreed upon solutions and action plans, you should be able to minimize conflict and achieve desired goals.

Dealing Constructively with Anger

Conflict can result in anger. Anger is a normal human emotion ranging from annoyance to absolute rage. Each person's anger "triggers" are different, some may get angry at a friend's behavior, other causes of anger can be more serious – such as personal problems or a previous traumatic experience. But anger is not necessarily a problem – when focused appropriately it can help people to stand up for themselves and others. But if anger is channeled in negative, inappropriate ways it can cause problems. Anger is a strong emotion, and is not always easy to control. Two crucial skills in managing anger are self-awareness and self-control. Try to recognize and identify your feelings, especially anger. Once the feeling is identified you can then think about the appropriate response. Self-awareness is being conscious of thoughts and feelings. Examine how and why you are feeling angry to better understand and manage these feelings. For example, ask yourself questions such as "why am I angry?" or "What is making me feel this way?" to assist in self-analysis [23].

Make up a plan covering the main ideas of conflict resolution. Retell the text thinking over the ways of preventing conflicts.

Grooming Etiquettes

Business dress code is often a question of common sense prevailing while deciding what to wear to the work place. However, cases of dressing disasters occur in many companies, especially start-ups, small and medium-scale businesses, which have relaxed norms or no norms on dress

code. Even if there are dress code rules, they are vague and ambiguous. In such situations, it is always advisable not to dress up informally enough to raise eyebrows.

Among common errors people make in business dressing are the following:

1. ***Ill-fitting clothes*** – too big clothes give you a bloated look and too tight fitting clothes accentuate the body in a non-formal way. In a meeting you would not want the attention to shift from you and your presentation towards your clothes.

2. ***Wearing short skirts/sleeves*** – short skirts and sleeves draw attention to your legs and hands when you sit down. That diverts the attention of the listeners and appears unprofessional.

3. ***Wearing short socks*** – short socks or drooping socks expose skin and that distracts attention while crossing legs or sitting down. Always go for socks that cover 3/4th the distance from the ankle to the knee. Avoid wearing white socks as they immediately draw notice towards themselves.

4. ***Low-cut or plunging tops*** – just as with short skirts, this distracts an interviewer and looks very out of place in a professional environment that requires a conservative dress code.

5. ***Improper colour choices*** – colours, like yellow, red, green, etc., do not go down well in corporate circles. They not only draw attention towards themselves but also look unprofessional.

6. ***Clothes with pictures, designs or quotes*** – this lends a very non-serious and informal look to the interviewee. There is always a risk of people associating the mottos and slogans on the t-shirts to be your personal points of view.

7. ***Poorly-maintained shoes*** – shoes play a very important role as a part of the business attire. In a certain way shoes announce your arrival even before you interact with someone, so it naturally draws much attention. For this reason shoes should always be polished and clean.

8. ***Dressing informally for business or social events*** – dinners at the boss' house are also considered as formal business occasions. Thus, you must dress accordingly. The general rule about informal business dressing is that it should be treated as formal clothing.

9. ***Improper Grooming*** – unclipped nails, odorous breath and unkempt hair. If you are one of those who perspire profusely, use anti-sweat deodorants. However, keep in mind that the meetings will be mostly in air-conditioned rooms with a very less chance of fresh air entering the room. So, wear a perfume or deodorant of a mild fragrance.

Final Tips for Grooming

- Avoid squeaky and noisy shoes as they will distract and disturb everyone.
- Trousers' side-pockets should not bulge with wallets and mobile phones, as it gives a bulky look to your legs.
- All noticeable body-piercing, tattoos should be concealed, as tattoos are associated with rebellious behaviour.
- Do not eat odorous food or smoke before interviews. Use breath fresheners.
- Clean your teeth and nails properly [20].

Read the sentences and state whether they are true or false. Explain your viewpoint.

1. Nowadays bright pink and green colours are encouraged in office.
2. If a company encourages its employees to wear boots and casuals to the office, you can also dress up such for an interview with them.
3. Some companies might practice instruction of their employees not having long hair or facial hair.
4. Body piercings and tattoos may be exposed during interviews, as it is a personal preference.
5. Your professional wardrobe must be expensive and full of brand wear.

6. You need to draw much attention of the interviewer to yourself with your sense of dressing and stand out in the crowd.

7. You can relax on your grooming sense and dress code once you are employed.

8. Dress for success means that you wear more expensive clothes than anyone else does.

9. To be in suits is the best way to dress up for a job interview.

10. Checkered designs (shirts with checks and ties with stripes) are acceptable in businesses.

11. You can have a informal casual dressing for interviews if the company allows its employees to dress casually.

12. Women can be liberal with their accessories while dressing for work.

Warning Signs of a Negative Corporate Culture

Creating a strong corporate culture is an achievable goal for business. An enjoyable for employees corporate culture enables the best work to be produced and it is something to work on. The negative company culture contributes to increased employee turnover and decreased motivation.

As the trap of a negative corporate culture looms over every business, precautions should be taken to ensure they are not a casualty. Businesses, management and employees can employ tactics to ensure they are working in a good culture. Here is a straightforward list of warning signs of a negative corporate culture.

Poor internal communication – the lack of team spirit in the office, which is rather toxic to a business. Communication plays a key role, when your business aims to build a culture where everyone is friendly and supportive of each other. If speaking to one another becomes forced, difficult and un-enjoyable, then problems arise. To influence your corporate culture positively, ensure your team can speak their minds freely.

Constant scrutiny from management creates an atmosphere full of tension. Such micromanagement is good for slowing down work and ensuring employees are under unnecessary pressure. To avoid this micromanagement employers must trust in their employees. A great company culture is created easily when the tasks are clearly laid out and the individuals are allowed to work autonomously and at a comfortable speed.

Hypercompetition – unfriendly competition between co-workers, when things drive wedges between employees. Implementing schemes such as “Employee of the Month” ensures more of your workers do their best work. But when competition gets too competitive, things can turn south.

Bad habits from the top – if the management of a company have bad habits, they can easily bleed over to employees believing this is the correct way of going about the business. For example, if an executive consistently comes to work late, employees will learn that this is acceptable to do. If industry standard practices are not taken when performing jobs, workers may soon follow. Eventually, it will contribute to an incredibly negative corporate culture.

Focussing on the bottom line can be detrimental to the culture and business. In fact, companies which do not have a strong sense of purpose tend to focus more on profit (69%) and short term results (52%). However, beyond this, it is believed that the businesses focused only on profit, leave no room for employee engagement and tend to be those that people leave.

Office gossip can be detrimental to the atmosphere, causing a shift in the culture and may even constitute bullying and therefore termination. Office gossip can be spiteful, hurtful and leaves counterparts becoming guarded and closed off. To deal with gossiping, the best thing to do is to speak directly to those who may be the culprits, as well as those in the office effected by it. Following this, it is also good managerial practice to

speak to the office as a group. Unfortunately, low office engagement has a tendency to be common today. Employers can solve low engagement among employees by celebrating their birthdays and making time for non-business related chats.

Lack of empathy has a negative impact on creating relationships between employers and employees as well as corporate culture.

Lack of discipline causes a chaotic office space. Moreover, it often allows for unethical behaviour prosper. In many businesses being ethically sound is paramount. When it comes to health, finance, personal well-being and many other industries, being ethical is a part of business life. So when individuals do not adhere to these rules, a response needs to be quick. But if it is already underway in the office, then your culture may be under attack.

Thus, a negative corporate culture can be a disaster for a business. As a rule, there are many warning signs to be perceived which can prevent you from falling victim to some of the pitfalls of a negative corporate culture. Given that a negative culture can force great employees to leave, lose clients or make for sub-par work, so it must be taken seriously.

Make up a plan covering the roots of negative corporate culture.
Retell the text thinking over the ways of preventing negative corporate culture.

Vital Business Etiquette Rules

As times change, so do social norms for professional and personal behavior, but it does not mean that basic etiquette does not matter. Quality and performance are vital. Most businessmen follow the following time-tested rules of better behavior, which correspond to high professional standards.

When in doubt, introduce other people – if you do not know whether the individuals are already acquainted, always introduce them to each

other. It makes people feel valued, regardless of their position or status.

A handshake is the professional standard – this simple gesture demonstrates that you are confident, polite and approachable. A handshake also sets the tone for any potential professional relationship. In a very casual work atmosphere, you might be able to get away with a hello or a nod, but to offer your hand is worth making the extra effort.

Always say “Thank you” and “Please” even in a very casual professional atmosphere, this basic form of courtesy is imperative. Sending a thank you e-mail is also acceptable today.

Do not interrupt! We have become a nation of over-talkers, so eager to offer our own ideas or press our opinion that very often we interrupt others mid-sentence. It can be really tongue-bitingly difficult to force ourselves not to interject, especially when the discussion is heated. But still try not to interrupt. It is rude and shows disrespect for other people’s opinions. Remember, you should be assertive, not aggressive.

Watch your language – derogatory, rude or offensive language and slang are unacceptable. Be careful to choose your words wisely. The written and verbal communications common our society life, are never acceptable in our professional atmosphere.

Double check before you hit send – always check your e-mails for spelling and grammar errors. And no smileys, please!

Do not walk into someone’s office unannounced – do not interrupt other people’s work, knock on the door and say hello if it is open and ask if it is a good time to talk.

Do not eavesdrop – people are entitled to private conversations, over the phone or in person. The same goes for e-mail, so do not stand over someone’s shoulder and read his/her e-mails.

Acknowledge other people, when they approach you. Even if you are in the middle of something important, it is fine to ask them to wait 5 minutes while you finish. If you pass a person in the hallway or in the

street, but do not have time to talk, at least say hello and wave a hand, because busyness is not an excuse to ignore other people.

Avoid the “Big Two” – religion and politics. Leave these topics at the office door. They are highly charged minefields for a professional atmosphere.

Always Be on time – all we are busy people. Being punctual shows others that you value their time. Being late does not mean that you are busier than others; it just means that you are inconsiderate.

No phone during meetings, focus on the discussions. Do not take calls, messages or check e-mails. It seems disrespectful and extremely annoying to other attendees. As the result of such behaviour the participants keep losing focus and the meeting may last longer because.

Do not be a business card pusher. Do not hand out business cards to all people you meet. It is a little bit aggressive unless you are on a sales call. You may just ask for the other person’s card or offer to exchange cards. But at least, you should ask if you can leave your business card before you reach it in your pocket.

Demonstrate genuine interest – keep eye contact and make an effort, at least, to listen to what your interlocutors are saying. Take the time to ask questions and show an insatiable curiosity in the other person’s opinions.

Reevaluate your ringtone, because a ringtone does not seem to function for the sole purpose of signaling an incoming call any more. Many people perceive a ringtone as one of the ways of attracting attention to themselves and their hipness. As a result, this leads to choosing ringtones which are set too high. Surely, they pierce the air and annoy employees in open office areas or in the next cubicle. If your ringtone falls into this category, consider changing it.

Keep your personal items off the restaurant table, because placing your personal belongings on it is a poor practice. These items include your car keys, clutch bag, cellphone and they are laden with germs.

Do not ask to a fellow passenger to borrow a pen to complete a form ***on a plane***. Although most people oblige because they would feel uncomfortable refusing, consider that some people do not enjoy lending out their pens. Always carry your own pen. Some people are so concerned about the real issue of germs on pens that the Environmental Protection Agency created a rollerball pen which staves off bacteria: the brass from which it is made is certified by this company as being antimicrobial.

Do not leave voicemails which are longer than 30 seconds. Many of us have to endure a voicemail which starts with a person mumbling his/her name too fast for us to catch it, then leaving a long, rambling message, with the phone number mumbled too rapidly at the end. This means that we have to replay the whole message. So practice consideration by slowing down slightly at the beginning to enunciate your name and phone number before conveying your message. Conclude your message briefly by restating the name and phone number. Leaving no longer than 30 seconds messages is telecommunication kindness.

Show social media savvy with business contacts. For most people, “friends” on Facebook include family, relatives, friends, counterparts and business connections. You might share with family and friends every minute detail of your endeavours: how many laps you swam or how many miles you ran and so on. But this information is not considered appropriate to inundate your business connections with these details on a daily basis. Think over setting up a special Facebook group just for your family, relatives, friends or sport enthusiasts in your entourage. This way, you do not end up crowding the newsfeed of your business connections with your daily digest, which might force business partners to disable reluctantly the feed for all news from you.

Respect people’s names – refrain from using a nickname for a client. Start with their formal name – for example, Stephen – and then watch for the cues. If he sign his email to you as Steve, then by all means, use Steve

in the next interaction. If a person is very particular about his name, he will not appreciate it being truncated to Teddy if his name is Theodore.

Know what to tip when on an expense account. When you are on an expense account, you may fear scrutiny if the tip is too high. On the other hand, you may tip too generously because someone else is taking care of the bill. Nevertheless who is paying for the bill, it is important to follow the usual protocol for tips as waiting staff depend on the tips to supplement their income. According to the rule of thumb you are supposed to tip between 15 and 20 percent of the before tax amount.

Refrain from asking people where they are staying, when you are attending a business function out of town. Not everyone can afford to stay at a five-star hotel and you might unintentionally embarrass someone who has to admit he/she is staying at the local motel.

Make up a plan justifying the importance of keeping to business etiquette rules. Retell the text proving their vital necessity for successful business management.

Make up a plan covering the main ideas of the text above. Retell the text thinking over the importance of business language skills.

Importance of the First Impression

No matter where we go, many people expect us to behave in a certain way. There can be slight variations of traditions and customs that we have to respect. Nevertheless, majority of these expectations will be common. For example, smiling is a universally recognized signal of an amiable person. On the other hand, being rude and frowning while interacting is considered impolite.

Appendices

Appendix A

Countries with English as an Official Language and the Language of Instruction in Higher Education

Anguilla	Marshall Islands	Saint Vincent & the Grenadines	
Antigua and Barbuda	Mauritius	Samoa	
American Samoa	Micronesia	Scotland	
Australia	Montserrat	Seychelles	
Bahamas	Namibia	Sierra Leone	
Barbados	Nauru	Singapore	
Belize	New Zealand	Solomon Islands	
Bermuda	Nigeria	South Africa	
Botswana	Niue	Sudan	
British Virgin Islands	Norfolk Island	Swaziland	
Cameroon	Northern Ireland	Tanzania	
Canada	Northern Mariana Islands	Tonga	
Cayman Islands	Pakistan	Tokelau	
Christmas Island	Palau	Trinidad and Tobago	
Cook Islands	Papua New Guinea	Tristan da Cunha	
Dominica	Philippines	Turks and Caicos Islands	
England	Pitcairn Islands	Tuvalu	
Fiji	Puerto Rico	Uganda	
Falkland Islands	Republic of Ireland	United Kingdom	
Gambia	Rwanda	United States of America	
Ghana	Saint Helena	U.S. Virgin Islands	
Gibraltar	Saint Kitts and Nevis	Vanuatu	
Grenada	Saint Lucia	Zambia	Zimbabwe
Guam			
Guernsey			
Guyana			
Hong Kong			
Isle of Man			
Jamaica			
Jersey			
Kenya			
Lesotho			
Liberia			
Madagascar			
Malawi			
Malta			

Resume Samples

Frederick Fixer

1234 Outback Ridge • Jackson, WY 83002 • (123) 456-7890 •
ffixer@email.com

AUTOMOTIVE TECHNICIAN

Highly skilled Automotive Technician with 7 years' experience in repair and maintenance of domestic and foreign automobiles.

- Proven track record providing excellent service to automotive repair shop customers.
 - Outstanding work ethic and team building skills; willing to work overtime and flexible shifts.
 - ASE Certified Mechanic.
-

PROFESSIONAL EXPERIENCE

Ace Auto Repair, Jackson, WY

Automotive Technician / Mechanic, January 2017 – Present

Skillfully diagnose and repair issues with domestic and Japanese import automobiles. Rebuild and repair engines, radiators, and water pumps; perform power system tear down and repair.

- Created a process checklist to help train new hires and ensure consistency in automotive diagnostics and repair.
- Ensured operational compliance with all state vehicle requirements and emissions control standards.

Johnson's Auto Repair, Idaho Falls, ID

Auto Mechanic, June 2013-December 2016

Inspected vehicles to identify, resolve, and fix damage and malfunctions. Installed new parts and systems; operated pneumatic and air compression tools.

- Pursued continuing education in rising engine safety and emissions control regulations and technologies.

Howard Brothers Construction, Idaho Falls, ID

Laborer, June 2011-June 2013

Concurrent with education, worked on residential construction projects as a framer. Utilized hand and power tools; operated backhoes and mini excavators.

- Maintained perfect attendance record.
-

EDUCATION

Advanced Technical Certificate in Automotive Technology, 2013

College of Eastern Idaho, Idaho Falls, ID

ASE (National Institute for Automotive Service Excellence) Certified [27].

Jason Jobber

180 Cooper's Landing, Virginia Beach, VA 23540 ♦ 357-545-2350 ♦
jjobber@email.com

Skills Summary

Charismatic and engaging marketing professional leveraging superb “real world” knowledge of global markets to excel as an Adjunct Instructor of Marketing.

Superb communications and presentation talents, underscored by 10 years' experience in technology sales team training, marketing management, market data analysis, marketing strategy, operations management, financial management, and strategic management.

Experience

MARKETING

♦ Successfully directed global marketing operations for fledgling technology company, driving an 85% surge of international sales growth within one year of hiring.

♦ As Market Analyst, guided international technology corporation to penetrate untapped markets in China and western Europe.

SALES TRAINING

♦ Developed highly effective online sales training modules adopted across corporation sales offices.

♦ Trained more than 100 sales managers in technology sales strategies across the U.S. and in Canada and western Europe.

COMMUNICATIONS AND PRESENTATION

♦ Dynamic communications skills and interpersonal strengths, easily motivating success through multimedia presentations, discussions, and one-on-one advising.

♦ Frequent contributor to trade publications including *Tech Marketing Today* and *Global Marketing News*.

TECHNICAL PROFICIENCIES

♦ Microsoft Office Suite, Google Analytics, Salesforce, Microsoft Dynamics, Adobe Marketing Cloud

Work History

Global Marketing Manager, ABC TECHNOLOGIES, INC, Arlington, VA, 2010-Present

Market Research Analyst, XYZ SOFTWARE CORPORATION, Washington, DC, 2008-2010

Sales Manager, GLOBAL IT SOLUTIONS, Newport News, VA, 2004-2008

Education

Master of Business Administration (MBA) in Marketing; 3.9 GPA
UNIVERSITY OF VIRGINIA, Charlottesville, VA

Bachelor of Business Administration in Marketing; 3.78 GPA
THE COLLEGE OF WILLIAM & MARY COLLEGE, Williamsburg, VA [6].

Elias Applicant

100 Ordway Street, Boston, MA 02215

(123) 555-1234

elias.applicant@email.com

Overview

Driven guidance counselor with 10+ years' experience teaching and advising high school students. Fluent in Spanish; skilled at communicating and developing relationships with ESL students and their families. Developing knowledge of American Sign Language. Excellent written and oral communication skills.

Education & Credentials

Master of Science, Counseling, 2006, Boston College, Boston, MA

Bachelor of Education, Boston University, 2009, Boston, MA

Related Experience

Guidance Counselor, Whitman Charter High School, Boston, MA

Sept. 2009 – Present

Provide one-on-one and group academic counseling to 300-member student body at innovative charter high school focused on vigorous college planning and preparation.

- Design and teach weekly course for high school seniors on college application process.
- Created and updated database of scholarship opportunities for student use.
- Conceptualized and launched new family educational / support program to ensure success of ESL and underrepresented students who would be the first in their family to apply for and attend college.

Assistant College Counselor, Levine Academy, Boston, MA

Sept. 2007 – July 2009

Met individually with high school seniors to discuss all aspects of the college application process, including college review and selection, application and essay preparation, transcript acquisition, and the financial aid application process.

- Taught summer courses on college application process to ESL students and their families.
- Organized college admission visits to the high school; moderated Q&A sessions.

English Teacher's Aide, Whitman Charter High School, Boston, MA

Aug. 2006 – July 2007

Honed expertise in teaching ESL students from a wide variety of cultural, ethnic, and economic backgrounds.

- Led reading groups with ESL students during class to improve reading and comprehension.
- Awarded Outstanding Aide of the Year for excellent work performance [32].

Andy Applicant
1234 Evergreen Terrace, Simsbury, CT 06081
(555) 555-0088
andy.applicant@email.com

CAREER OBJECTIVE

Dynamic, detail-oriented operations manager with 15 years of experience in developing and maintaining all non-instructional services for a middle school of 500 students and faculty.

CORE QUALIFICATIONS

- Award-winning management and communication skills and ability to think outside of the box.
- Expert at developing innovative and unique programs and techniques that result in profound competency spikes for students in language arts and mathematics.
- Fluent in Spanish and French.
- Proficient with SIS, Oracle-based FMPS, and Microsoft Office.

PROFESSIONAL EXPERIENCE

ABC MIDDLE SCHOOL, Stamford, Conn.

Director of Operations, July 2010 – Present

Develop and manage school's budget, maintain all school data systems, and directly supervise three office coordinators and two student interns.

XYZ MIDDLE SCHOOL, Simsbury, Conn.

Education Director, July 2005 – July 2010

Established, implemented, and evaluated educational journeys for all students based on pre-determined academic segments with a focus on technology-driven activities and programs.

WASHINGTON MIDDLE SCHOOL, Hartford, Conn.

Director of Tutoring, July 2010 – Present

Recruited, interviewed, hired, and managed 25 tutors annually for the middle school, managed the tutoring budget, and distributed payments to all tutors.

EDUCATION

Master of Business Administration (2019, anticipated); GPA 3.89

Blue University, New Haven, Conn.

Bachelor of Science in computer science (2003)

Green College, Hartford, Conn.

Graduated Magna Cum Laude [26].

Renee Applicant

123 Main Street • Oakwood Park, IL 12345 • (123) 456-7890 • renee.applicant@email.com

SCHOOL LIBRARIAN

Managing libraries, helping students with research, setting up compelling displays

Respected Librarian with 10+ years' secondary and university experience, specializing in developing research tools and courses to strengthen students' research ability, seeks position with university library.

Key skills include:

- Developing Research Tools and Courses for Secondary Schools and Universities
 - Award-Winning Display Development
 - Translating Library Services and Policies into Tangible Resources for Students
 - Experience Training New Librarians
-

PROFESSIONAL EXPERIENCE

123 COMMUNITY COLLEGE, *Oak Park, Ill.*

REFERENCE LIBRARIAN (February 2013 – Present)

Initiated and helped develop new online catalog to promote efficient student and faculty research; develop instructional materials on research methods in various formats (web, multimedia, and print); write and publish library blog and maintain social media pages.

Notable accomplishments:

- Developed and taught library research class for students across all majors.
- Received award for “Best New Course” for 2015; named “Librarian of the Year” twice.

XYZ UNIVERSITY THEOLOGY LIBRARY, *Chicago, Ill.*

ASSISTANT LIBRARIAN (June 2008 – February 2013)

Consulted with colleagues and teachers to develop and construct monthly displays on academic topics.

Notable Accomplishments:

- Developed and co-taught course on research methods for incoming freshmen students.
 - Spearheaded project to streamline magazine subscriptions, saving the library \$2,000 annually.
-

EDUCATION & CREDENTIALS

XYZ UNIVERSITY, Chicago, Ill.

Master of Library Science (GPA: 3.9; Selected “Graduate Student of the Year”), May 2008

XYZ UNIVERSITY, Chicago, Ill.

Bachelor of Arts in English (GPA: 3.8; Dean’s List Each Semester; Graduated Cum Laude)
May 2007

Information Technology Skills

Computer Applications: Word, Excel, Google Docs • Web Publishing: HTML, Dreamweaver, WordPress

Linda Applicant

5555 Maple Dr. • Hartford, CT 12345 • (555) 555-1212 • linda.applicant@email.com

OBJECTIVE:

To obtain a position as an administrative assistant or office manager and help shape and stabilize a company's operations.

QUALIFICATIONS:

- Strong communications and problem-solving abilities
- 5+ years of experience in support, coordination, and scheduling for busy companies
- Proficient in Microsoft Office, content management systems, Adobe Photoshop

EXPERIENCE:

ABC RETAIL STORE, *Hartford, CT*

SALES REPRESENTATIVE (September 2016-Present)

- Provide positive, individualized customer care for hundreds of customers each week
- Nominated employee-of-the-month three times for excellent attitude and customer service skills

L'AMOUR RESTAURANT, *Hartford, CT*

HOST (September 2015-August 2016)

- Welcomed and seated guests, ensuring each guest's comfort and satisfaction
- Spoke with patrons on the phone to help book reservations and answer questions, always maintaining clear and positive communication

XYZ MIDDLE SCHOOL, *Simsbury, CT*

TUTOR (November 2013-July 2015)

- Developed and taught lessons to sixth-grade students to enhance their written and verbal communication skills

Awarded tutor-of-the-week for creative lesson planning and problem-solving skills

EDUCATION

ABC COLLEGE, Hartford, CT

Bachelor of Arts in Business Administration, 2015

Certifications

- First Aid and CPR/AED certification, May 2016
- Mediation and conflict resolution certification, October 2016

Languages

- Fluent in English and Spanish [32].

Jane Applicant
123 Main Street • Boston, MA 02215 • (111) 111-1111 •
jane.applicant@email.com

EVENT COORDINATOR

Planning effective meetings, seminars, fundraisers, social events, and more.

Organized and detail-oriented event planner with more than eight years of experience in planning and executing meetings and events. Expert in selecting and transforming venues to accommodate clients' needs and building strong relationships with quality vendors.

PROFESSIONAL EXPERIENCE

PROFESSIONAL EVENTS, Boston, Mass.

SENIOR EVENT COORDINATOR (June 2015—Present)

Direct the planning and execution of meetings, fundraisers, and other events for corporate clients. Manage budgets of up to \$100 000 for large-scale events and maintain strong relationships with numerous domestic and international vendors to assist corporations in planning overseas events.

EVENT MANAGEMENT SOLUTIONS, Natick, Mass.

EVENT COORDINATOR (June 2010 – June 2015)

Seamlessly planned and executed both professional and social meetings for a range of clients. Managed budgets of up to \$30,000 for events with up to 500 attendees, multiple vendors, and other event contributors including entertainers, photographers, caterers, and AV technicians.

ART BY KIDS INC., Boston, Mass.

SPECIAL EVENTS ASSOCIATE (January 2009 – May 2010)

Coordinated fundraising and donor communications for a nonprofit organization promoting and selling youth artwork. Developed social networking outreach and managed radio and print ad campaigns to promote two annual fundraisers.

Notable Accomplishment:

Recognized by the executive director for increasing attendance at fundraisers by 25 percent.

EDUCATION & CREDENTIALS

ALPHABET UNIVERSITY, Boston, MA

Bachelor of Arts in Marketing, 2010

Professional Affiliations

- International Special Events Society (ISES) member
- Event Planner Association member [28].

Jane Smith

123 Main Street • Boston, MA 02215 • (237) 346-7007 •
jane.smith@email.com

September 1, 2018

Toyna Lee
Director, Finance
ABC Investment Partners
123 Business Rd.
Business City, NY 54321

Dear Ms. Lee,

I am writing because I am keenly interested in your Meeting and Events Planning Director position at Universal Events, Inc. I have qualified success as an event planner and possess an organized and detail-oriented work ethic which I can bring to the role.

As a Senior Event Coordinator, I have planned and executed over one hundred corporate events, ranging from large-scale international meetings to intimate fundraising events. I have overseen all aspects of event planning for corporations. This work ranges from finding appropriate venues to selecting vendors to publicizing events through print, electronic, and online media.

My experience with financial and contract management is also in line with your job description. As an event coordinator at Event Management Solutions, I oversaw a variety of events, both large-scale and small-scale. I identified ancillary revenue sources and various cost-saving opportunities for clients with limited budgets. I am known for my ability to stay within the parameters of my clients' budgets, thus ensuring their satisfaction.

I have enclosed my resume and will call within the week to see if we can arrange a time to speak.

Thank you for your time and consideration.

Sincerely,

Jane Smith.

Louisa Applicant

123 Main Street, Any Town, CA 12345 • 134-475-8906 •
louisa.applicant@email.com

September 1, 2018

Sonja Lee
Director, Human Resources
Acme Academy
123 Business Rd.
Business City, NY 54321

Dear Ms. Lee,

I read with great interest your posting for a chief librarian at Acme Academy as listed on privateschooljobs.com. I know that my years of experience as an academic librarian and my success developing forward-thinking library projects make me an ideal candidate for this position.

I have over ten years of experience working as an academic librarian. In my years of experience, I have developed various techniques for best explaining and instilling research skills in students. I have even developed and taught a well-received research course for first-year college students, which would translate well into an upper-level high-school course.

You state in your listing that you want a chief librarian who can adapt the library to today's technology-driven culture. I am very comfortable with implementing e-technology in a library setting. I even helped develop a streamlined library website at Smalltown Community College, which allowed students to more easily access the college's online resources. I would love the opportunity to develop similar tools for Acme Academy's library.

I am confident that my extensive experience makes me a strong candidate for chief librarian at Acme Academy. I have enclosed my resume and other required materials for your review. I look forward to speaking with you further about what I may offer your school. Thank you so much for your time and consideration.

Best,

Your Signature (hard copy letter)

Louisa Applicant [30].

Business Letters

Business letters remain one of the top forms of communication in the work place, and all business professionals are required to have more than a passing knowledge of how to write a business letter.

1. Important Considerations:

A. Courtesy is expected in all business communications.

B. Conventional Format: There are two types of conventional formatting for a letter: Block and Modified Block.

I. Block formatting: Align all text to the left margin. Never indent for paragraphs; instead, double-space between paragraphs.

II. Modified Block formatting: Align the address, return address, date, closing, and signature on the right. It is optional to indent paragraphs.

2. Components:

A. Heading: The heading contains the information of the sender. Most companies have their own letterhead, and in that event, center the sender's information under the company letterhead. When using blank paper, include your address only – do not put your name in the letterhead. Use the letterhead for the first page and then leave the heading blank. The information in the heading should contain the following:

I. Company name.

II. Company address – do not abbreviate street or avenue. Use the US Postal Service's two-letter abbreviation for the state.

III. Company phone number.

IV. Company website.

V. Company fax number.

VI. Date – type the date out in long form: April 14, 2019 or 14 April 2019.

B. Inside Address: The inside address includes the company and

individual to whom the letter is intended. The required information is as follows:

I. Recipient's title and full name – Dr., Professor, Honorable, Mr. or Ms. When writing correspondences to people in other countries, learn the correct correspondence titles.

II. Recipient's complete mailing address – street, city, state, and zip code. Follow the formatting of addresses exactly as they are specified in each country.

C. Attention Line: The attention line routes the letter.

I. Use the attention line if you are not certain of the name of the person to whom you are writing. (You might write, "Attention: Department of Accounting".

II. Make an effort to find out the name of the person to whom you are writing.

D. Subject Line and Reference Line: You may have either a subject line or a reference line, and you may have both a subject line and a reference line.

I. A reference line refers to information requested by the recipient, and may include specific project, invoice or identification numbers – i.e., "RE: Invoice 23841".

II. A subject line states the topic or subject of the letter – i.e., "Subject: Invoices".

III. This eliminates the clumsy introduction that would, otherwise, need to announce the reason for the letter.

IV. Use a brief phrase in absence of a subject or reference line that will describe what the letter is about.

E. Salutation: The salutation is where you greet the receiver of the letter.

I. The salutation is placed two lines below the last element – either the inside address or the subject or reference line.

II. The traditional salutation is “Dear”, which is part of a long standing convention.

III. Include the title and name of the recipient.

IV. Follow the name with a colon (“Dear Dr. Smith”).

F. Body: The body contains the content of your message.

I. Includes at least three paragraphs:

a) Introductory paragraph – Introduce yourself and the purpose of the letter.

b) Body paragraph/s – Keep the sentences and paragraphs short.

c) Conclusion – Always end with goodwill and gratitude.

II. Double-space between paragraphs.

III. Single-space the text within each paragraph.

IV. Use bullets if you have multiple items in a series or sentences with multiple clauses.

G. Complimentary Closing: The complimentary closing comes before the signature and closes the letter with a sense of goodwill.

I. Conventional closings:

a) People you do not know: “Sincerely”, “Sincerely yours”.

b) People with whom you have some relationship: “Warm regards”, “With best wishes”.

II. Only capitalize the first word of the complimentary closing.

III. Follow the closing with a comma.

H. Writer’s Signature:

I. Sign your name below the complimentary closing and above your typed name.

II. Use your legal name and write legibly.

III. Sign in ink.

I. Writer’s Typed Name and Title: Type your name and title four spaces below the complimentary closing.

J. Enclosure Notice:

I. This line alerts your reader to enclosed documents (“Enclosure: Medical Release Form”).

II. For more than one enclosure, include the number in parenthesis. Do not count the page numbers but the number of documents enclosed.

K. Distribution Notice: You use a distribution or copy line to inform your reader that you have sent copies to other recipients.

I. “Copy: John Smith, Jan Doe, and John Doe”.

II. “C: John Smith, Jan Doe, and John Doe”.

Inquiry Letter Samples

Reginald Applicant

123 Main Street, Any town, CA 12345 · 237-765-2304 ·

reginald.applicant@gmail.com

April 14 , 2019

Xavier Lee
Hiring Manger
ACME Global
123 Business Rd.
Huntington, NY 54321

Dear Mr. Lee,

Thank you for taking the time to review my resume. I have recently graduated from University College, and I am currently looking for a position in the Huntington area.

I am interested in an entry-level role with ACME Global Accounting department, hoping to leverage my knowledge of corporate accounting and GAAP best practices to contribute to your operations. I have heard that ACME Global is a wonderful company to work for, and I hope that I can be considered for the team.

If you have questions regarding my credentials and qualifications, please feel free to call or email me at *reginald.applicant@gmail.com*.

Again, thank you for reviewing my resume. I look forward to hearing from you in the near future.

Sincerely,

Reginald Applicant

Subject: Introduction – Nanette Applicant

Dear Ms. Lee,

For the past ten years, I have followed your career through news events, interviews, and web research.

Your dedication to the media and your understanding of the important role journalists play in today's fast-paced information highway, coupled with your belief in the power of the press, is exemplary.

I have had the privilege of honing my journalistic abilities on three widely different publications. When I left college, I immediately went to work for the typical small town newspaper and learned all aspects of getting the paper to the people in a timely manner. I then moved to become Regional Manager for a media corporation composed of small- to mid-sized newspapers in the Midwest. In my current position, I am Chief Correspondent for one of the largest newspapers in the Southwest.

I would like an opportunity to visit with you to get your insight and suggestions on where my skills and abilities would be of the greatest value to the ACME Times, and to inquire about possible job openings with the company.

I look forward to hearing from you. Thank you for your consideration.

Nanette Applicant
123 Main Street
Any town, CA 12345
nanette.applicant@email.com
745-569-4545

Request Letter Samples

John Smith

123 Main Street, Any town, CA 53412 · 143-679-3824 ·
jsmith@abcd.com

March 23, 2019

Brian Doe
Manager
ABC Company
123 Business Rd.
Business City, NY 54321

Dear Mr. Doe,

I am writing to ask whether it would be possible for you to provide a reference for me.

As you know, I worked as an Assistant Manager for you between August 1, 2013 and September 1, 2018, during which time I maintained a perfect attendance record and earned high scores on my performance evaluations. If you would be able to attest to my qualifications for employment and to the skills I attained during my tenure at ABC Company, I would sincerely appreciate it.

I am in the process of seeking employment as an Assistant Manager and a positive reference from you would enhance my prospects of achieving my career goals; I need to have my list of references ready to submit by June 18, 2019.

Please let me know if there is any information I can provide regarding my experience to assist you in giving me a reference; I've attached my resume for your review. I can be reached at jsmith@abcd.com or (278) 459-3348.

Thank you for your consideration.

Sincerely,

John Smith

Adjustment Letter Sample

Mr. John Nash
Customer Service Manager
Head Office of Rio Supermarket
Manulo Street
Nottingham, UK

May 17, 2018

Mr. Paul Williams
10 Reedsburg Street
Nottingham, UK

Dear Mr. Williams,

We have received your recent letter dated May 15, 2013 concerning the services in the Rio Supermarket. Thank you for writing and giving us an opportunity to look into this matter. It is important to us to know of issues that arise with our customers, as we want to ensure full customer satisfaction, especially with a long-time client such as yourself.

Mrs. Revera, whose actions are the basis of your complaint, has been a store manager at the Rio Supermarket for three years. For all the years she has worked, there has been no adverse incidents connected with her behaviour. We will converse with her and test her for professional suitability. In the meanwhile, I would like to assure you of our interest and concern. We are always anxious to be informed of situations that could adversely affect good relations with our customers.

According to the information at the office centre that made the delivery of cooled chicken to our stores, the quality of the consignment was proved by the quality experts at the place of production. All the papers and certificates were filled correctly. We made an investigation at the store where you bought the spoiled product, which showed the appropriate storage of cooled products, including cooled chickens. We are sure that a bad-quality product was delivered by our supplier. We filed a concern with the company and are waiting for a solution. For the past week, we had no concerns about spoiled cooled chickens, so it may be an individual case.

We realize that this is a substantial problem, and apologize for the situation that has evolved. We would like to send you a \$100 gift card to purchase any product around the United Kingdom. Please accept our apology for this spoiled product. We promise that we will improve our supplying system with reliable suppliers to avoid this problem from happening in the future.

Sincerely,
(signature)
Mr. John Nash
Customer Service Manager

Claim Letter Sample

M/s. Anna cloth store
House no. 07, Road no. 14 North 302,
TUCSON AZ 85705, USA

November 27, 2018

Manager
Michel enterprise
(Wholesaler of quality fabrics)
20, Kualampur, Malaysia

Dear Manager,

On November 07, 2018 we purchased 2 000 meters suit cloths. The quality of your shipment does not match with our order specification. Since the use of low quality cloth will damage our business goodwill, we have returned your shipment along with a request for cash refund of 12000\$.

We believe that your company has deep concern for its customers. We are also convinced with the earlier dealing of your company.

Refunding the money within the next 10 days will be highly appreciated. We are looking for future business.

Sincerely,
(Mr. Jonson)
Purchase Manager

The Bangladesh Commerce College
ESTD. 2014
Road No. 7, Uttara, Dhaka. Phone: 235 122 24 57

November 25, 2018

Manager
Jamuna Publishing Pvt. Ltd.
Bangla Bazar, Dhaka

Dear Sir,

In response to our November 10, 2018 order letter, you have sent the ordered books. Your delivery has reached to us on November 20, 2018. We have got all the books. But you have sent the older edition of some books.

Books of older edition are being returned. We are requesting for replacing the books with 2013 edition.

Your replacing the books soon will be appreciated

Sincerely
(Mr. Jonson)
Principal

Engagement Letter Sample

{Date}

Re: Employment of _____ by _____

Dear _____:

Thank you for selecting _____ to represent you with respect to _____.

This letter will confirm our recent discussion regarding the scope and terms of our engagement.

Our firm has agreed to represent you in [*describe matter*]. While I will be personally responsible for supervising this legal matter, I anticipate that other lawyers and legal assistants in the firm will also be working on this matter.

We will undertake the following work on your behalf [*detail anticipated services by clearly defining and limiting scope of representation*].

[*Straight hourly option*] You have agreed to pay for our services based on the time we spend working on the case. My current hourly rate is \$_____ per hour. The rates of our associates currently range between \$_____ and \$_____ per hour. Legal assistants, who will be utilized where appropriate to avoid unnecessary attorney fees, are charged at \$_____ per hour. These rates are subject to change once a year, usually in December. Generally you will be billed for all time spent on your matter, including telephone calls and email.

[*Value added billing option*] You have agreed to pay for our services based on the time we spend working on your case, with allowance for reduction or increase in fees under certain circumstances. My current hourly rate is \$_____ per hour. The rates of our associates currently range between \$_____ and \$_____ per hour. Legal assistants, who will be utilized where appropriate to avoid unnecessary attorney fees, are charged at \$_____ per hour. These rates are subject to change once a year, usually in December. On occasion, time may be written off before a statement is sent because we feel there has been some degree of inefficiency in the work or for other reasons. On the other hand, fees may be raised above

hourly rate levels, based on the complexity of the matter, superior results, or other factors. If applied, we will discuss any such increases with you, and believe you will find them appropriate.

We will forward billing statements monthly. They will contain a description of services, including the date, the person rendering the service, the amount of time involved, and a description of the task accomplished. Monthly statements will also itemize monies we have advanced on your behalf, such as service and filing fees, expert witness fees, court reporter fees, and charges for investigation, travel and accommodation, telephone long distance, photocopies and telecopies.

As discussed, our current estimate for this engagement is \$_____. [*Detail what the estimate does and does not cover*] This estimate must be viewed as imprecise, since at this time my knowledge of the facts is limited. We will advise you if it appears fees will be significantly higher than this estimate. At such time, you may decide to restrict the scope of our efforts or we may make other adjustments. This estimate does not include cost items.

You have paid us the sum of \$_____ as an advance against fees and costs, which we have deposited in our trust account. After your receipt of monthly statements, we will pay the amount of the statement from the trust account. If any portion of the advance is unexpended at the conclusion of the case, it will be refunded to you. If the advance is expended, you have agreed to pay subsequent monthly statements on receipt or you can provide the firm with an additional advance of \$ _____. If you choose to pay the charges monthly, an interest charge of one and one-half percent per month will be charged on statement balances not paid within 30 days of billing.

You will appreciate we can make no guarantee of a successful conclusion in any case. However, the attorneys of this firm will use their best efforts on your behalf.

[Insert any special disclosures that may be appropriate, such as potential conflicts of interest, client confidentiality issues, etc.]

If this letter fairly states our agreement, please so indicate by signing and returning the enclosed copy in the enclosed business reply envelope. As is always true, if you have any questions or concerns, please call me to discuss them.

We greatly appreciate the opportunity to represent you on this case and look forward to working with you.

Sincerely,

Clients: _____

Date: _____

Attorneys:

By: _____

Date: _____

Collection Letter Sample

Date

Name

Title

SENT VIA CERTIFIED MAIL

Company Name

Address

City, State Zip

Your Name:

Claim No.: [Add if known]

Amount: \$

Dear Mr./Ms.:

We are in receipt of your letter which you sent to us dated

_____, 20__ and which was received on _____, 20__.

Quite simply, we do not know what services were rendered to [me, or my spouse, daughter, etc.] during [his/her] stay in your hospital. The statement for services which you sent does not adequately identify which services were rendered and which charges resulted. As such, until we can obtain a more detailed statement of charges, we are unable to pay this balance.

[Optional, if needed] If your firm is a collection agency for another firm, we would appreciate knowing who the firm is and when such a claim arose. We have no knowledge that any debt is owed which is not paid, and thus, we dispute any such debt in the amount set forth in your letter. *We*

are adamant, based on the information which we have, that we do not owe your firm any money for any debt whatsoever.

As you know, any debt which is disputed can create serious credit standing problems. We take our credit report and standing very seriously and we will vigorously protect our interest, should this debt be pursued by your firm without the additional information requested.

Sincerely,

By _____

[Your Name]

[Enclose a copy of their bill or statement for their easier reference]

Recommendation Letter Sample

Sarah Donatelli

Partner / Attorney

Law Firm of Howard, Lewis, and Donatelli, LLC

340 Third Street, Suite #2

Hoboken, New Jersey 07030

(000) 123-1234

sdonatelli@email.com

September 21, 2018

To Whom It May Concern:

Our senior paralegal, Jefferson Adams, has asked me to write a letter of recommendation on his behalf, and I am more than happy to oblige. Jefferson has been my “right hand” since he joined our law firm, initially as a junior paralegal, in 2008. Within three years of his initial hiring he was promoted to senior paralegal tasked with supervising a team of up to 10 paralegals and interns within a fast-paced, accuracy-critical environment.

Jefferson came to us as a recent graduate of Middlesex County College’s ABA-accredited paralegal program. He really hit the ground running, capitalizing upon his paralegal training to assume and deftly manage a heavy caseload inherited from his predecessor. Within two weeks he had brought a backlog of case files and chronologies up to date,

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at the same time ensuring that all court filing deadlines were met well ahead of schedule.

Jefferson possesses a firm command of the processes required for the successful practice of personal injury law. A highly analytical thinker and excellent writer, he is adept in legal research and writing, all phases of trial preparation, and e-filing. He easily instils confidence in our clients, and skilfully negotiates court and meeting dates with opposing counsel.

I thus highly recommend Jefferson Adams to your firm. While we will sorely miss his organizational talents, leadership skills, abundant energy, and cheerful and witty demeanour, we know that he will prove himself to be a splendid and productive addition to your legal team.

Please feel free to contact me at the phone number or email listed here if you would like more information about Jefferson's solid and admirable performance history with our firm.

Sincerely,

Sarah Donatelli

Sales Letter Sample

GreenClean Gets Your House Sparkling Clean and Helps the Environment

****Your Business Logo Here****

Sandra Smith
555 Weston Way
Vacaville
FLA, 33505

Dear Ms. Smith,

For as little as \$150 you can have your entire home clean and sparkling, without enduring the nasty odour of chemical cleaners. We care about the environment and use only state-of-the-art green cleaning methods to ensure that you and your family are not exposed to any harmful or allergy-causing cleaning products. You'll love what we do because:

- All our cleaning products are completely non-toxic - safe for children and pets!
- We leave surfaces clean, sparkling and hygienic.
- Our staff are bonded and fully insured.

- We offer senior discounts to those aged 65 and over.

Satisfaction is guaranteed - if you are not happy with the service we promise to make it right. As one of our customers says; "*GreenClean does a top notch cleaning job for a reasonable price.*"

Another of our customers says, "*I can't believe they get things so clean and sparkling without the use of toxic chemical cleaners!*"

Call us at **250-342-8923** or email us at **info@greenclean.com** for a free estimate. Get your house cleaned and do your part to help the environment!

Sincerely,
James Hallom
GreenClean Inc.

P.S. We are offering a 10% discount for first time users of our service until the end of the year.

Termination Letter Sample

Dear [employee name],

I'm sorry to inform you that as of [termination date], you'll be no longer employed with [company name]. As discussed, we think this is the best decision, because of [insert reason for termination]. [This is the final step in our disciplinary process/ a decision we made after the end of your Performance Improvement Plan launched on _date_.]

From [termination date] on, you won't be eligible for any compensation or benefits associated with your position. Please return [company property that must be returned] before [date] to the Human Resources office.

You are entitled to your salary up until [termination date] and we'll also compensate you for your remaining vacation days. We'll also provide severance pay that will amount to [amount]. [You'll receive a separate letter with the complete details of compensation or other related information you're entitled to receive from us.]

Please keep in mind that you have signed a non-compete, non-solicitation and non-disclosure agreement. If you have any information

about our customers, employees or other stakeholders stored on paper or on your personal devices, you must delete it immediately.

If you have questions or clarifications, I'm at your disposal for up to [five] working days after your last day of employment.

We wish you best of luck.

[Your name and signature]

Dear Mr Thomas,

I'm sorry to inform you that as of 12/3/2018, you'll be no longer employed with Acme Inc. As discussed, the reason behind this is your reduced performance the past six months. We made this decision after the end of your Performance Improvement Plan, which we launched on 07/03/2018.

From Dec. 3 on, you won't be eligible for any compensation or benefits associated with your position. Please return your swipe card, company cell phone and laptop by 5 pm on Dec. 3 to our HR office.

You are entitled to your salary up until Dec. 3 and we'll also compensate you for your remaining vacation days. We'll also provide severance pay that will amount to two monthly salaries. You'll receive a separate letter with the complete compensation details and information about your health coverage (as per Consolidated Omnibus Budget Reconciliation Act or COBRA).

Please keep in mind that you have signed a non-compete, non-solicitation and non-disclosure agreement. If you have any information about our customers, employees or other stakeholders stored on paper or on your personal devices, you must delete it immediately.

If you have questions or clarifications, I'm at your disposal until the end of next week.

Wish you best of luck,

Bryan Burns [30; 44].

Business English Terms and Definitions

A **zero sum game** – the situation where someone wins in the way when someone else loses. Example: “I do not consider this as a zero-sum game. If our customer wins, we win too”.

Accounting – the occupation of auditing and maintaining records , preparing financial reports for a business.

Action in the business environment is turned into a verb: “Can you action that?” might be a request you would hear in the office, meaning simply “Can you do that?”

After-sales service refers to the service, such as repairs and maintenance, that you continue to provide after your client buys your product or service.

Agenda – a list of things to be discussed or done at a meeting or business event.

Agreement – a decision reached by two or more persons.

Annual leave simply means that business people are on holiday.

At the eleventh hour – very late, at the very last minute.

Authorization comes from the verb to authorize, which means to give someone the official or legal approval to do something. Authorization refers to the approval itself.

Balance sheet details the company accounts at a certain point in time (often the end of the financial year). It lists the values of the company’s assets (things belonging to it), liabilities (what it owes) and ownership equity (what’s left after liabilities). It is intended to provide a snapshot of how the company is doing financially, which can then be compared with goals outlined in the business plan.

Best practice describes a generally acknowledged “best way of doing things” in order to achieve optimum results.

Board of directors is a group of people elected by the stockholders to set the policies for the corporation.

Bonus – an additional payment (remuneration) to employees as a means of increasing output.

Branch refers to the local shop or office of a company.

Brand refers to a company's name and the recognisable attributes which go with that company and define its unique identity. The company's tone of voice and design of official communications are also a part of what gives it this "brand identity".

Branding – combination of words, symbols, names or design that identifies the product and its source, distinguishes it from competing brands.

Bring to the table – whatever you can possibly offer.

Budget is a summary of intended expenditures along with proposals for how to meet them.

Business – an activity of providing services and goods involving financial, commercial and industrial aspects.

Business English is the type of English used in different business contexts, such as banking, commerce, finance, insurance, office settings, international trade and many others. Business English knowledge entails expectations of clarity, particular vocabulary and grammatical structures.

Business forecast predicts various aspects of an enterprise's future movement on the basis of its new products, external factors, current situation, plans for marketing. The common timeframes – three to five year forecasts. Types of business forecast include loss and profit, sales and cash flow. The cash flow helps business owners to predict whether they are likely to run out of money.

Business plan – written description of the business idea and the way of its carrying out, including all key business activities.

Business plan is, as the name suggests, a document used to outline plans for a business, setting out growth goals for the next three to five years, and identifying information needed to achieve those goals, such as

target market, unique selling points, marketing goals, and so on. It might also outline strengths, weaknesses, opportunities and threats (also known by the abbreviation “SWOT”). Business plans are essential for those setting up or developing a business, and will be needed in order to secure funding from banks, the Government or investors.

Capital refers to the wealth in the form of property or money owned by a business or person and human resources of economic value.

Carve out a niche – find a special market that you can control: “To succeed in this competitive world, we have to focus on a certain part of it and try to carve out a niche and be number one in that”.

Cold call is a phone call from a sales representative of a company to a potential customer who is not expecting the call and with whom there has been no previous contact, with the aim of trying to sell them something. Cold calls enjoy a bad reputation and are often referred to by customers as nuisance calls.

Commercial is a noun which refers to a paid advertisement on TV or radio.

Company – an institution created to conduct business.

Competitor – the one who competes or acts as a rival of another business enterprise.

Competitor refers to another business that is trying to perform better than your enterprise and others in the same market. You can also refer to all of your competitors as the competition.

Conference call – a synchronous virtual meeting in which participants meet at the same time via a voice-communication channel.

Consensus refers to an opinion or idea that has been agreed on by everyone.

Consumer is a person who uses supplied services or goods.

Contract – a binding agreement enforceable by law between two or more persons.

Core competency – the ability to do something to a satisfactory standard.

Counter offer – an offer you make in response to an offer made by another party. If you are unhappy with an offer someone has made to you, you may make a counter offer. (Steve offered to sell me his used car for \$20 000. It is a good car but that’s a little too expensive. So I am going to make him a counter offer).

Customer service department in a retail organization handles customer inquiries and complaints.

CV – a summary of the academic and work history.

Deadline – the point in time at which something must be completed.

Deep pockets – have a lot of money.

Disruption – an unexpected event that throws a plan into disorder.

Downsizing – a planned reduction in the number of employees needed in a firm in order to reduce costs and make the business more efficient.

Dress code – a set of company rules about what clothing may and may not be worn at work. By the way, if you want to do business internationally, it is definitely a good idea to do some research about the dress codes (both for informal and business situations) for the country you will be working in. It may be very strict or formal compared to your home country and maybe some rules will surprise you. It is also a good idea to check out some pictures to see what business dress looks like in English-speaking countries, as well as clothing tips for all kinds of situations in countries all over the world. Many companies have strict dress codes which require all customer service staff to wear a suit.

Drill down – the term used to describe something that deserves closer inspection: “I need to drill down to more details”.

End of play refers to the end of the working day. “Close of play” is also a variant of this irritating term: “Can we get this over to them by close of play today?”

End user – a person who will use the product.

Entrepreneur – a person who manages, organizes and takes on the risks of a business.

Equipment is used to talk about a set of tools or devices you need for a special purpose.

Estimate – a general idea about the cost, value or size of something based on a rough calculation.

Exchange rate – the value of a currency in one country compared with the value in another.

Expand means to increase the size or amount of something. In business we usually talk about expanding a business or a department.

Feedback is another example of a noun becoming a verb for the purposes of awful office jargon, which should be used as a noun to describe constructive comments on something: “They are waiting for her to feed back on the ideas” or “She is fed back to us that she does not like it”.

From day one – from the beginning: “Professor Johnson has been providing the best English-teaching web site from day one!”

Get the ball rolling is simply a way of saying “start”. You might hear it at the beginning of a meeting, when the person organising the meeting might say “let’s get the ball rolling” to mean “let’s begin the meeting”.

Get the foot in the door – have a small opportunity that can become a big opportunity in the future, if you do good work. Example: “Right now, he just wants to get my foot in the door, so they can see what he can do. Next year he hopes to start moving up in the company”.

Grant – a sum of money or other payment given for a particular purpose

Guarantee means to make an assurance, usually in written form, of the quality of your product or service. The noun guarantee refers to the assurance itself. If the guarantee also involves a physical document, that

document is often called a warranty. Many products come with a guarantee against major defects.

Guidance comes from the verb to guide, which means to direct or lead the way. Therefore, guidance refers to the act of giving direction or help.

Headquarters refers to the head office where a company is managed or controlled from.

Helicopter view means “a quick overview”. You are best off avoiding this terms if you want to be taken seriously in an office environment.

HR stands for “Human Resources” and it means the part of a company which deals with matters relating to employees. The purpose of a person who specialises in HR is to ensure that workers are productive and happy, reducing turnover of workers (reducing the frequency with which employees leave and new ones are hired) and maximising the cost-effectiveness of the company’s investment in its workforce. HR oversees workers’ training and development, enforces company regulations and deals with payroll (everything to do with the payment of employees). HR is also there to handle disciplinary matters and to deal impartially with problems arising between employees and their managers.

I need it yesterday – an informal way to say it is needed immediately. Example: “Can we send that report to them later this afternoon?” “No! they need that report yesterday!”

Industry – the companies or people engaged in a particular kind of commercial enterprise.

Interest – the price paid for the use of borrowed money.

Investment – putting money into something in order to make a profit.

Invoice – an itemized bill showing the list of goods sold or services provided, their prices and the total amount to be paid.

It is a jungle out there – it is a difficult market with many tough competitors. Example: “Do you think our company can survive without a

unique product? It is a real jungle out there!”

It will never fly – it will not be successful. Example: “I do not have to worry about her idea competing with mine. It will never fly”.

Jump through hoops – trying very hard (like a dog doing tricks!). Example: “He is a tough CEO. All of his subordinates have to jump through hoops to prove their loyalty to the company”.

Launch – to start something officially.

Learning curve – how much time needed to learn something new. Example: “This new software has a long learning curve, so they have to give their staff enough time to learn how to use it well”.

Level playing field – equal conditions for all groups or people. Example: “The World Trade Organisation agreement helps to level the playing field, which gives us the chance to compete anywhere in the world”.

Low-hanging fruit is used to describe the opportunities or tasks which are easiest to tackle in business.

Manager – someone who coordinates and oversees the work of other people so that organizational goals can be accomplished.

Market – the world of commercial activity where goods and services are bought and sold.

Market research refers to the research people do to collect information about what the customers prefer or need in a certain service or product.

Marketing – the commercial processes involved in promoting, selling and distributing a product or service.

Marketing refers to the promotion of service or products. It can take numerous forms: sending out brochures or leaflets, advertising, emailing consumers, engaging with potential consumers via social media and so on.

Meeting – a formally arranged gathering.

Non-profit organization – an organization whose goals do not

embrace making a personal profit for its organizers or owners.

Objective – the goal intended to be attained.

Old hand – a person who has long experience, especially in one place

Example: “She can help them set up a company in Cracow. She has been working in Poland for five years and speaks Polish fluently. She is an old Poland hand”.

Operations – performance of a practical work or of something involving the practical application of principles or processes.

Opportunity costs – costs in terms of foregone alternatives.

Organize means to arrange something in an orderly way (such as reports or products) or to plan for a certain function (such as business meetings or events).

Partnership – a contract between two or more persons who agree to pool talent and money to share profits or losses.

Party – a person involved in legal proceedings.

Penalty refers to an official punishment, usually through a fine or another payment for breaking a contract. As a rule, if businesses do not pay their suppliers on time, there will be a penalty of 15%.

Personnel – staff, workforce, employees.

Power lunch means big business dealing while eating lunch. Top executives usually meet with their bankers in the best restaurant in the city. It is a real power lunch”.

Presentation – a display or show.

Profit – the amount of money left over after expenses are taken out.

Project – any piece of work that is attempted or undertaken.

Promotion – act of raising in position or rank.

Public Relations (PR) is the role within a business devoted to communicating with the press and ensuring favourable media coverage of a company, product or service. Public relations refers to the activities used to promote and create a good public image of your company so that people

will view it in a positive way. It is also common to use the abbreviation PR.

Push the envelope means move beyond current limits. Example: “Our boss is always pushing the envelope by giving us new projects such as promotion adverts, marketing strategy and business plans development”.

Put the cards on the table – be completely honest. Example: “I suppose it is time to put all of our cards on the table”.

Quick wins – the things that are easiest to achieve.

Reach a consensus – a case, when all the people in a group agree on an opinion or idea.

Recruitment – finding new people to join the business.

Recruitment is the process of hiring new employees. Recruitment agencies match employers with potential employees.

Research and Development (R&D) refer to government or business activity which is purposely designed to stimulate innovation and invention.

Resign – leave a job or position voluntarily.

Revenue – the entire amount of income before any deductions are made.

Salary – the money paid for employee services.

Sales department – the division of a business which is responsible for selling services or products.

Scalable means that the idea will work easily on a larger scale to the one it currently works on. For example, a “scalable” business model is easy to replicate in order to expand the business.

Shareholder – a person who holds shares of stock in a corporation.

Skill set – someone’s range of skills.

Social media deals with the media content created and distributed through social interaction.

Sponsor – a business or an organization which pays for advertising.

Staff – personnel who assist their superior in carrying out an assigned

task.

Stakeholder – any group within or outside the organization that has a stake in the organization’s performance.

Start-up – a new venture that is trying to discover a profitable business model for future success.

Start-up offers a more relaxed working environment. This term is used to describe a brand new business, as a rule in its first few months trading. The term has connotations of entrepreneurship. It is often associated with the tech industry, because the term was extensively used during the dot com boom, but it can also apply to any new business. Start-ups are typically viewed as forward-thinking, often with a relaxed atmosphere in unconventional offices. A start-up is in its infancy, it has a small number of employees and often no strict hierarchy, making it an attractive place to work.

Step up to the plate means take responsibility. Example: “We have done all what we can to get ready. Now it’s high time to step up to the plate”.

Strategy – a plan that has been carefully put together to achieve a desired goal.

Strategy – an elaborate and systematic plan of action

Supply chain – the connected chain of the company’s all business entities (internal and external), which perform or support the logistics function.

Talk until you are blue in the face – try to persuade someone without results. Example: “He can talk until he is blue in the face, but we shall never believe that Andy Smith is the most proficient specialist in the world”.

Telecommuting involves working at home usually on a computer

The bottom line is the final result. Example: “Although they had worked hard on that deal, the bottom line is the did not make the sale, so it

was a failure”.

The lion’s share – the biggest part. Example: “If our employees want the lion’s share of the profit, they also have to do the lion’s share of the work”.

The name of the game – the basic purpose. Example: “The name of the game is service. If we focus on service, the customers will always come back”.

Trademark – a formally registered symbol identifying the distributor or manufacturer of a product.

Trademark refers to an officially registered name, symbol or logo used to represent a product or firm. It is similar in some ways to a copyright or a patent, but not quite the same.

Transaction – a business activity that changes liabilities, assets or owner’s equity

Tweak something – make a slight adjustment. Example: “The government hopes to avoid the recession by tweaking the economy”.

Unwind a deal – take apart or undo something. Example: “I must unwind this deal, then I can start over again”.

USP is the “Unique Selling Proposition” of a company, product or service – in other words, what makes it different from similar offerings. USPs are considered when a company is set up or a new product or service is launched, and they are also at the forefront of marketers’ minds, because it reflects the unique aspects which enable those charged with marketing to succeed, by highlighting reasons why consumers should choose this company rather than another.

Vertical in the world of business jargon refers to an area of expertise. Rather than saying “we cater for the industrial economics”, some business types might say “we cater for the industrial vertical”.

Visual aids are things like charts, pictures, maps, etc. which make it easier for your audience to understand something. You commonly use visual aids if you are giving a presentation or when you are in a meeting.

Vocabulary

A

accomplishment – досягнення, реалізація

accountant – бухгалтер

acknowledge – дізнаватися

acquire the language – опановувати мову

AD (лат. Anno Domini) – наша ера, від Різдва Христового

address new challenges – вирішувати нові проблеми

adhere to smth. – дотримуватися чогось

adorable – гідний обожнювання; чарівний, чудовий

advances – прогрес, передові технології

advantage – перевага

agile management - гнучкий менеджмент

announce any vacancies – оголошувати вакансії

annual turnover – щорічний оборот, річний обіг

anticipate – прогнозувати

anxiety – тривога, занепокоєння

applicable – придатний; відповідний, підходящий

applicant – заявник, прохач; кандидат, претендент

application letter – автобіографія

appreciate – оцінювати

appropriate – відповідний, підходящий; доречний

approximately – приблизно, наближено

arrangement – домовленість, угода

articulate – красномовний

assets – активи

assume – припускати, допускати

attempt – намагатися, пробувати

average salary – середня заробітна плата

B

backgrounds – походження

be aware of smth. – знати, розуміти, усвідомлювати щось

be eligible to an office – мати право обіймати посаду

be engaged in smth. – займатися чимось

be familiar with – бути знайомим із

be stored – зберігатися, накопичуватись

be submitted with – бути поданим на розгляд разом із

blame – гудити, осуджувати, критикувати

boost – форсувати, прискорювати

build up – накопичувати; нарощувати; формувати

bullet points – ключові пункти

business hours – робочий час

business obligations – ділові зобов'язання

business success – успіх у бізнесі

C

career paths – шляхи кар'єрного росту

chief executive officer – генеральний директор

chief financial officer – фінансовий директор

chief operating officer – начальник оперативного складу

civility – ввічливість, люб'язність, вихованість

close proximity – безпосередня близькість

coaching – інструктування

collaboration – співробітництво

collate information – узагальнювати інформацію

combat the occurrence – боротися з проявами

comforting – заспокійливий; звичний

common stock – звичайний фонд

commute hassles – комунікативні бар'єри

complementary – додатковий
complicated – складний, важкий для розуміння
comprehensive – широкий; всебічний; детальний
concern itself with – включати в себе, бути пов'язаним із
concise – короткий, стислий; чіткий (про стиль)
confusion – зніяковілість; непорозуміння
consistent application – послідовне застосування
consistent formatting – відповідний формат
contagious – заразливий; що понукає до наслідування
convey – повідомляти; передавати (інформацію)
conviction – судимість
core skills – основні вміння
corporate stock – корпоративний фонд
counterparts – колеги
countertop – стільниця
courtesy – ввічливість, чемність, люб'язність
cover the costs – покривати витрати
cumulative traits – загальні риси
customize your resume – підганяти, оформляти відповідно до
ВИМОГ
cutting-edge advents – сучасні прояви

D

decent job – престижна робота
deep understanding – ґрунтовне розуміння
delve into – поринати, заглиблюватися у
discourteous – невихований, нечемний; грубий
discourtesy – невихованість, неввічливість; брутальність
discrepancy – невідповідність, розбіжність
disrespectful – нешанобливий, неввічливий; презирливий

disruption – порушення, деструкція

distinct – виразний; чіткий; особливий; (from) відмінний, який відрізняється (від чого-небудь); несхожий

distortions – спотворення, перекручування, викривлення

distracting – який відволікає; розсіює (увагу)

disturbed – порушений; перерваний

downsides – недоліки

E

easy-to-digest format – легкий для засвоєння

eliminate – знищувати, ліквідувати

emotional contagion – емоційна заразливість

employee benefits – виплати працівникам

employee-friendly – який дружелюбно ставиться до працівників

employees – персонал; працівники

enable – уможливлювати

encounter – зіштовхнутися (з), натрапляти (на)

enterprise – підприємство; фабрика; фірма, компанія

enterprising entity – підприємницька організація

eventually – у кінцевому підсумку, врешті-решт

evince – виявляти, показувати; доводити

exchange considerations for – обмінюватися міркуваннями щодо

explicitly – чітко, точно; відкрито, недвозначно

extend – розширювати

extensive market research – детальне дослідження ринку

extent – протяжність, довжина; обсяг, межі

external triggers – зовнішні стимули

extracurricular activity – позакласні заняття

F

facet – аспект, грань

facilitate – сприяти, забезпечувати

feasible – можливий, імовірний

fictitious – вигаданий

finance operations – фінансові операції

financial liability – фінансова відповідальність

financial services arm – відділ надання фінансових послуг

flextime – вільний режим робочого дня; змінний графік

fluency – вільне володіння

foremost – основний, головний; видатний

foreperson – голова

former supervisor – колишній начальник

further – просувати; сприяти

G

generate money – заробляти гроші

good grasp of the knowledge – хороший обсяг знань

H

halt – зупиняти; припиняти

harsh tones – різкий тон / груба інтонація

headquarters / head office – штаб-квартира або головний офіс

heavy workloads – великий обсяг роботи

hence – отже; в результаті; звідси

high impact – великий вплив

hiring decisions – рішення про прийняття на роботу

honour societies – високоповажне / світське товариство

human resources – людські ресурси

I

implement changes – вносити зміни

implications – наслідки

improbable – неймовірний, неправдоподібний

in a shorter span of time – за коротший проміжок часу

in alignment – розташування на одній лінії

in favour of – на користь, в інтересах когось/чогось

income – дохід, доходи; надходження; прибуток

incorporate – включити, об'єднувати

incur – пов'язувати

incur any losses or debts – нести збитки або мати заборгованість

indigenous – тубільний, корінний

inevitable – неминучий

instil fear – вселяти страх

interconnectivity – взаємозалежність

issue to – виступати із заявою для

item – виріб

J

job alerts – повідомлення про роботу

job application form – анкета при вступі на роботу; бланк заяви

job hunting – пошук роботи

justify – підтвердити

K

keep track – відслідковувати

L

lack – бракувати, не вистачати; відчувати нестачу

layout – макет, формат

legal liabilities – правова (юридична) відповідальність

liable for – відповідальний; який несе відповідальність за

liaise with journalists – підтримувати зв'язки із журналістами

M

management consultancy – управлінський консалтинг

manufactured goods – фабрикати; промислові товари

marital status – сімейний стан

master – опановувати, оволодівати (*знаннями, мовою*)

maternity and paternity pay – відпустка по догляду за дитиною

matter – мати значення

mental health – психічне здоров'я

mentor – наставник; керівник

mindfulness – уважність

mind-set – тип мислення, склад розуму

miscommunication – непорозуміння, неправильне розуміння,
розбіжність у поглядах

multiple – численний

N

native speaker – носій мови

native-born – корінний

negotiations – переговори

non-verbal cues – невербальні засоби спілкування

O

obtain – отримати

occur – траплятися, відбуватися

odds – імовірність, можливість

offending individual – кривдник

offer perks – давати пільги; пропонувати привілеї

office manager – офісний менеджер
one-way ticket – квиток в одну сторону
on-site doctors – медпункти
outcome – результат, наслідок
overall – загальний; сукупний
overlap with – частково збігатися з
overtime ban – заборона на понаднормову роботу
OXFAM – Оксфордський комітет допомоги голодуючим

Р

pace – швидкість, темп
partnership – партнерство
pay and benefits – винагороди й пільги
pay the bills – оплачувати рахунки
peers – однолітки, ровесники
permutations – зміни
personal issues – особисті проблеми
personal references – рекомендації
pet peeves – болючі теми
poise – урівноваженість; витримка, самовладання
pose different challenges – створювати різноманітні труднощі
precise legal implications – конкретні юридичні наслідки
prevalent – розповсюджений, пануючий, домінуючий
prevent – запобігати, попереджати
primary language – основна мова
proactive – випереджаючий, упереджувальний
profanity – богохульство; профанація; лихослів'я
proficient – майстерний, умілий, досвідчений
profitable – корисний
prompt – миттєвий; швидкий

public relations – рекламна справа; зв'язки з громадськістю

pull together – об'єднати зусилля

purchasing manager – менеджер із закупівель

R

readjust upon – пристосуватися; перебудуватися

receptionist – секретар; реєстратор

recruitment – вербування; набір, наймання

reduce – знижувати; зменшувати; скорочувати

refer smb. – згадувати; говорити про когось

registration requirements – вимоги щодо реєстрації

regurgitate smth. – механічно повторювати щось

related in smth. – пов'язаний; споріднений (із чимось)

relationship – зв'язок; взаємини, стосунки

release – відмовлятися (від права); передавати право іншій особі;
прощати; обнародувати, опубліковувати

relevant experiences – актуальний досвід

rely mainly on – покладатися головним чином на

repay – повертати борг; відшкодовувати збитки

require – вимагати, потребувати

restore – відновлювати; реставрувати

reuse – повторно використовувати

run the business – вести бізнес, керувати підприємством

S

sales jobs – комерційна діяльність

save costs – скорочувати видатки / витрати

secure a job – обіймати посаду

secure permits – отримувати дозволи

seek out new opportunities – відкривати нові можливості

sequestration – обмеження
shareholders – акціонери
short overview – короткий огляд
single entity – цілісна організація
small retailer – роздрібний торговець
sole proprietorship – одноосібна власність
sole trader – індивідуальний підприємець
solicited – запрошений
speech – промова, виступ (оратора); мовлення
standard margins – стандартні поля
stay profitable – залишатися прибутковим
stock market – ринок акцій, фондовий ринок
streetcart vendor – вуличний продавець
struggle – боротися; робити зусилля; долати перешкоди
subordinates – підлеглі
sub-Saharan – що знаходиться на півдні від Сахари
summary – резюме
supplement – додаток
supply – запас
support – підтримка
support staff – допоміжний персонал
survival – виживання

T

tackle the issues at hand – зайнятися вирішенням нагальних проблем
take on – брати (на роботу); наймати (на службу)
take stock – підбивати підсумки, підсумовувати
takeaways – результати
tangible methods – практичні методи

target list – список цілей
tax return – повернення податків
telecommuting - дистанційний режим роботи
template – шаблон
tertiary sector – третинний сектор
top manager – керівник вищої ланки
track record – послужний список
trade relations – торгові відносини
transact business – вести бізнес, заключати договір
treatment of customers – ставлення до споживачів
tremendous – дуже, надзвичайно
trial-and-error strategy – стратегія проб і помилок
tuition reimbursement – компенсація плати за навчання
typo – друкарська помилка

U

unconventional – нетрадиційний; нешаблонний
undeniable – незаперечний
unintentional – ненавмисний, неумисний
up-to-date – сучасний; найновітніший

V

various – різний; різноманітний; різнобічний
verification – підтвердження; установлення дійсності
viable – вагомий

W

workplace – робоче місце

Z

zip code – поштовий індекс

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