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**МЕЖЛИЧНОСТНЫЕ КОММУНИКАЦИИ
В КОММЕРЧЕСКОЙ ДЕЯТЕЛЬНОСТИ
НА АНГЛИЙСКОМ ЯЗЫКЕ**

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Предназначен студентам специальности 080301 «Коммерция (торговое дело)» и может быть использован при обучении некоторым аспектам делового английского языка специалистов, занятых в различных сферах экономической торговли и финансовой деятельности..

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INTRODUCTION

Практикум «Межличностные коммуникации в коммерческой деятельности на английском языке» предназначен для студентов 4 курса специальности «Коммерция (торговое дело)». Практикум состоит из семи глав, каждая из которых содержит основной текст по программе предмета и комплекс упражнений, направленных на расширение словарного запаса, тренировку перевода и дальнейшее развитие разговорных навыков, а также умение высказать собственную точку зрения по предложенным темам. Главы знакомят студентов с деловым этикетом, правилами ведения телефонных переговоров, стилями поведения, технологиями создания микроклимата в коллективе, стилями руководства и т.д. Все коммуникативные упражнения составлены от простого к сложному, и после изучения каждой главы проверяются умения диалогической и монологической речи.

Данное методическое пособие рекомендовано для различных специальностей, продолжающих изучение делового английского языка.

Unit I

BUSINESS ETHICS AND BUSINESS ETIQUETTE

I. Read the text

Business Ethics

Ethics is closely related to social responsibility, but it is not identical. **Ethics** are the moral standards of right and wrong behavior. Moral or right behavior is considered ethical behavior, while wrong behavior is considered unethical behavior. In the business world right and wrong behavior are not always clear. Many unethical behaviors are illegal, but not all. People have different values, which leads to behaviors that people view as ethical while others do not.

Ethics is also considered to be relative. In one situation people may feel certain behavior is ethical while the same behavior in a different situation is unethical. For example, many people who view abortion as normally unethical, believe it to be ethical in the case of rape; some students will copy others' homework, but not exams in class because they think that is cheating.

In our daily lives, we face decisions in which we can make ethical or unethical choices. We make our choices based on our past learning from parents, teachers, friends, etc. Our combined past makes up what many refer to as our conscience, which helps us choose right from wrong.

Ethics and economics are not mutually exclusive. Does unethical behavior pay? While not everyone agrees, many businesspeople agree that bad ethics eventually drives away customers and suppliers and demoralizes employees. In the short run, ethics may not pay, but in the long run, in competitive situations, it often provides an upper hand.

Four Levels of Ethical Questions

In the business world most questions or decisions fall into one of four levels, which are not mutually exclusive.

Level 1. Societal: At this level, the questions are about basic institutions in a society. The problem of equal employment opportunity is a societal question. Should minorities and woman be given special treatment in employment and promotion decisions? Another societal question is the role the government should pay in regulating business and society.

Level 2. Stakeholders: These questions refer to how the organization should deal with its stakeholders – employees, consumers, neighbors, competitors, suppliers, and the government. As stated earlier, business has a responsibility to be ethical with each of these stakeholders.

In relations with the government, special interest groups establish political action committees (PACs) to influence legislators to regulate in their best

interest. **Political action committees** are organizations formed by special-interest groups to accept contributions and influence government behavior. PACs provide a taxable way for corporations, unions, and other special interest groups to contribute hundreds of millions of dollars to political candidates.

Level 3. Internal Policy: These questions refer to the nature of the relations between the company and its employees, both managers and nonmanagers. What are the rights of employees? How does the organization deal with internal ethics?

Level 4. Personal: At the last level we must question our treatment of others within the organization. We must decide to be ethical or unethical in our everyday relations with fellow workers. Will we choose to be open and honest?

We must look at our own behavior at all four levels to examine our ethics and to improve them. We may not be able to improve others' ethics, but we can control our own behavior. A good example often speaks louder than words.

Type I and Type II Ethics

Type I ethics refers to behavior that is considered wrong by authorities, yet not accepted by others as unethical. The number of people who do not accept authorities' decisions on wrong behavior affects people's decision to behave in unethical ways. For example, if college authorities say that copying others' answers on an exam is wrong/unethical, yet students do not agree with authorities, the number of people who cheat will tend to be higher. People tend to rationalize, "everyone does it; it's okay to do it," even when the number "everyone" is actually a small percentage of the population.

A person who knowingly conducts unethical behavior because they do not agree with an authority's view on ethical behavior is guilty of Type I ethics. For example, the company rule says there shall be no smoking in a specific area, yet the employee does not believe smoking is dangerous and smokes anyway.

Type II ethics refers to behavior that is considered wrong by authorities and the individual, yet conducted anyway. A person who agrees that the behavior is unethical, yet conducts the behavior anyway, is guilty of Type II ethics. To continue the smoking example above, the employee knows smoking is not allowed and agrees that it is dangerous, yet smokes anyway.

A Simple Guide to Ethical Decisions

When making ethical decisions you should consider all the relevant stakeholders, not just yourself and your organization. If after making a decision you are proud to tell others (stakeholders, bosses, employees, friends, religious leaders, etc.), it is probably an ethical decision. If you are embar-

rassed to tell others your decision, or you keep rationalizing the decision, it may not be ethical.

II. Words and expressions to be remembered.

- ethics – этика
- identical – идентичный
- is considered – считается
- unethical – неэтичный
- clear – ясный, понятный
- illegal – незаконный
- supplier – поставщик
- to provide an upper hand – одержать верх, одолеть, выиграть
- equal – равный
- special treatment – особое отношение
- promotion – повышение по службе
- to refer to – относиться к
- contribution – вклад; взнос; сотрудничество
- to deal with – иметь дело с
- authorities – власти
- to be guilty of – быть виновным

III. Give Russian equivalents to the following words or expressions

- relative –
- to face decisions –
- based on our past learning –
- conscience –
- mutually exclusive –
- to drive away customers –
- in the short run –
- in the long run –
- competitive situations –
- societal –
- basic institutions –
- minorities –
- stakeholder –
- legislator –
- internal policy –
- to rationalize –

IV. Give English equivalents to the following words or expressions

- одинаковый, идентичный –
- ценности; критерии –
- повседневная жизнь –
- отличать хорошее от плохого (правильное от неправильного) –
- деморализовать, подрывать дисциплину –
- окупаться, быть выгодным, приносить доход –
- равные возможности при получении работы –
- учреждать, устанавливать –
- влиять на поведение государства (правительства) –
- подвергать сомнению –
- совершенствовать, улучшать –
- коллеги (на работе) –
- небольшой процент от всего населения –
- быть смущенным, чувствовать неловкость –

V. Answer the questions

1. What is ethics?
2. What is considered ethical and unethical behavior?
3. Why do people view ethical and unethical behavior differently?
4. Why is ethics considered to be relative?
5. How do we make our choices in our daily lives?
6. What helps us choose right from wrong?
7. Are ethics and economics mutually exclusive?
8. Does bad ethics attract or drive away customers?
9. How does bad ethics affect employees?
10. What levels do most business questions fall into? Describe them.
11. What is Type I ethics?
12. What is Type II ethics?
13. What should you consider when making ethical decisions?
14. How should you feel if you have taken an ethical decision?
15. How should you feel if you have taken an unethical decision?

VI. Read the text and retell it in English

Daytime Clothes

Guests at a formal function, fraught with honors and protocol, should dress up to the occasion.

Guests may, of course, wear formal clothes whenever principals present will be wearing them. But they are by no means necessary except at official ceremonies, and then only for those who have an official function of some sort. A young man who is a mere guest will doubtless always feel better in a

blue suit. But he should give the blue suit the full treatment: white shirt, white handkerchief, black shoes and socks.

A handkerchief in your left breast pocket is completely optional with daytime clothes, but if you choose to wear one it should be spotlessly clean – i.e. not used as a handkerchief.

When introducing people to each other, don't worry about the technicalities of introductions, just remember that:

- A man is always presented to a woman, not a woman to a man.

- The honored one's name is said first; the name of the person being presented follows.

- “May I present?” or “May I introduce?” or “I have the honor to present.” They're all correct, but they're a bit stiff for modern usage. A plain and simple, “Mrs. Broflovski, Mr. Davidson” is enough – or, if you like, “Mrs. Broflovski, this is Mr. Davidson”.

And you needn't go on to give each a biography of the other unless it's perfectly natural and logical to explain people to each other:

- If you're on first-name terms and you're introducing one first-name friend to another, you may say: “Victoria Broflovski, Stacey Hamilton”, or “Vicky, this is Stacey Hamilton.”

- By the rules, present the young to the old, the lesser to the greater.

- When more than two people are involved in your introduction, forget about rank or sex (for the moment). Mention the newcomer's name, then the names of the others in the order in which they happen to be sitting or standing at the time.

- At large informal parties in your own house it is a nuisance to everyone to take each new guest on an introduction-tour of the room.

- In public places when the meeting is to be brief an introduction is unnecessary.

- There's no point in introducing the departing guest to the arriving one as they meet at your door.

When you are introduced you stand, whether being introduced to a man or a woman.

VII. Translate the text into English, using the Word List below

Правила этикета

То, что считается признаком утонченности в одной стране, может быть расценено как грубость в другой. В арабских странах, к примеру, не принято дарить подарки женам знакомых мужчин, но приемлемо дарить подарки их детям. В Германии вручение женщине красной розы расценивается как приглашение на романтическую встречу, что является неуместным, если вы пытаетесь наладить с ней деловые отношения. В Индии вас могут пригласить прийти в гости «в любое время». Не желая становиться неожиданным гостем, вы можете подождать более кон-

кретного приглашения. Однако если вы не воспримете слова индийца буквально, это будет расценено как оскорбление и признак того, что вы не хотите развивать дружеские отношения.

Правила этикета бывают формальными и неформальными. Формальные правила конкретно описывают то, как «можно» и как «нельзя» вести себя в различных жизненных ситуациях, например, во время приема пищи. Носители культуры могут выразить словами, какое конкретно нарушение формальных правил имело место. Неформальные правила поведения в обществе гораздо сложнее определить словесно – их усваивают, наблюдая за другими людьми и подражая их действиям. Неформальные правила определяют, как должны вести себя мужчины и женщины, как и когда они прикасаются друг к другу, когда уместно обращаться к человеку по имени и так далее. Нарушение этих правил вызывает большой дискомфорт у носителей культуры, однако обычно они не могут выразить словами, что конкретно их беспокоит.

Word List

- то, что считается признаком утонченности – *эд.*: what is polite
- быть расценено – be considered
- не принято – *эд.*: impolite
- приемлемо – acceptable
- вручение – giving
- приглашение на романтическую встречу – romantic invitation
- неуместный – inappropriate
- не желая становиться неожиданным гостем – being reluctant to make an unexpected visit
- конкретный – definite
- буквально – literally
- конкретно описывает то, как «можно» и как «нельзя» – are specifically taught “rights” and “wrongs”
- жизненные ситуации – common situations
- носители культуры – members of culture
- выразить словами – put into words
- подражать – imitate
- выразить словами – verbalize

VIII. Discuss the following cross-cultural questions with your partner. When you are finished, check your answers with the answer key

a. Gift giving is very common in Japan. When a Japanese business acquaintance gives you a wrapped gift, what should you do?

1. Open the gift in front of the person who gave it to you.

2. Thank the person and open the gift at a later time.
 3. Return the gift and explain that it is not necessary to exchange gifts.
- b. You are attending a business meeting in Saudi Arabia. Someone asks you to pass the sugar for his coffee. Which hand do you use?
1. right
 2. left
 3. either one, depending on whether you are left- or right-handed
- c. In business dealings with Koreans, which color should be avoided when writing a Korean person's name?
1. red
 2. black
 3. blue
- d. In general, which of the following topics would be good to avoid during a conversation with Latin American business acquaintances?
1. sports
 2. travel
 3. local politics
- e. In which of the following countries should you *not* tip?
1. Iceland
 2. Great Britain
 3. the United States

Write one question about your country's culture and customs, using the same format as the questions above.

Answer key

1 2 3 4 5 6 7 8 9 10

IX. Imagine that you have been assigned the role of special advisor to an international business group who will be setting up a business in your country. These people are not from your country. Your job is to give the business officials advice about the customs and culture of your country so they can operate most effectively in the foreign market. Use the list of considerations below to help you decide on important cultural aspects of your country. Make brief notes regarding aspects you should explain to the multinational business representatives

Dress

- How to dress (suit, casual clothes, etc.)
- Special colors that should *not* be worn

Formalities

- How to greet the host (bow, shake hands, etc.)

- Whether or not to bring a gift, and what kinds of gifts might be appropriate
- Who should initiate the actual business part of the meeting (the host or the foreign guest)

Time

- Time to arrive at a business meeting
- Days and hours of work

Nonverbal behavior

- How close together people should sit at the meeting
- Whether or not eye contact is acceptable

Sociological concerns

- Attitude toward work in your culture
- How decisions are made
- How women in business are viewed
- The role of bribes, if any

Additional cultural considerations important for business negotiations in your country

- _____
- _____
- _____

Unit II

BUSINESS ETIQUETTE IN THE USA

I. Read the text

Introductions

Although not necessary, having the name of, or an introduction to, a specific person in the firm you are contacting is helpful and reassuring. Most companies can refer you to someone within the firm who is able to deal with your inquiry. Likewise, it is preferable to set up appointments as far in advance as possible. However, US business is usually relatively informal, and many US firms are willing to schedule a meeting with you on a short notice.

People in the US like to boast of the open, merit-based system in the country's business. In general, it is true that most US businesspeople are approachable without direct introductions or considerations being paid, and that people and ideas generally can advance through the system on their own merits. However, access and advancement are neither guaranteed nor smooth. Some are never able to get the exposure necessary to have their proposals seriously considered; thus, even worthy proposals may be rejected. Nevertheless, the potential exists for outsiders to gain access to some of the most exalted businesspeople in the US. You may not be able to meet with the President of General Motors, but you are likely to be able to meet with an appropriate officer – if you are persistent and have a serious, reasonable idea to discuss.

Greetings

Very little physical contact occurs in most business interactions in the US. However, this may vary, depending on the person's background, the industry, the circumstances, and the degree of familiarity. Take your cue from the individuals that you meet. People usually greet each other by smiling and making eye contact. Firm handshakes are almost invariably given and received using the right hand. A weak handshake – described as a “dead fish” handshake – will convey a negative impression of uncertainty, lack of self-confidence, and even insincerity to a US party. It is unnecessary and inappropriate to forcefully squeeze the hand, but a quick firm grasp and a rapid but restrained up-and-down motion is desirable. Handshakes in the US usually do not continue for more than a couple of seconds. Other than shaking hands with the right hand, there is generally no prohibition or rule about using one hand or the other for any purpose, as is the case in some other cultures. Left-handed people in the US commonly eat and drink with that hand, and people may occasionally shake hands using both hands or only the left hand (particularly if the other hand is occupied or disabled).

Greetings usually include something along the lines of “Hello” or “Hi,” often followed by “How are you?” The expected response is a brief one – such as, “Fine, thanks, and you?” – to which the first speaker says “Fine” or makes a similarly short reply. Other such greetings include phrases such as “How is business?” or “How is it going?” These ritualized greetings are seldom designed to elicit an honest or detailed response, and a literal response about your health, mental state, or business conditions will confuse the questioner. Although some US business people may discuss innocuous topics such as the weather or some area of mutual interest, the greeting is often the only preparatory socializing that occurs before the discussion focuses on the business transaction at hand.

Making Conversation

After a greeting, a common question for the first-acquaintances is “What do you do?” The appropriate answer is a brief description of one’s profession, usually with a designation that clues the other person into the responsibility of your position – such as “I own a furniture import-export company” or “I am the director of international marketing for the ABC firm” or “I am a patent attorney for a software development company.” US persons typically judge the apparent power and authority of a person based on such designations, while a title may often have relatively little significance to the US holder of the title.

Minimal physical contact is the rule when making conversation with a US businessperson. Most persons prefer to stand or sit at least an outstretched arm’s length away from each other then talking. Some will spontaneously touch your arm or shoulder during a conversation, but many find such touching annoying and even offensive. On the other hand, failure to make frequent eye contact on meeting and during subsequent interaction – known colloquially as being “shifty-eyed” – may make people feel that you are untrustworthy. This may be particularly problematic for people from cultures in which direct eye contact is considered rude or disrespectful. In the US, it is interpreted as showing forthrightness and honesty as well as sincere interest in the conversation and the person.

Business may be discussed on virtually any occasion: during breaks in negotiating or training sessions, meals, parties, and sporting events (both spectator and participatory; golf in particular is often considered to be a business event, rather than a sport). Religion, politics, personal finances, and sex are generally considered topics too controversial for discussion among businesspeople. However, there may be many specific exceptions to this rule. The host may introduce an uncomfortable topic that requires your response. If possible, steer clear and change the subject. If you choose to discuss the subject, try to do so as diplomatically as possible. Current events and different ways of looking at or doing things in other countries are areas with potential

for disagreement and misunderstanding. Although people in the US are usually genuinely interested in other viewpoints, those viewpoints can lead to discord, especially if they are presented in an outspoken or superior manner.

Conversations – usually more relaxed ones among friends rather than business discussions or casual social chatter – may include references to controversial topics, often in the form of jokes. Such conversations may occur in mixed company with the participation of various ethnic groups and persons of different gender. However, it is very difficult for an outsider to know exactly what the boundaries are and when such comments are appropriate. It is better not to actively participate on such occasions. Humor is generally appreciated. However, even if the topic is not obviously a touchy one, remember that humor often does not translate well into other languages and cultural contexts.

II. Words and expressions to be remembered

- to set up appointments – назначать встречи
- far in advance – заранее, заблаговременно
- on short notice – не заблаговременно; в последний момент
- business interactions – деловые контакты
- firm handshake – твердое рукопожатие
- lack of self-confidence – отсутствие (нехватка) уверенности в себе
- insincerity – неискренность
- prohibition – запрет
- to occur – происходить, иметь место
- to have little significance – не иметь большого значения
- offensive – оскорбительный
- on any occasion – з.д.: в любой обстановке
- response – отклик, реакция
- current events – текущие события
- genuinely – искренне
- controversial topics – противоречивые темы
- boundary – граница
- appropriate – подходящий, уместный

III. Give Russian equivalents to the following words or expressions

- reassuring
- to deal with your inquiry
- to boast
- merit-based system
- access and advancement
- exalted

- take your cue
- restrained
- disabled
- elicit
- mental state
- innocuous topics
- socializing
- subsequent
- steer clear
- discord
- ethnic groups
- touchy

IV. Give English equivalents to the following words or expressions

- предпочтительно
- назначить встречу
- являются гарантированными
- протекают гладко
- достойные предложения
- настойчивый
- меняться, варьироваться
- неизменно, постоянно
- неуверенность
- с силой сжимать руку
- движение вверх и вниз
- как это бывает в некоторых других культурах
- время от времени
- распространенный вопрос
- на расстоянии вытянутой руки
- с бегающими глазами
- неуважительный
- прямота, откровенность, прямолинейность
- небрежный, несерьезный
- человек со стороны

V. Answer the questions

1. How do American businesspeople prefer to set up appointments?
2. How do Americans take scheduling meetings on short notice?
3. Are US businesspeople approachable without direct introductions?
4. How much physical contact occurs in most business interactions in the US?
5. How is a weak handshake perceived by Americans?

6. Is it necessary to forcefully squeeze the hand while shaking it?
7. Do businesspeople in the USA shake hands using the left hand?
8. Describe the procedure of greeting.
9. What is an appropriate answer for the question “What do you do?”?
10. What may happen if you fail to make frequent eye contact during the conversation?
11. On what occasion may business be discussed in the US?
12. What topics are considered to be too controversial for discussion among businesspeople?
13. What areas can be considered having potential for disagreement and misunderstanding?
14. How should a foreign businessman behave when controversial topics are being discussed?
15. Does humor translate well into other cultural contexts?

VI. a) Insert the missing words where necessary

Business Meals

1.
 – *nightcap* – *conducted* – *hybrid*
 – *snack* – *brunch*

In the US, business can be _____ at any meal, which might include breakfast; _____ (a mid-morning _____ of breakfast and lunch); lunch; coffee (a _____ taken anytime during the day, with or without coffee); drinks; dinner; dessert; or a _____ (drinks at the end of the day, with or without food).

2.
 – *social setting* – *recognition*
 – *meal*

US businesspeople may discuss business before the meal even begins, although some will take the time to discuss other topics in _____ of the _____.

3.
 – *secondary* – *importance*
 – *session*

Although the _____ involves eating, dining is usually of _____.

4.
 – *celebrate* – *somewhat* – *honor*
 – *commemorate* – *designed*

However, a _____ different atmosphere is found at business meals _____ to _____ a successful deal, _____ an employee, or otherwise _____ an event.

5.

<p>– <i>business-related</i> – <i>pace</i> – <i>elaborate</i></p>

In this case, the meal may be impressively _____, the _____ more stately, and the conversation less _____.

b) Translate the text into English, using the Word List below

Деловой завтрак в гостях, деловой обед или другое мероприятие, во время которого предлагаются еда или закуски и освежающие напитки – особенно в офисе, но также и в ресторане или гостинице – часто подается «а-ля фуршет». Люди становятся в очередь и берут блюда с центрального стола, а затем едят, стоя или сидя рядом с другими. На большинстве американских деловых приемов выбор любого понравившегося места – обычное правило, если нет именных карточек, установленных напротив каждого места, или специальных указаний принимающей стороны. Если вы не уверены в том, как следует есть незнакомое блюдо, такое как, например, артишок, лучше всего отказаться от него или заказать что-нибудь другое. Вас наверняка не станут заставлять непременно съесть что-то, разве что данное блюдо было специально приготовлено кем-либо из присутствующих. Тем не менее, вы совсем не обязаны есть это блюдо (хотя считается вежливым попробовать хотя бы кусочек).

Что касается алкоголя и наркотиков, строгий контроль обязателен. Не существует официального делового мероприятия, которое требовало бы употребления наркотиков; очень мало деловых ситуаций предполагают обязательную выпивку и, наконец, ни одно мероприятие не является поводом для чрезмерных возлияний.

Обильный прием алкоголя никогда не был распространенным явлением в США, а в последнее время практически исчез как явление во время деловых приемов.

Выпивка не должна повлиять на ваше поведение и восприятие действительности. Лучше потягивать алкоголь мелкими глотками, чем осушить всю рюмку залпом. Вполне приемлемо вообще отказаться от употребления алкоголя; если же кто-то из окружающих попытается настаивать на выпивке, вам следует прямо объяснить причину отказа.

Word list

деловой завтрак в гостях – a hosted business breakfast
закуски и освежающие напитки – refreshments

«а-ля фуршет» – buffet-style
становиться в очередь – to line up
торжество, вечер, прием – function
выбор любого понравившегося места – random seating
именная карточка – name card
принимающая сторона – host
незнакомое блюдо – unfamiliar dish
артишок – artichoke
заставлять – to press
вы не обязаны есть – you are under no obligation to partake
кусочек – з.д. sample
что касается – with respect to
строго обязателен – imperative
требовать – to call for
чрезмерное возлияние – excessive drinking
восприятие действительности – perceptions
потягивать – to sip
осушать залпом – to quaff
прямо объяснить причину отказа – to be direct in your reason for abstaining.

VII. Look at these sentences. Say whether they are true or false in your opinion

1. It's often difficult for American woman to invite their business partners to dinner.
2. It's very important to see your business partners socially.
3. Businessmen enjoy playing sports with women.
4. If you see a woman with a man in a restaurant it can't be business.
5. Business lunches are often difficult to arrange.
6. You should never take your business partners to the same restaurants as your colleagues.

Now read this article by Maureen Dowd.

This Working Life

In the world of business, it is not always easy for women to do the same things as men. Consider the working dinner.

In order to do your job well, it's important to sometimes see clients and business contacts away from the office. In a more relaxed atmosphere, you can get to know your business partner better. In the end, after all, people do business with people they like.

Women start out at a disadvantage because, unless you're Nancy Lopez or Martina Navratilova, it's tough to invite men out for a game of golf or tennis. Men usually prefer to play sports with other men.

You might think that restaurants are the perfect playing field. But they can be dangerous ground. If people from the office see two men they know having dinner together, they think it's business. If colleagues see a woman dining with a man, they often wonder if it's another kind of business.

I'm still looking for the perfect solution. Breakfasts are out because I find it impossible to be pleasant at 7 AM over a bowl of muesli. I love lunching, but that's usually a bad time for busy people, especially if they are on the road. So that brings us back to dinner.

One answer is to take another colleague or client to the dinner so that no one can think it is a tête-à-tête. Of course, this isn't always convenient. So when I can't do this, I take guys out to dinner one-on-one – to places where I'm most likely to see colleagues. The more your colleagues see you doing working dinners with different men, the more they know it is part of your business style.

Read the article again. Do you agree with the writer's opinions?

Compare your answers with a partner's.

VIII. Read the extract from the American bestseller “How to Become CEO (The Rules for Rising to the Top of Any Organization)” by Jeffrey J. Fox. Do you share the author's opinions? Which point can't you agree with? Discuss the text with your partner.

Don't Have a Drink with the Gang

Don't have a drink with the “gang” after work. It is a waste of time and money. Have a drink with your spouse or with a friend.

Don't drink at lunch. Better, don't eat lunch. Play squash or work.

When you're on the road at a sales meeting, or a seminar, or a management meeting, don't go to the cocktail party before dinner. Go running or swimming instead.

Never get tipsy with anyone connected with your company. It is a sign of weakness. It shows you are out of control.

Don't Smoke

Nothing good happens to the people around you when you smoke cigarettes. You run a big risk of offending a nonsmoker who can help or hurt your career. Even smokers dislike the smoke and ashes and butts and dirty ashtrays and smell of smokers.

In addition to all the well-known, well-publicized arguments against smoking, there are other specific business reasons not to do so. Smoking wastes time. Smoking is a self-centered interest. To get ahead in business you have to think of others, their needs and wants, not yours. Smoking interferes.

Cigarette smokers are, or appear to be, controlled. Winners in business are in control.

Smoking cigars is OK ... if you are alone or with friends. Smoking an expensive cigar in the purview of a corporate chieftain is a mistake. The corporate chieftain will see you as pompous, as self-important, as having or spending too much money. If the boss gives you a celebration cigar, save it. You probably haven't yet earned the right to smoke a victory cigar.

Skip All Office Parties

There is no such thing as a business or "office party." It is not a social gathering. It is business. Never party at an office party. It won't hurt you not to go at all. Don't offend people by criticizing the party or by publicly announcing you intentions. Simply don't go. Give polite excuses.

Never ever go to a company picnic if you cannot bring your spouse. A company picnic without spouses is trouble. To go is to run the risk of being tarred with the bad brush of others' actions.

If the unwritten rule is "you must attend or you will offend" then go. Drink only soda. Stay no more than forty-five minutes. Thank the boss for inviting you, and leave. If anyone asks where you are going, tell that person you are meeting your spouse, or parents, or fiancée, or doctor, or music teacher, or personal trainer.

Parties are supposed to be fun, enjoyed with friends. Heed the old axiom: "Don't mix business with pleasure."

Dress for a Dance

A very wise high school principal once disagreed with a young student-council president who wanted to change the strict dress code for the sophomore dance: "Dress for football, you play football. Dress for a dance, you dance." The same lesson holds for business. Dress for business, you do business.

In some places, companies, and industries, different dress codes reflect different cultures. This is fine, and you should be hip to each culture. For example, in Puerto Rico and Hawaii business is often conducted in shirtsleeves. In the field, executives sometimes wear work boots and hard hats. Plant managers wear safety glasses and lab coats. These are easily understood exceptions.

Practice being presidential all the time, and that includes the business uniform. You don't have to spend a ton of money on tailored suits or become a fashion plate. But a book on how to dress in business, such as *John T. Molloy's New Dress for Success* or *New Women's Dress for Success* also by John T. Molloy, and note how successful people dress.

Please, Be Polite with Everyone

Use good manners, all the time, with everyone. Be gracious. Never pull rank. Never wear your boss's stripes. Don't smoke at meetings or meals. Don't swear or use coarse language. Don't put your feet on a conference table. Treat your office, everyone else's office, salespeople's cars, and all company belongings as if they were yours.

Always be on time for appointments. Don't let salespeople or visitors wait in the lobby. Don't keep people holding on the phone. Be conscious of other people's time ... don't waste it. Particularly don't waste your subordinates' time. Courtesy is good business.

Always introduce yourself, your spouse, and anyone else clearly and slowly. Always introduce your subordinates to the senior people in your organization.

Always say "please" and "thank you."

Ten Things to Say That Make People Feel Good

People who feel good about themselves and their jobs will contribute at high levels. If they work for you, with you, or near you, they will propel you in front of them. Saying nice things to people makes them feel good. But you must be absolutely sincere. Practice and remember to say the following:

1. "Please."
2. "Thank you." (A good manager has cause to say "thank you" twenty times a day.)
3. "You remember Larry Kessler in our Accounts Payable department." (An introduction of someone to a superior.)
4. "That was a first-class job you did."
5. "I appreciate your effort."
6. "I hear nothing but good words about you."
7. "I am glad you are on the team."
8. "I need your help."
9. "You certainly earned and deserve this."
10. "Congratulations."

IX. Read this passage from Dale Carnegie and render it in English. Then give your opinion about the idea expressed in the passage

Professor James V. McConnell, a psychologist at the University of Michigan, expressed his feelings about a smile. "People who smile," he said, "tend to manage, teach and sell more effectively, and to raise happier children. There's far more information in a smile than a frown. That's why encouragement is a much more effective teaching device than punishment."

The employment manager of a large New York department store told me she would rather hire a sales clerk who hadn't finished grade school, if he or she has a pleasant smile, than to hire a doctor of philosophy with a somber face.

The effect of smile is powerful – even when it is unseen. Telephone companies throughout the United States have a program called “phone power” which is offered to employees who use the telephone for selling their services or products. In this program they suggest that you smile when talking on the phone. You “smile” comes through in your voice.

Robert Cryer, manager of a computer department for a Cincinnati, Ohio, company, told how he had successfully found the right applicant for a hard-to-fill position:

“I was desperately trying to recruit a Ph.D. in computer science for my department. I finally located a young man with ideal qualifications who was about to be graduated from Purdue University. After several phone conversations I learned that he had several offers from other companies, many of them larger and better known than mine. I was delighted when he accepted my offer. After he started on the job, I asked him why he had chosen us over the others. He paused for a moment and then he said: ‘I think it was because managers in the other companies spoke on the phone in a cold, business-like manner, which made me feel just like another business transaction. Your voice sounded as if you were glad to hear from me ... that you really wanted me to be part of your organization.’ You can be assured, I am still answering my phone with a smile.”

X. Translate the following English sentences into Russian and Russian sentences – into English. Use the Word List below

Social Occasions and Invitations in the USA

– Несмотря на то, что американские бизнесмены обычно ведут себя довольно просто и неформально, бывает довольно сложно узнать их характер, почувствовать их индивидуальность, особенно в деловой обстановке, где часть не хватает времени (все расписано по минутам).

– You are right. If they want to broaden their acquaintance with you – or you with them – a social invitation may be appropriate.

– А какими могут быть эти неофициальные встречи между бизнесменами?

– Social invitations can be as minor as an invitation to have a drink after work or more substantive such as a full dinner at a restaurant, club or the host's home.

– Насколько я знаю, в США бизнесмены могут приглашать коллег на спортивные мероприятия, осмотр достопримечательностей, на прогулку по магазинам или даже провести весь уикенд в загородном доме. А каким должно быть само приглашение?

– Invitations are seldom formal in the US, and may be issued in an off-hand manner on short notice. It is usually not considered an insult to decline an invitation, especially on short notice, particularly if you have made other plans and are graceful in declining. A formal invitation is made by letter and marked “RSVP,” indicating that you are expected to accept or decline.

– Да, это так. Хочу добавить, что несмотря на утверждение американцев, что занимаемая должность не так важна, обычно на неофициальные мероприятия приглашаются люди, занимающие примерно одинаковые позиции на работе и с примерно одинаковым доходом.

– Besides, while a person may invite an immediate superior to dinner, it is unlikely that the invitation will include the superior’s boss. On the other hand, a foreign junior businessperson might extend an invitation to a more senior US businessperson in order to reciprocate for courtesies extended.

– Приглашение на неофициальное мероприятие в США может исходить как от мужчины, так и от женщины, независимо от пола приглашаемого лица. Если вы получили такое приглашение от человека противоположного пола, ни в коем случае не рассматривайте его как предложение перейти к более интимным отношениям. Это всего лишь предоставляемая вам возможность лучше узнать друг друга в неделовой, неформальной обстановке. Мероприятие обычно оплачивается приглашающей стороной, если заранее не оговаривался вопрос о том, что расходы возьмут на себя все приглашенные. Возможно, вам придется оплатить транспортные расходы.

– But as far as I know, even if cost-sharing hasn’t been raised, the invitee may offer to cover at least part of the bill, such as by paying for a round of drinks or a special appetizer.

– Более того, обычно считается проявлением воспитанности предложить взять расходы на себя; чаще всего такое предложение не будет принято и настаивать невежливо; однако если ваше предложение принято, осуществите его до конца, проявив при этом необходимый такт.

– As the invitee, you may also offer to leave the tip; if this is accepted, estimate the total bill and tip generously (the usual amount in restaurants is 15 per cent, but for good food and service in a fancy place, 20 per cent is common). Participants in less formal activities can “go Dutch,” that is, split the cost equally or according to the charges that each party incurs.

Word List

A)

- в деловой обстановке – in business setting
- где часто не хватает времени (все расписано по минутам) – governed by time pressures
- неофициальные встречи – social occasions
- спортивные мероприятия – sport events
- занимаемая должность не так важна – rank is relatively unimportant

- независимо от пола приглашенного лица – regardless of the gender of the recipient
- приглашающая сторона – the person hosting the event
- взять на себя расходы – cover the expenses; pick up the tab
- если не оговаривается – unless ... is/are discussed
- более того – moreover
- осуществить до конца, проявить необходимый такт – follow through with good grace

В)

- minor – мелкий, незначительный
- substantive – основательный, значительный
- host – хозяин дома, принимающая сторона
- in an offhand manner – без подготовки, экспромтом
- on short notice – в последний момент, незаблаговременно
- decline – отклонить
- be graceful in declining – отклонить вежливо
- RSVP – *French* used on invitations to ask someone to reply (буквальный перевод с французского: «ответьте, пожалуйста»)
- immediate superior – непосредственный начальник
- to reciprocate – отвечать взаимностью, отплачивать
- courtesies extended – оказанная любезность
- if cost-sharing hasn't been raised – если вопрос о том, чтобы всем платить поровну, не поднимался
- invitee – приглашенный
- a round of drinks – очередная порция спиртного (для всех)
- generously – щедро
- fancy – модный, изысканный, высшего качества
- go Dutch – делить счет, расплачиваться поровну
- incur – брать на себя

Unit III

BUSINESS TELEPHONING IN ENGLISH

I. Read the text

Telephone Tactics

When using a telephone, keep the conversation courteous and efficient. Before you place a call, you may want to jot down a few notes during the call. If it's going to be a complex discussion, be ready with copies of any pertinent background information. Don't expect the other person to wait while you scramble through your files. And follow these helpful tips:

- As soon as you say hello, identify yourself. Don't expect others to recall your voice.
- By placing your own calls, you let the other person know that you're particularly interested in reaching him or her.
- If you're placing a call to another time zone, make sure you will reach the other person during business hours. Avoid calling around 11:00 a.m. and 3:00 p.m., the two peak times for business calls.
- If the person you want to speak to is not available, be sure to leave not only your name, number, and purpose for calling but also a specific time when you can be reached. Or arrange to call the person back at a specific time. Don't just say, "Have her call me when she gets back."
- Treat switchboard operators and secretaries as human beings. If you are having difficulty getting through to someone, try to get the intervening people on your side without taking too much of their time. Ask questions that will be useful to you, such as "How do you pronounce the manager's name?" and "When is the best time to reach him?"
- Don't take up too much of the target person's time by talking too slowly, spending too much time in small talk, or complaining about how difficult it is to get in touch with him or her. Speak quickly and clearly, and get right to the point of the call. If the call is complex and will be time consuming, you may need to arrange to call back at a more convenient hour.
- Eliminate distractions. Don't call from a noisy pay phone or from an area where background machines and conversations will interfere with your concentration and your ability to hear and be heard. Similarly, don't tap a pencil or make other noises that might be picked up and amplified over the phone wires.
- Allow an adequate number of rings before hanging up. It's frustrating to others to rush to the phone only to have the caller hang up.
- When answering phone calls, immediately identify yourself. Always try to answer within two or three rings, and always greet callers in a courteous and friendly manner, even if you're having a bad day.

- Don't put callers on hold for long periods of time. If it's necessary to hunt for information or to take another call, offer to call back.
- It's bad manners to engage in a long phone conversation while you have a visitor in your office. If the call can't be handled quickly, say you'll call back later. Then remember to do so!
- Be cheerful and obliging when you answer your boss's phone. If your boss is not available, offer to take a message, with a brief explanation such as "She's not in her office right now. May I help?"
- It's important to take messages accurately. Check spellings of names, and repeat your notes to the caller to make sure the message is correct.

II. Words and expressions to be remembered

- in any case – в любом случае
- complex discussion – сложное обсуждение
- pertinent – уместный, подходящий, относящийся к делу
- tips – советы
- to recall – вспоминать
- to reach somebody – связаться с кем-либо
- to be available – быть на месте
- specific time – конкретное время
- to be time consuming – занимать много времени
- at a more convenient hour – в более удобное время
- to interfere with something – мешать чему-либо
- to hang up – вешать трубку
- to engage in a long phone conversation – вести долгие телефонные разговоры
- to call back – перезвонить
- to take a message – передать сообщение

III. Give Russian equivalents to the following words or expressions

- courteous
- to place a call
- to jot down
- to outline
- a pad handy for writing notes
- to scramble through your files
- to peak time for business calls
- switchboard operator
- to intervene
- target person
- to eliminate distractions

- to amplify
- to put callers on hold
- obliging

IV. Give English equivalents to the following words or expressions

- представиться
- в рабочее время
- избегайте звонить
- цель звонка
- конкретное время, когда с вами можно связаться
- пусть она мне позвонит
- если вам трудно дозвониться
- не занимая у них слишком много времени
- жаловаться
- договориться перезвонить в более удобное время
- точно так же
- постукивать карандашом
- считаться плохим тоном
- жизнерадостный, приветливый
- краткое объяснение
- точно
- убедиться, что сообщение записано правильно

V. Answer the questions

1. What might you want to do before placing a call?
2. What should you prepare before a complex discussion?
3. What should you do immediately after saying hello?
4. When should you phone if you place a call to another time zone?
5. What should you do if a person you are calling is not available?
6. How should you treat switchboard operators and secretaries?
7. What distractions should you eliminate?
8. How long should you ring before hanging up?
9. How soon should you answer the phone?
10. What should you do if the call can't be handled quickly?
11. How should you answer your boss's phone?
12. How should messages be taken?

VI. Give your own opinion

1. What are the advantages and disadvantages of using the telephone to deliver bad news? If you were being turned down for a job, for example, would you rather receive a letter or a phone call?

2. Think about the career you hope to pursue. What telephone skills will be particularly important in this profession? Make a list. Now examine your list to determine which of the skills you need to improve. Develop a plan for improving those skills.

VII. Read the dialog between Jane and Tom and answer the questions after the dialog. Then compare Jane's suggestions with your own, adding any new suggestions to the ones she makes

Jane: Well, on the phone, you need to check everything – or a lot of things – to avoid misunderstandings. You should repeat details, specifications, times, spellings, dates, all that sort of thing. Prices, even. And if you make agreements, you should confirm them. I think it's best to end calls with some sort of check or confirmation. You might even ask for a fax confirmation.

Tom: Yes, that's quite common. What else would you include in the end of a phone call?

Jane: Well, there's checking that there's nothing left to say. How many times does it happen that you put the phone down and then say 'Oh I forgot to say such and such' or 'I meant to ask about something else'. You have to phone back – it's such a waste of time. You can usually avoid that if one of you says something like 'Is that all?' or 'Anything else?'

Tom: Okay. And do you think the business phone call is strictly about business?

Jane: Well, in a sense, yes. Small talk can be very important – and it is all business. There's usually a bit of small talk in phone calls, even if it's just a comment on the weather – or how someone is, or your last trip away. It's easy to underestimate the importance of small talk ... you have to learn to feel confident with it.

Tom: Why do you think small talk is so important?

Jane: Well, it helps to build and maintain relationships. There are dangers though – it should be kept brief!

Tom: And how do you get off the phone when the other side is talking about the weather for ages ... and you don't want to be rude?

Jane: Oh, yes. That can be difficult. I think it's best to interrupt politely, say you have to go somewhere. You can say 'Er, yes, we'll have to talk again soon. I really had better go now, I've a meeting in five minutes', or something like that. If it's a customer you can offer to call back later if there's anything else to discuss.

Questions:

1. What should you do if you make arrangements?
2. How should you end the call?

3. Sometimes after putting the phone down you realize you have forgotten to say something. What should you do to avoid such situation?
4. What is the role of small talk?
5. What are the dangers connected with small talk?
6. How can you politely interrupt the conversation which is getting too long?

VIII. Read these two telephone conversations. Then complete the table below

Call	Caller	Person called	Original appointment	Reason for change	New arrangement
1					
2					

Changing an Appointment

Michael Wilson: 034 75234

Nick Smith: Nick Smith here. Could I speak to Mr. Wilson, please?

Michael Wilson: Speaking.

Nick Smith: Oh, it's you, Michael, is it? I didn't recognize your voice. Sounds as if you're miles away.

Michael Wilson: Oh, hello, Nick. Yes, the line isn't very good. I'll speak a bit louder. Is that any better?

Nick Smith: Yes, that's much better now. Michael, it looks as if I won't be able to keep the appointment we made.

Michael Wilson: That was to be Friday, wasn't it?

Nick Smith: Yes, I'm so sorry. This visitor I was actually expecting last week has some kind of change in his itinerary, and now he's rung me up to say the only day he can come is next Friday.

Michael Wilson: I see.

Nick Smith: And the trouble is, as he's over from Argentina, I can't very well put him off. Hope you understand.

Michael Wilson: Well, I suppose so.

Nick Smith: But could we meet on Saturday? Or would you prefer the beginning of next week?

Michael Wilson: Afraid I'm tied up at the weekend. And ... let me just check. No, Monday's not too good a day either. Tuesday would be all right, I think.

Nick Smith: Tuesday's OK for me too. Oh good. Shall we say the same time as we'd arranged? Could you come here at 10.30? I'll show you round

our place, we could lunch together and work out the terms of our contract in the afternoon. How does that sound to you?

Michael Wilson: Yes, fine. I'll just note it down in my diary. That's Tuesday 17th May. Right, I'll be at your place at 10.30 then, Nick.

Nick Smith: Thanks, Michael. Hope I haven't messed up your arrangements too much.

Michael Wilson: Oh no, these things happen, don't they? See you next Tuesday, Nick. And have a nice weekend.

Nick Smith: Thanks. You too, Michael. Bye.

Excuses for Not Attending a Meeting

Mr. Davidson: 344 1293. Davidson speaking.

Kelly Rogers: Morning, Mr. Davidson. Kelly Rogers here.

Mr. Davidson: Ah, Miss Rogers. This is an unexpected pleasure. Can I help you in any way? We're seeing each other tomorrow, aren't we?

Kelly Rogers: That's just what I'm phoning about. I've got 'flu, it seems, so I can't attend the board meeting after all.

Mr. Davidson: Oh, isn't that too bad! We've got some important things to discuss, too. About the pension plan, and those other points.

Kelly Rogers: Exactly. Now this is what I'd like to suggest ... just an idea it is, but I'd like you to tell me what you think of it. Oh, just a moment ... Excuse me.

Mr. Davidson: Bless you!

Kelly Rogers: Thanks. My assistant – that's Ryan Collins – he's very well informed on this subject. I thought of asking him to go to the meeting in my place. You know, he and I drafted these new pension plan regulations for our employees, so he really knows what they're all about.

Mr. Davidson: Have you asked John Marriott? He's chairing the meeting, of course.

Kelly Rogers: No, I thought I'd check with you first. If you think it's an acceptable solution, I'll get on to Mr. Marriott. You see the other alternative would be to send you my notes, perhaps, and you could put forward my ideas.

Mr. Davidson: No, no, I don't think so. I mean of course I'd be quite glad to do so, but if there were any questions involved I would hardly be in a position to answer them, whereas your Mr. Ryan could...

Kelly Rogers: Yes, that was what I thought. Er ... Mr. Collins, it is ... Ryan's his first name.

Mr. Davidson: Ah yes, Ryan Collins. Well, I think that's the best thing. Let him come to the meeting in your place. I'm sure that chairman will agree to that.

Kelly Rogers: Right, I'll contact him. But I'm glad I've spoken to you about it.

Mr. Davidson: So am I. I hope you get well soon. Goodbye, Miss Rogers.

Kelly Rogers: Goodbye, Mr. Davidson.

IX. Say if the following sentences from the dialogs are true (T) or false (F)

1. Nick Smith didn't recognize Michael Wilson's voice because he was miles away.
2. Nick Smith can't change his other appointment because his visitor lives a long way away.
3. Both of them are busy all weekend.
4. Mr. Collins and Miss Rogers had together prepared the material for the meeting.
5. Miss Rogers considered sending her notes instead of Mr. Collins.
6. Mr. Davidson thinks he would be able to answer questions about the pension plan.

X. You have read and will read again phrases like that. Read them and make sure you understand them. Use them in the dialog of your own

- I'll just check my appointment book.
- When would be convenient for you?
- Sorry, I've got something scheduled then. Could we arrange something else?
- Could you send me the confirmation of the appointment?
- Shall we say Wednesday at 3 o'clock?
- Would it be possible to postpone our meeting?
- Things are going smoothly, so we can meet as arranged.

XI. Choose the missing words from the box

1. I can hardly your voice. It's as if you're miles
2. My visitor couldn't keep to his, and now I must change my
3. Let me just look at my Yes, I could come next Monday.
4. So sorry, I'll be then.
5. I'm afraid I can't the meeting we'd arranged.
6. The of the conference are to our new products and explain our
7. No, I'm not the chairman, but I'll act as his
8. You arranged things so well that everything ran
9. Can you see that the are installed for us?
10. Make sure you remember everything: it's best to make a

appointments attend away checklist delegate describe
diary itinerary loudspeakers objectives recognize services
smoothly tied up

XII. Choose the best responses

1. Can we make an appointment?
 - a. When are you free?
 - b. Shall we make a reservation?
 - c. Is it difficult for us to meet?
2. I'm tied up on Monday and Tuesday.
 - a. What about Wednesday?
 - b. I'll come on Monday, then.
 - c. Oh, I'm sorry to hear it.
3. Has this messed up your arrangements again?
 - a. My desk is always in a mess.
 - b. These things happen.
 - c. Yes, I always arrange things like this.
4. Did the conference run smoothly?
 - a. Yes, we finished much later than usual.
 - b. Yes, it went very quickly.
 - c. Yes, there were no problems. It was well organized.
5. I've drafted the letter to Ms MacKeller.
 - a. Oh good, I'll send it this morning.
 - b. Right, I'll check it straight away.
 - c. Did you keep a top copy?
6. Can you get on to Mr. Norton about the report?
 - a. Yes, I'll send him a copy.
 - b. I'll ring him immediately.
 - c. I'll tell him when I see him.

XIII. Work in pairs. One of you is A, another is B. Each of you translates the Russian part of the dialog into English and then checks the correctness of the partner's translation

A

Tom: Доброе утро, Энн. Ты сегодня ранняя пташка.

Ann: I know. I got a ride in with my roommate. She hates driving in traffic, so we left early. We made great time! ... By the way, Tom Wilson called to thank you for sending him the free samples. I left the message on your desk. He called about 5:30 yesterday, but you had already left.

Tom: Хорошо. Что-нибудь еще?

Ann: (*looking through the notepad*) Yes, let's see ... Oh, Kate Smith would like to see you this morning, if possible.

Tom: Хорошо. Я тоже хотел с ней связаться. Какой у нее добавочный номер? Наверное, позвоню ей сейчас, пока я не очень занят.

Ann: I doubt if she's in this early. Why don't I try to get her for you later on?

Tom: Хорошо. Спасибо, Энн.

(*ten minutes later*)

Ann: Mr. Jones, I have Kate Smith on the line.

Tom: Спасибо. Алло, Кейт. Энн сказала, что вы позвонили.

Kate: That's right. I'd like to get together with you to talk about our arrangements for the cosmetics show in Paris in June.

Tom: Вы читаете мои мысли, Кейт. Джон Блэк только что вернулся из Лондона, и я хотел бы сесть и обсудить это с вами обоими. Вы же знаете Джона, не так ли?

Kate: I've heard a lot about him, but we've never actually met.

Tom: Ну, теперь у вас есть шанс. Почему бы вам не присоединиться к нам во время ланча?

Kate: That'll be fine. It'll be interesting to hear what he has to say about the new ad campaign. Where should we meet?

Tom: Как насчет моего офиса – в без четверти двенадцать?

Kate: I have an 11:30 appointment. Could we make it 12:15 instead? I should be free by then.

Tom: Конечно. Увидимся в 12:15.

В

Tom: Morning, Ann. You're an early bird this morning.

Ann: Я знаю. Меня подвезла моя соседка по комнате. Она терпеть не может вести машину при оживленном движении, поэтому мы выехали рано. Мы доехали невероятно быстро!.. Кстати, Том Уилсон звонил, чтобы поблагодарить вас за бесплатные образцы, которые вы ему отослали. Я оставила сообщение на вашем столе. Он звонил примерно в 5:30 вчера, но вы уже ушли.

Tom: О.К. Anything else?

Ann: (*просматривает свой блокнот*) Так, посмотрим... Ах да, Кейт Смит хотела бы встретиться с вами сегодня утром, если это возможно.

Tom: Good. I've been meaning to get in touch with her. What's her extension? I think I'll give her a ring now before I get tied up.

Ann: Сомневаюсь, что она так рано уже на работе. Может быть, я созвонюсь с ней для вас позднее?

Tom: О.К. Thanks Ann.

(*десять минут спустя*)

Ann: Мистер Джонс, у меня на линии Кейт Смит.

Tom: Thank you ... Hello, Kate. Ann said you called.

Kate: Так и есть. Я хотела бы встретиться с вами, чтобы обсудить наши планы относительно выставки косметики в Париже в июле.

Tom: You're reading my mind, Kate. John Black just arrived from London, and I'd like to sit down and discuss it with both of you. You know John, don't you?

Kate: Я много о нем слышала, но никогда с ним не встречалась.

Tom: Well, now's your chance. Why don't you join us for lunch?

Kate: Было бы здорово. Интересно послушать его мнение о новой рекламной кампании. Где мы встретимся?

Tom: How about my office at a quarter to twelve?

Kate: У меня запланирована встреча в 11:30. Нельзя ли вместо этого назначить на 12:15? К этому времени я уже должна быть свободна.

Tom: Sure. See you at 12:15.

Unit IV

UNDERSTANDING BEHAVIOR, HUMAN RELATIONS AND ORGANIZATIONAL PERFORMANCE

I. Read the text

Behavior, Human Relations, and Performance in Organizations

Human relations is interaction among people. It can be positive or negative. You have been interacting with people all your life. As a child you interacted with your parent(s) or guardian(s) who taught you what was acceptable and unacceptable behavior. Behavior is what people do and say. In school you interacted with other students and developed friends. Your parents and friends affect your behavior. Peer pressure can affect behavior in both positive and negative ways, and is only one of the many ways behavior is affected. For example, a person might be interested in trying illegal drugs. If the person's friends do not take drugs the person may not try them either; while on the other hand if they do, the person may try drugs.

An organization is a group of people working to achieve an objective(s). Organizations are created to produce goods and services for the larger society. If you have ever worked, you have been a part of an organization. You come into contact with organizations on a regular basis. When you go into a store, school, church, post office, or health club, you have entered an organization.

Performance is the extent to which expectations or objectives have been met. Performance is absolute when objectives are set. For example, if the objective of a production worker is to produce 100 widgets per day and the employee produces 100 widgets, performance is at the expected level. However, some workers may produce less than 100 widgets, while others may produce more than 100 widgets. Performance is usually measured on a continuum that can be contrasted by high and low levels of performance, or ranked on a scale of 1-10. The same concept holds true for the entire organization. An organization may have an objective to make a \$100,000 profit for a set period of time such as one quarter, one half, or one year. If the organization makes the \$100,000 profit how do you classify the level of performance? It depends on prior periods. For example, if the last period's profits were \$90,000 you may say that \$100,000 this period is a high level of performance; however, if the profits in the past have consistently been \$125,000 the level of performance may be considered low, even though the objective was met. Performance is a relative term. Performance levels are more meaningful when compared to past performance, or the performance of others within and/or outside the organization.

The Total Person Approach

The total person approach realizes that an organization employs the whole person, not just his or her job skills. We all play many roles throughout our lives, indeed, throughout each day. A worker, therefore, is more than just a worker, but is also a mother, a den leader, a jogger, a student, and a union steward. A person at work has not completely discarded all other roles to be a worker only; an employee's off-the-job life often affects his or her job performance. Thus, if an employee is having a bad day, or period, it may not have anything to do with the job, but with another life role.

Goal of Human Relations

The goal of human relations is to satisfy employee needs while achieving organizational objectives. For the organization to be successful at meeting its objectives, it must help its employees satisfy their own needs. It is the employees who achieve the organizational objectives; their human relations are critical to the organization. For example, Michael, an employee, has a need for a set rate of pay, but if he feels he is not paid what he is worth he may not perform at high levels, which can result in the organization not meeting its objectives. Also, Stacey has a college degree in education; however, she cannot find a teaching position so she takes a job as a typist, which she finds boring. Because Stacey's need for job satisfaction is not met, she makes many careless errors and is a low performer. Stacey has been caught making telephone calls to schools on company time. Because Stacey's needs are not being met, she is not helping the organization meet its objectives. She is not working to her full capability. However, if Stacey gets a teaching job, it will probably meet her needs, and she will be a higher performer at helping meet the school's objectives.

Organizations like People Express, Hewlett-Packard, and IBM view employees at total people. For example, many organizations have employees with young children who are often tardy or absent due to problems of finding reliable day care. Rather than get tough and discipline these people, organizations like Hoffman-La Roche operate an extensive child-care program.

Also, many organizations realize that employees' physical fitness and nutrition affect their job performance. The Shawmut-Merchants Bank placed bottles of vitamins on cafeteria tables for employees to take. Friendly Ice Cream and Kimberly-Clark Corporation offer free aerobic exercise classes. Adolph Coors Company spent \$600,000 on a "wellness center" offering group exercise and clinics devoted to nutrition, stress management, and control of drinking, smoking, and weight.

The three major forms of human relations include individual, group, and organizational. In other words, we can analyze behavior and human relations between individuals, groups, or organizations as a whole. Within these three

forms of human relations we can encounter human relations problems that need to be resolved.

Handling Human Relations Problems

In any organization there are bound to be times when you disagree with other employees. You may be assigned to work with a person that you do not like. When you encounter these human relations problems you have to decide whether to avoid resolving the problem or to confront the person to solve it. In most cases it is advisable to solve human relations problems rather than ignore them. Problems usually get worse rather than solve themselves. When you decide to resolve a human relations problem you have at least three alternatives:

1. Change the other person. Whenever there is a human relations problem it is easy to blame the other party, and expect them to make the necessary changes in their behavior to meet our expectations. In reality, few human relations problems can be blamed entirely on one party. Both parties usually contribute to the human relations problem. Blaming the other party without taking the responsibility usually results in resentment and defensive behavior. The more we force people to change to meet our expectations, the more difficult it is to maintain effective human relations.

2. Change the situation. If you have a problem getting along with the person or people you work with you can try to change the situation by working with another person or other people. You may tell your boss you cannot work with so and so because of a personality conflict, and ask for a change in jobs. There are cases where this is the only solution; however, when we go to complain to our boss, the boss often figures that we are the problem, not the other party. Blaming the other party and trying to change the situation enables us to ignore our behavior, which may be the actual cause of the problem.

3. Change yourself. In many situations, your own behavior is the only thing you can control. In most human relations problems the best alternative is to examine the other party's behavior and try to understand why they are doing and saying the things they are; then examine our own behavior to determine why we are behaving the way we are. In most cases the logical choice is to change our behavior. We are not saying to simply do what other people request. In fact, you should be assertive. We are not being forced to change; rather, we are changing our behavior because we elect to do so. When we change our behavior the other party may also change.

II. Words to be remembered

- interaction – взаимодействие
- guardian – опекун
- acceptable – приемлемый
- unacceptable – неприемлемый

- behavio(u)r – поведение
- affect – влиять
- extent – степень
- objective – цель
- measure – измерять
- concept – понятие
- relative – зд.: относительный
- approach – подход
- therefore – следовательно, поэтому
- assign – назначать, давать задание
- encounter – встречать, сталкиваться
- blame – обвинять
- contribute to – способствовать
- resentment – обида
- maintain – поддерживать, сохранять
- get along with – ладить с
- complain – жаловаться
- enable – позволять, давать возможность
- actual cause – фактическая причина
- determine – решать, определять
- request – просьба

III. Give Russian equivalents to the following words or expressions

- interaction among people
- guardian
- peer pressure
- illegal drugs
- to come into contact
- church
- health club
- to enter an organization
- performance
- expectation
- widget
- at the expected level
- continuum
- ranked
- to hold true
- for a set period
- consistently
- meaningful

- approach
- job skills
- a den leader
- to discard
- off-the-job life
- achieving
- boring
- careless error
- a low performer
- to smb’s full capability
- tardy
- reliable day care
- to get tough
- physical fitness
- need to be resolved
- there are bound to be items
- you may be assigned
- to confront
- it is advisable
- to get worse
- whenever
- resentment
- defensive behavior
- to get along with
- because of a personality conflict
- to figure
- actual cause

IV. Give English equivalents to the following words or expressions

- приемлемый, допустимый
- неприемлемый, недопустимый
- поведение
- заводить друзей
- с другой стороны
- регулярно, на регулярной основе
- степень, в которой...
- цели, устремления
- однако, тем не менее
- измеряться
- весь, целый
- прибыль
- классифицировать, систематизировать

- зависеть от
- относительное понятие
- в сравнении с
- на протяжении всей жизни
- на самом деле, действительно
- поэтому, следовательно
- таким образом
- не иметь ничего общего с
- удовлетворять потребности работника
- важный, насущный
- стоить, оцениваться
- на высоком уровне
- привести к, иметь следствием
- далеко идущий, обширный, всесторонний
- бесплатные занятия по аэробике
- посвященный, направленный на
- вес
- не соглашаться, иметь разногласия
- в большинстве случаев
- винить другую сторону
- на самом деле, действительно
- чем более... тем более...
- решение (проблемы)
- давать возможность, позволять

V. Answer the questions

1. How can you explain the phrase “human relations”?
2. Give the definition of the word “behavior”.
3. How can peer pressure affect behavior?
4. What is an organization?
5. What examples of an organization can you give?
6. Explain the word “performance”.
7. What roles do we play throughout our lives?
8. What is the goal of human relations?
9. Which organizations view employees as total people (give examples)?
10. What do the three forms of human relations include?
11. What 3 alternatives to resolve problems at work do you know?
12. Can you blame human relation problems entirely on one party?
13. What can you do if you don't get along with your colleague?
14. What may happen if we go to complain to our boss?
15. What is the best alternative in most human relations problems?

VI. Read the following dialog. Answer the questions after the dialog, giving your answers in the space between questions

SUSAN: Peter, I called you in here to complain about your performance. What do you have to say about it?

PETER: I've only worked here for a short period of time. I really do not know how to do my job well yet, or your expectations.

SUSAN: That's no excuse. If you didn't know how to do the job well, you should have come to me for help.

PETER: You never trained me. And I have come to you for help, but you're always too busy to help me.

SUSAN: You're like the rest of the department; you don't care about doing a good job. Get back to work and shape up or ship out. I'm going to report you to my boss.

Susan goes to her boss, Tim.

SUSAN: Tim, as my boss, I want you to talk to my employee Peter. He's doing a poor job.

TIM: Have you tried to resolve this yourself?

SUSAN: Of course, I have.

TIM: This isn't first problem you have had with employees.

SUSAN: It's not my fault. Peter and the others do not want to do a good job.

TIM: Let me think about it. I'll get back to you later this afternoon.

SUSAN: Thanks. See you later. I'm going to lunch.

Susan goes to the lunchroom.

SUSAN: Hi, guys. You know I wouldn't miss our Wednesday supervisor. I have a lazy worker, who will not produce, and I go to the boss and he is not supportive of me. Sometimes I wonder if it's worth the aggravation.

1) Human relations _____ the major cause of the problem with Susan and Peter.

- a. is
- b. is not

2) Susan's human relations skills should be assessed as _____.

- a. low
- b. high

3) Susan, Peter and Tim _____ a part of an organization.

- a. are
- b. are not

4) Susan _____ effective in explaining Peter's performance problem.

- a. was
- b. was not

5) Susan _____ meeting the goal of human relations.

- a. is
- b. is not

- 6) The form of human relations in this case is_____
- individual
 - group
 - organizational
- 7) At this point Susan _____ have brought the problem to Tim.
- should
 - should not
- 8) Susan was_____ to communication and human relations with Tim.
- open
 - closed
- 9) Later that afternoon Tim should_____.
- reprimand Peter
 - talk to Peter and tell him not to worry about it
 - bring Susan and Peter together to resolve the problem
 - tell Susan to handle the problem herself
 - fire Susan
- 10) Tim _____work with Susan to develop her human relations skills.
- should
 - should not
- 11) Assume you are in Susan’s position. How would you prevent and eliminate this problem?

VII. Read the text, using the Word List below. Answer these questions before reading the text

- Do you agree that people are changeable?
- External environment makes an important contribution to what we learn and how we behave. Do you share this opinion?
- What are the ways we learn in organization? Are there ways to facilitate the process?

Through much of his college career and graduate school, Alan Daily was known as a conscientious and personable young man. He worked hard to get his master’s degree in urban planning. Upon graduation he took a job with the Department of Housing and Urban Development as a technical analyst. He was excited about the job and looked forward to being involved with the policy issues focusing on urban housing.

Because of his rather easy social manner, Alan fit in on the job immediately. He made friends with everyone and was soon considered to be “one of the group”. Most of his four or five professional peers had similar training and similar interests, so Alan enjoyed his interactions with the immensely. One of the times he liked best was the lunch break. Almost everyone went outside to one of the nearby restaurants a bag lunch in graduate school or

eating at the university cafeteria, so eating at the university cafeteria, so eating out every day was a real treat.

Alan noticed that almost everyone had an alcoholic drink before lunch, sometimes two. At first he declined to have a drink, but eventually he decided to join in. He had had drinks before – plenty when he was in college – but drinking at lunch was new. However, he soon found that the drink seemed to make the lunch hour just a little bit more pleasant, and it didn't seem to disturb his effectiveness on the job. In fact, it seemed to relax him a little.

Over the next few years the newness of the job began to wear off. Alan was less excited about what he did – much of the job turned out to be paper pushing, and he felt that most decisions were being made based on political issues rather than technical knowledge. He began to look forward more and more to lunch and his two drinks beforehand. He also had a drink – sometimes two – before dinner. When he came home, he wanted to forget about the job, alcohol seemed to help.

Before long, Alan knew he had a problem. He was drinking too much. He was ineffective most of the afternoon, and he found himself coming in late and then leaving early for lunch (“I’ll go get a table.”) He decided to seek out professional help.

One group in town was well known for its work with people with drinking problem, so he signed up for a set of sessions designed to stop someone from drinking. At the first session, Alan was placed in a room that was very similar to a restaurant or tavern. There was a bar with other people, the lights were low, and there were plenty of tables and chairs. Alan was asked to order a drink and he did – a dry double martini on the rocks with lots of olives. The drinks had slightly funny taste, and after he finished it he felt violently ill. He ran to the nearest bathroom and threw up. Once again he was told to have a drink; again he threw up, and he was allowed to go home.

The sessions continued this way, and Alan soon found that the thought of a drink was very aversive. Every time he thought of alcohol he thought about being sick. His discussions with the medical director of the program confirmed his beliefs about what was happening – they were drugging his drinks to make him sick. He was told that in some cases of early alcohol dependency this sort of treatment could be effective. Alan was convinced. Just the thought of a bar and a drink made him ill. He started bringing his lunch to work and, although he missed the lively discussions at lunchtime, he felt he had learned a valuable lesson about himself.

Word List:

- conscientious – добросовестный; сознательный; честный
- personable – красивый; представительный
- urban planning – городское планирование

- easy social manner – общительность
- fit in on the job – легко войти в рабочий коллектив
- professional peers – сослуживцы
- treat – зд.: удовольствие, наслаждение
- decline – отвергать, отказываться
- eventually – в конечном итоге
- to disturb effectiveness on the job – мешать выполнению рабочих

обязанностей

- wear off – изнашиваться, исчезать
- paper pushing – перекалывание бумаг
- before long – в скором времени
- to seek out professional help – отправиться за помощью к специа-

листу

- on the rocks – со льдом
- funny taste – странный, необычный вкус
- aversive – отвратительный
- drug – зд.: подмешивать лекарство
- alcoholic dependency – алкогольная зависимость

VIII. a) Read the text again. Fill in the missing words in the sentences below. Fill in the missing words in the sentences below

1. One group in town was well known for its work with people with a problem, so he for a set of sessions to stop someone from drinking

2. At the first session, Alan was placed in a room that was very to a restaurant or

3. The drink had a funny taste, and after he finished it he felt ill.

4. His sessions continued this, and Alan soon found that the thought of a drink was very

5. His discussions with the medical director of the program his about what was happening-they were his drinks to make him

6. His felt that most decisions were being made on political rather than

b) Translate the sentences from Russian into English

1. Алан был известен как добросовестный и представительный молодой человек.

2. Поскольку Алан был легким в общении человеком, он сразу же вписался в рабочий коллектив.

3. Ещё учась в аспирантуре, Алан привык приносить ланч с собой или есть в университетском кафетерии, поэтому обед в ресторане каждый день был для него большим удовольствием.

4. Сначала он отказывался выпить, но в конечном итоге решил присоединиться.

5. Казалось, это не делало его работу менее эффективной.

6. В течение следующих нескольких лет новизна работы начала проходить.

7. Вскоре Алан понял, что у него проблема.

8. Он решил обратиться за профессиональной помощью.

IX. Read the article and say what you have learned about human relations and performance on the job. Use the Word List below

Americans used to be known as the world's best salespersons. Recently, it has become difficult in most stores to encounter that quality of salesmanship, if you can even find a salesperson.

A few years back, I made up my mind I wouldn't buy anything I didn't urgently need unless a salesperson was convincingly persuasive. As a result of this self-imposed discipline, I saved \$46,734.

Want to know a few things I didn't buy? An automobile, for one. I called a dealer I knew and inquired whether his new models had arrived. "Yes," he said. "How are they?" I asked. "Fine", he replied. I said "Thank you." He made no suggestion of having a salesperson drive me around the block or of lending me one of his salespersons. So, I didn't buy a car.

I visited a luggage shop in search of some lightweight luggage. A salesperson started to show me some pieces when he was summoned to the telephone. He came back and embarked on the merits of his product when the phone rang again. I waved good-bye to him. He knew me, but he never called to apologize for his poor service. That night when the manager asked what sort of day he had, he probably replied, "There weren't many buyers, today; only lookers." I don't blame him, but I do fault his management, which had not emphasized that the customer at hand takes precedence over the one on the phone.

The advertisements of the new thin watches impressed me, but since I had a perfectly good 25-years-old watch, I was looking for some compelling reason to junk it and buy a new one. When I asked jewelry salesperson why I should buy it, he looked around and finally said, "It's newer." That I knew, but that wasn't sufficient reason to make a purchase.

The volume of lost business to retailers and industry as a whole is appalling. Some merchandise can be sold without a salesperson, but many products require an introduction and presentation. If stores are dedicated to self-service, then it is incumbent on them to organize displays and stocking for easy shopping, but if they profess to supply service, then they must pro-

vide adequate, well-versed sales assistants. Otherwise, they should resort to vending machines, which are more efficient and less costly than humans who don't know their stock or why it's worth buying.

Stores and sales staffs have been spoiled by years of easy selling. During the depression, I learned that the best way to sell anything was to encourage the prospective customer to feel the article while I discussed the benefits received from it. We treated every prospect as though we wouldn't see another all day. And, some days, we didn't.

Word List

Salesperson	–	продавец
Encounter	–	встретить, столкнуться
Salesmanship	–	1. умение торговать; 2. умение заинтересовать, преподнести материал
Make up one's mind	–	решить (ся)
Convincingly persuasive	–	очень убедительный
Car dealer	–	продавец автомобилей
Inquire	–	спрашивать
Block	–	квартал
Call back	–	перезвонить
Summon	–	вызывать
Embark on	–	1. браться за что-либо; 2. начинать дело.
Merits	–	достоинства
Blame; fault	–	обвинять
Emphasize	–	1. подчёркивать; 2. обращать внимание
Customer at hand	–	клиент, который рядом
Precedence	–	1. старшинство; 2. первенство; 3. более высокое положение.
Compelling reason	–	веская причина
Junk	–	выбросить
Sufficient reason	–	достаточная причина
Volume	–	1. объём; 2. количество
Retailer	–	розничный продавец
Appalling	–	ужасающий
Merchandise	–	товар, покупка
Incumbent	–	неудобный, громоздкий
Display	–	выставка, показ
Stocking	–	хранение, складирование

Profess	–	зд.: претендовать на
Well-versed	–	опытный, сведущий
Resort to	–	прибегать к
Vending machine	–	торговый автомобиль
Efficient	–	эффективный
Costly	–	дорогой
Stock	–	1. инвентарь; 2. склад; 3. товары на складе
Sales staff	–	сотрудники, работники
Spoil	–	портить
The depression	–	период «Великой депрессии» (30-е годы в Америке)
Encourage	–	1. поощрять; 2. способствовать; 3. побуждать
Feel	–	зд.: потрогать
Article	–	зд.: товар, предмет

X. Translate the following sentences from Russian into English, using words and expressions from the text

1. Раньше он *был известен* как один из лучших продавцов. Он был очень *убедителен* (*умел убеждать*), вежлив и энергичен.

2. Она обещала, что *перезвонит* мне, но *так и не* перезвонила. Она даже не *извинилась* за то, что не сдержала обещание (to keep one's promise).

3. Вам не следовало *прибегать к* таким методам *убеждения* клиента. То, что вы сделали *ужасно*. Клиент сказал, что никогда не *сталкивался* с таким *плохим обслуживанием*.

4. – Он, должно быть, имел *веские* основания, чтобы отказать вам. Он спрашивал вас, есть ли у вас *опыт продавца*?

– Да. Он также спросил, кто важнее: *клиент, который рядом*, или тот, *который звонит по телефону*.

5. Вы уже *решили*, что собираетесь покупать? Конечно, *покупки* такого рода *требуют* размышления. Но меня может *вызвать* к телефону мой начальник. Было бы хорошо, если бы вы всё решили (to have everything settled) до того как он позвонит.

6. Экономика России всё ещё *громоздка* (*неповоротлива*) по сравнению с экономикой США. Но если мы *претендуем на* то, чтобы стать процветающей страной, мы должны быть готовы к тому, что впереди нас ждёт много трудных задач.

7. Он приступил к расхваливанию достоинств своего товара. Затем его прервали. Когда он вернулся, клиент уже ушёл. Если бы клиента предупредили, что продавец скоро вернётся, может быть, он бы не ушёл.

8. Он всегда нанимал *опытных (сведущих)* продавцов. Они легко могут объяснить, почему их товар стоит купить, *поощряют (позволяют)* потенциальных покупателей потрогать товар, дают разумные объяснения.

XI. Work in pairs. One of you is A, another is B. Each of you translates the Russian part of the dialog into English and then checks the correctness of the partner's translation

A

На часах 9:30 утра и Джейн Грин, которую недавно приняли на работу машинисткой в "ТА", еще не приехала в офис. Ее куратор – Энн, личный секретарь Тома Джонса. Звонит телефон...

Jane: HeПо, Ann? I hope I'm not disturbing you.

Ann: Джейн, я рада, что ты позвонила. Где ты? Что случилось?

Jane: I wanted to know if I could have to day and tomorrow off.

Ann: В чем проблема? Ты заболела?

Jane: Well, as a matter of fact, I really don't feel very well today. I was out pretty late last night.

Ann: И ты собираешься не ходить на работу два дня? Ты уверена, что не сможешь прийти завтра?

Jane: Well, tomorrow some friends from out of town are going backpacking, and they asked me to go along.

Ann: Я тебя не понимаю, Джейн. О таких вещах нужно договариваться заранее.

Jane: Yes, I know but...

Ann: Также я уже давно хочу поговорить с тобой о качестве некоторых работ, которые ты сдаешь в последнее время. Сейчас у меня в руках директива, которую ты напечатала для мистера Джонса. В ней множество опечаток и прочих недочетов. И это уже не первый случай.

Jane: Yes? I know the memo you mean. I was really rushing to finish it. That was the day before yesterday. I had to leave a little earlier to pick up my car at the repair shop.

Ann: Хорошо, Джейн. Я разрешу тебе сделать то, что ты запланировала, в этот последний раз. Но нам предстоит серьезный разговор.

Jane: O.K. Thanks, Ann. I really appreciate it.

Ann: Мы ожидаем, что ты будешь на работе в среду с самого утра.

Jane: I promise. Nine o'clock on the dot!

B

It's 9:30 in the morning and Jane Green, who was recently hired as a typist at TA, hasn't arrived at the office yet. Her supervisor is Ann, Tom Jones' private secretary. The phone rings...

Jane: Алло, Энн? Надеюсь, я вас не побеспокоила.

Ann: Jane, I'm glad you called. Where are you? What happened!?

Jane: Я хотела узнать, нельзя ли мне взять выходной сегодня и завтра.

Ann: What's wrong? Are you sick?

Jane: Ну, вообще-то я себя не очень хорошо чувствую сегодня. Вчера я гуляла допоздна.

Ann: And you're going to be out two days? You're sure you can't make it in tomorrow?

Jane: Ну, завтра несколько моих друзей за городом идут в поход, и они попросили меня пойти с ними.

Ann: I really don't understand, Jane. This is something that should have been arranged ahead of time.

Jane: Да, я знаю, но...

Ann: Also, I've been meaning to talk to you about the quality of some of the work you've been turning in lately/ I'm holding a memo here in front of me that you did for Mr. Джонс. It's full of typos and other problems. And this isn't the first one.

Jane: Да, я знаю, о какой директиве вы говорите. Я очень хотела поскорее ее закончить. Это было позавчера. Мне нужно было уйти немного пораньше, чтобы забрать свою машину из ремонта.

Ann: All right, Jane. I'm going to let you go ahead with your plans this one last time. But we're going to have a serious talk.

Jane: Хорошо. Спасибо, Энн. Я очень вам признательна.

Ann: We'll expect you in first thing Wednesday morning.

Jane: Я обещаю. Ровно в девять!

XII. Answer the following questions

1. In your own words, state why human relations skills are important to you. How will they help you in your career?

2. From your human relations abilities and skills self- assessment, write out your five objectives.

3. Give two specific examples of when you experience human relations- one in a positive way, the other in a negative way. Also identify the forms of both human relations.

4. Give two specific examples of how human relations affected your performance- one in a positive way, the other in a negative way. Be sure to be specific in explaining the affects of human relations.

5. Give an example, personal if possible, of when the goal of human relations was met. Explain how the individual's needs were met and organizational objectives achieved.

6. Give a specific example of a human relations problem in which you elected to change yourself, rather than the other person or situation. Be sure to identify your changed behavior.

7. Give a specific example, personal if possible, that supports the total person approach. Explain how an individual's job performance was decreased due to off-the-job problems.

Unit V

MOTIVATION

I. Read the text

The Importance of Motivation

Motivation is the internal process leading to behavior to satisfy needs. Have you ever wondered why people do the things they do? The primary reason people do the things they do is to meet their needs. We often refer to needs as wants. The process people go through to meet their needs is:

Need → Motive → Behavior → Satisfaction or Dissatisfaction

For example, you are thirsty (need) and have a drive (motive) to get a drink. You get a drink (behavior) that quenches (satisfaction) your thirst. However, if you could not get a drink, or a drink of what you really wanted, you would be dissatisfied. When needs are not met through an organization, employees are dissatisfied and are generally less productive.

Satisfaction is usually short-lived. Getting that drink satisfied you, but it will not be too long before you will need another drink.

All behavior is motivated by some need. However, needs and motives are complex: we don't always know what our needs are or why we do the things we do. Have you ever done something and not known why you did it? Understanding needs will help you understand behavior.

We cannot observe motives; we can observe behavior and infer what the person's motive is. However, it is not easy to know why a person behaved the way he or she did because people do the same thing for different reasons. And people often attempt to satisfy several needs at once.

Why Motivating Employees Is Important

Some of the many reasons include:

- Motivation is the number one problem facing business today. Today's employees have less interest in extra hours, job dedication, attendance, and punctuality.
- \$160 billion a year is lost through wasted time on the job. This figure does not include the cost of absenteeism, alcoholism and drug abuse, or personal problems. Many employees just do enough to get by without being fired. They operate at about 60 percent efficiency. With proper motivation their efficiency could be raised to 80 percent or higher.
- The old belief was that if you paid people adequately they would be motivated. However, today we realize that people don't work just for money. Money is not the prime motivator; job satisfaction is.
- Motivation is a major part of a manager's job. Motivational skills with subordinates is critical for advancement.

How Motivation Affects Performance

Generally, an employee who is motivated will try harder to do a good job than one who is not motivated. However, performance is not simply based on motivation. The level of performance attained is determined by three interdependent factors: ability, motivation, and resources. Stated as a **performance formula**:

$$\text{performance} = \text{ability} \times \text{motivation} \times \text{resources.}$$

For performance levels to be high, all three factors must be high. If any one is low or missing, the performance level will be adversely affected. For example, Nick, a student, wants to get an “A” on an exam (high performance). He has the books, notes, etc. (resources), and studies long and hard (motivation). However, Nick is low in academic ability and does not get the “A.” Susan, a very intelligent student, has the books, but does not study (low motivation), and does not get an “A” either. Peter, an intelligent, motivated student, has an outdated edition of the book, with material missing. There are several questions from the new material on the exam, **causing** him to get a “B.” Angela has all three factors and gets the “A.”

As an employee and manager, if you want to attain high levels of performance, you must be sure that you and your employees have the ability, motivation, and resources to meet objectives. When performance is not at the standard level or above, you must determine which performance factor needs to be improved, and improve it. The key to high performance is the goal of human relations – satisfy employee needs while achieving organizational objectives. Meeting the needs of both the individual and the organization addresses the issue of “What’s in it for me?” Both the individual and the organization benefit.

Motivation Techniques

Giving Praise

In the 1940s, Lawrence Lindahl conducted a survey revealing that what employees want most from a job is full appreciation for work done. Similar studies have been performed over the years with little change in the results. As has been known for many years, one simple and powerful way to increase productivity is through giving praise and recognition. It is probably the most powerful, simplest, and most underused motivational technique there is. When was the last time your boss gave you a “thank you”, or some praise for a job well done? When was the last time the boss complained about your work? What is the ratio of when you do a good job to when you mess up? Is your boss’s praise frequent enough?

Giving praise was popularized by Ken Blanchard and Spencer Johnson through their best selling book *The One-Minute Manager*. They developed a technique that involved giving one-minute feedback of praise. The steps in

giving praise are as follows: Step 1. Tell the person exactly what was done correctly; Step 2. Tell the person why the behavior is important; Step 3. Stop for a moment of silence; Step 4. Encourage repeat performance. Blanchard calls it one-minute praise because it should not take more than one minute to give the praise. It is not necessary for the employee to say anything.

Examples:

Step 1. Tell the Person Exactly What Was Done Correctly: When giving praise it is important to look the person in the eye. Eye contact shows sincerity and concern. It is important to be very specific and descriptive. General statements like “you’re a good worker” are not as effective. But, on the other hand, don’t talk for too long, or the praise loses its effectiveness.

Supervisor: John, I just overheard you deal with that customer’s complaint. You did an excellent job of keeping your cool; you were polite. That person came in angry and left happy.

Step 2. Tell the Person Why the Behavior is Important: Briefly state how the organization, and/or person, benefits from the action. It is also helpful to tell the employee how you feel about the behavior. Be specific and descriptive.

Supervisor: Without customers we don’t have a business. One customer bad-mouthing us can cause hundreds of dollars in lost sales. It really made me proud to see you handle that tough situation the way you did.

Step 3. Stop for a Moment of Silence: This is a tough one. Most supervisors author trains have trouble being silent. The rationale for the silence is to give the employee the chance to “feel” the impact of the praise. It’s like “the pause that refreshes.”

Supervisor: (Silently counts to five.)

Step 4. Encourage Repeat Performance: This is the reinforcement that motivates the employee to keep up performance. Blanchard recommends touching the employee. Touching has a powerful impact. However, he recommends it only if both parties feel comfortable. Others say don’t touch employees; it could lead to a sexual harassment charge.

Supervisor: Thanks, John, keep up the good work (while touching John on the shoulder, or shaking hands).

As you can see, giving praise is easy, and it doesn’t cost a penny. Several supervisors the author has trained to give praise say it works wonders. It’s a much better motivator than giving a raise or other monetary reward. One supervisor stated that an employee was taking his time stacking cans on a display. He gave the employee praise for stacking the cans so straight. The employee was so pleased with the praise that the display went up with about a 100 percent increase in productivity. Notice that the supervisor looked for the positive and used positive reinforcement, rather than punishment. The supervisor could have made a comment such as, “Quit goofing off and get the display up faster.” That statement would not have motivated the employee to increase productivity. All it would have done was hurt human relations, and

could have ended in an argument. Notice that, in the above supervisor's example, the cans were straight. The employee was not praised for the slow work pace. However, if the praise had not worked, the supervisor should have used another reinforcement method.

II. Words to be remembered

- internal – внутренний
- primary – первостепенный, главный
- refer to – ссылаться на
- need – потребность
- complex – сложный
- extra hours – дополнительные часы работы
- attendance – посещаемость, явка
- fire – уволить
- job satisfaction – удовлетворение от работы
- to be missing – не хватать, отсутствовать
- outdated – устаревший
- determine – определять, решать
- conduct a survey – проводить исследование
- praise – похвала, поощрение
- recognition – признание
- complain – жаловаться
- encourage – поощрять, ободрять
- on the one hand – с одной стороны
- on the other hand – с другой стороны
- overhear – подслушать, услышать
- keep one's cool – сохранять спокойствие
- briefly – кратко
- specific – подробный, конкретный
- handle – справляться с, обращаться с
- tough – трудный
- charge – обвинение
- work wonders – творить чудеса
- give a raise – поднимать зарплату
- punishment – наказание
- slow work pace – медленный темп работы

III. Give Russian equivalents to the following words and expressions

- to have a drive to –
- to quench –

- to be dissatisfied –
- less productive –
- short-lived –
- to observe motives –
- to infer –
- extra hours –
- attendance –
- absenteeism –
- drug abuse –
- to do enough to get by without being fired –
- efficiency –
- subordinates –
- the level of performance attained –
- adversely –
- academic ability –
- to attain high levels of performance –
- issue –
- revealing –
- full appreciation for work done –
- over the years –
- to increase productivity –
- through giving praise and recognition –
- most underused motivational technique –
- ratio –
- to mess up –
- feedback –
- eye contact –
- sincerity –
- concern –
- descriptive –
- general statement –
- to keep one’s cool –
- to bad-mouth –
- lost sales –
- to have trouble being silent –
- rationale –
- the pause that refreshes –
- reinforcement –
- to keep up performance –
- sexual harassment charge –
- monetary reward –
- to stack cans –
- rather than –

- to goof off –
- to hurt human relations –

IV. Translate the following expressions from Russian into English

- главная (первостепенная) причина –
- удовлетворять потребности –
- ссылаться на –
- сложный, запутанный –
- пытаться удовлетворить несколько потребностей –
- первоочередная проблема, стоящая перед бизнесом –
- пунктуальность –
- в достаточной мере, соразмерно –
- навыки –
- способности, мотивация и ресурсы –
- устаревшее издание книги –
- служить причиной –
- подобные исследования –
- с малым изменением результатов –
- за хорошо выполненную работу –
- частый –
- разработать методику –
- посмотреть кому-либо в глаза –
- с другой стороны –
- терять эффективность –
- рассматривать жалобу клиента –
- кратко –
- получать пользу (выигрывать) от –
- полезно –
- разрешать трудную ситуацию –
- влияние похвалы –
- считать до пяти –
- продолжать хорошо работать –
- плечо –
- не стоит ни цента –
- делать замечание –
- прекращать –
- заканчиваться спором –

V. Answer the questions

1. What is motivation?
2. Why do people do the things they do?
3. What happens when needs are not met through an organization?
4. Is satisfaction usually long-lived?

5. What is all behavior motivated by?
6. Can we observe motives?
7. What was the old belief about paying people?
8. What is critical for advancement?
9. What factors determine the level of performance?
10. What is the key to high performance?
11. What survey did Lindahl conduct in the 1940-s?
12. What is the simple way to increase productivity?
13. What do you know about the book *One-Minute Manager*?
14. What do some supervisors think about the book?
15. What example did one of the supervisors give?

VI. Read the text describing criteria for objectives. Insert the missing words, using the table below

Criteria for Objectives

- Difficult but A number of studies have shown that individuals perform better when assigned difficult objectives, rather than..... ones, or simply told “do you best ”. To motivate people to high levels of....., objectives must be challenging. However, if people do not believe that the objectives are..... they will not be motivated to work for their.....

- Observable and measurable. If people are to achieve objectives they must be able to observe and their progress regularly. Studies have shown that individuals perform better when their performance is measured and.....

- Specific, with a target date. Employees must know exactly what is expected of them, and when it is expected to be completed by, to be motivated. Should be given specific objectives with..... However, there are objectives that do not require or lend themselves to target dates. For example, the objectives in the skill-building exercises do not list a

- Participatively set when possible. Groups that participate in setting their objectives generally outperform groups with assigned..... Supervisors should use the appropriate level of participation for the employees’ capabilities. The higher, the higher the level of participation.

- Accepted. For objectives to be met they must be accepted by those responsible for their attainment. Even meeting the above four..... Without acceptance can lead to..... If employees are not committed to strive for the objective they may not meet it. Using participation helps get employees to accept objectives.

the capabilities criteria failure objectives measure
evaluated employees a target date achievable easy
performance accomplishment deadlines

VII. Read the story, using the Word List below. Think of your own example, showing how motivation can affect performance

Jessie's Glove

A kind and compassionate act is often its own reward

William J. Bennett

I do a lot of management training each year for the Circle K Corporation, a national chain of convenience stores. Among the topics we address in our seminars is the retention of quality employees – a real challenge to managers when you consider the pay scale in the service industry. During these discussions, I ask the participants, “What has caused you to stay long enough to become a manager?” Some time back a new manager took the question and slowly, with her voice almost breaking, said, “It was a \$19 baseball glove.”

Cynthia told the group that she originally took a Circle K clerk job as a interim position while she looked for something better. On her second or third day behind the counter, she received a phone call from her nine-year-old son, Jessie. He needed a baseball glove for Little League. She explained that as a single mother, money was very tight, and her first check would have to go for paying bills. Perhaps she could buy his baseball glove with her second or third check.

When Cynthia arrived for work the next morning, Patricia, the store manager, asked her to come to the small room in back of the store that served as an office. Cynthia wondered if she had done something wrong or left some part of her job incomplete from the day before. She was concerned and confused.

Patricia handed her a box. “I overheard you talking to your son yesterday,” she said, “and I know that it is hard to explain things to kids. This is a baseball glove for Jessie because he may not understand how important he is, even though you have to pay bills before you can buy gloves. You know we can't pay good people like you as much as we would like to; but we do care, and I want you to know you are important to us.”

The thoughtfulness, empathy and love of this convenience store manager demonstrates vividly that people remember more how much an employer cares than how much the employer pays. An important lesson for the price of a Little League baseball glove.

Rick Phillips

Word List

- Convenience store – магазин, где можно купить еду, спиртные напитки, журналы и т.д.
- Retention – удержание

Quality employee	–	ценный, опытный сотрудник
A real challenge	–	по настоящему трудная задача
Pay scale	–	уровень оплаты
Participants	–	участники
Interim	–	временный, предварительный, промежуточный
Behind the counter	–	за прилавком
Incomplete	–	незаконченный, незавершенный
Be confused	–	быть в замешательстве
Overhear (overheard)	–	подслушать
Thoughtfulness	–	сочувствие. Сопереживание, умение поставить себя на место другого
Vividly	–	наглядно, ярко

VIII. Read the story, using the Word List below. Discuss with your partner, what motivation for such job performance the cab driver had

A Million-Dollar Lesson

All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence

Martin Luther King Jr.

I had flown into Dallas for the sole purpose of calling on one client. Time was of the essence, and my plan included a quick turnaround trip from and back to the airport. A spotless cab pulled up. The driver rushed to open the passenger door for me and made sure I was comfortably seated before he closed it. As he got into the driver's seat, he mentioned that the neatly folded Wall Street Journal next to me was for my use. He then showed me several tapes and asked me what type of music I would enjoy. Well! I looked around to see if I was on Candid Camera. Wouldn't you? I couldn't believe the service receiving. "Obviously you take great pride in your work," I said to the driver. "You must have a story to tell."

He did. "I used to be in Corporate America," he began. "But I got tired of thinking my best would never be good enough, or appreciated enough. I decided to find my niche in life where I could feel proud of being the best I could be. I knew I would never be a rocket scientist, but I love driving cars, being of service, and feeling like I have done a full day's work and done it well."

After evaluating his personal assets, he decided to become a cab driver. "Not just a regular taxi hack," he continued, "but a professional cab driver."

One thing I know for sure, to be good in my business I could simply just meet the expectations of my passengers. But to be great in my business, I'd have to exceed the customer's expectations. I like the sound of being 'great' better than just getting by on average."

Did I tip him big time? You bet. Corporate America's loss is the traveling folks gain!

Peter Parker

Word List

Time was of the essence –	время играло очень важную роль
Turnaround trip –	поездка туда и обратно
Spotless –	безупречно чистый
Pull up –	останавливаться, подождать
Rush –	ринуться, броситься
Make sure –	убедиться
Neatly folded –	аккуратно сложенный
Be on Candid Camera –	сниматься в передаче «Скрытая камера»
Take great pride in –	очень гордится
Niche –	ниша, работа (дело), подходящая
Personal assets –	именно для определённого человека
Hack –	«рабочая лошадь», человек, выполняющий тяжёлую нудную работу
Meet the expectations –	оправдать ожидания (превосходить)
Tip something big time –	дать щедрые чаевые
You bet –	ещё бы, можете не сомневаться
Traveling folks –	зд.: пассажиры

IX. The sentences below contain Active Vocabulary from the story “A Million-Dollar Lesson”. Translate the sentences into Russian. Use some of the sentences in your own situations

1. Some drivers are on a bonus for fast turnaround and deliveries.
2. Before his arrest, the suspect's record was spotless.
3. This policy is a key feature of our long-term corporate planning
4. She's found a niche for herself in the book trade.
5. I think Jack would be an asset to this department.
6. He really made it to the big time when his book was turned into a Hollywood movie.
7. On average men smoke more cigarettes than women.
8. Japanese people on average live much longer than European.
9. Fourteen months of painstaking investigation brought unexpected results.

10. The family faced their ordeal with dignity and courage.
11. Even in the prison camp we tried to retain some human dignity.
12. The dignity of the occasion was spoilt when she fell down the steps.

X. Translate the following dialog from English into Russian, using the Word List below

(In Tim Rice's office)

KEN BLACK: Mr. Rice, we've got trouble in the press room this morning.

TIM RICE: Oh dear, what's it all about, Ken?

KEN BLACK: One of the press operatives arrived an hour and a half late.

TIM RICE: But that's a straightforward affair. He simply gets his pay docked. That's why we have a clocking-in system.

KEN BLACK: But the point is the man was clocked in at eight o'clock. Symes, who stands by the time clock, swears he saw nothing irregular.

TIM RICE: Is Symes reliable?

KEN BLACK: Yes, he is. That's why we chose him for the job

TIM RICE: Have you spoken to the man who was late?

KEN BLACK: Not yet. I thought I'd have a word with you first. He's a difficult man. And I think there's some trouble on the shop floor. I've got a feeling that one of the shop stewards is behind this. The foreman told me that Jack Green's been very active around the shop the last few days.

TIM RICE: Well, what do you want me to do?

KEN BLACK: I was wondering if you'd see Smith, the man who was late, because you're so much better at handling things like this than I am.

TIM RICE: Oh, all right, I'll see him. I must say I agree with you about there being bad feeling in the works. I've had the idea for some time that Jack Green's been busy agitating in connection with the latest wage claim. He's not like the other stewards. He's always trying to make trouble. Well, I'll get the foreman to send Smith up here.

Word List

Press room –	прессовочный цех
That's a straightforward affair –	случай вполне ясный
Get one's pay docked –	вычесть из зарплаты
Clocking in system –	регистрация прихода на работу и ухода с работы
There is some trouble on the shop floor –	у них в цехе не всё благополучно
Shop steward –	цеховой староста
Foreman –	мастер
To be busy agitating –	зд.: активизировать
Wage claim –	требование повысить зарплату

XI. Translate the following dialog from Russian into English, using the word list below

Тим: А, Смит. Входите, пожалуйста. Пожалуйста, присаживайтесь. Насколько я понимаю, в вашем табеле машиной отмечено время 8 часов утра, а пришли вы на работу в 9.30.

Смит: Так оно и есть.

Тим: Вы хотите сказать, что кто-то отметил ваш табель в 8 часов утра?

Смит: Да.

Тим: Надеюсь, вы знаете, что мы можем вас за это уволить. Ведь речь идёт о том, что вы претендуете на зарплату за работу, которую вы фактически не выполняли.

Смит: Нет, я ни на что не претендую.

Тим: Тогда я ничего не понимаю.

Смит: Вчера вечером я помыл машину м-ра Уайлса после окончания моей рабочей смены.

Тим: Но это не имеет никакого отношения к делу.

Смит: За эту работу мне нужно заплатить, не так ли?

Тим: Но вам, наверняка, платят за...

Смит: За сверхурочную? Если я работаю сверхурочно, я хочу, чтобы мне за это соответственно заплатили – мои законные и плюс половину. Так полагается, разве нет?

Тим: Но такие дела решаются в частном порядке. Они не имеют никакого отношения к вашей работе в цехе. Вы говорили с м-ром Уайлсом?

Смит: А чего говорить-то. Если я час вожусь с его машиной, то имею право на дополнительную оплату за полтора часа к моей основной работе.

Тим: Видите ли, я не собираюсь обсуждать с вами такую бессмыслицу. Я считаю, что вы нарушили дисциплину. Поэтому из вашей зарплаты на этой неделе мы вычтем за полтора часа. И я должен предупредить, что если такое повторится, мы вас уволим.

Смит: Попробуйте уволить меня. Сразу же начнется забастовка.

Тим: Мне очень жаль, но таковы наши правила. Если вы их нарушаете, то должны отвечать за это; вы ведь и сами прекрасно все понимаете.

Word List

В вашем табеле машиной	your card was punched for 8
отмечено 8 утра –	o'clock this morning
Уволить –	dismiss
Речь идёт о том, что –	what it amounts to is
После окончания моей ра-	out of works time
бочей смены –	

Это не имеет никакого отношения к делу – that doesn't affect the issue
Такая бессмыслица – something so absurd
Вычитать из зарплаты – subtract from one's pay
Сразу же начнется забастовка – you'll have a walk-out on your hands
Нарушать правила – break the rules

Unit VI

LEADERSHIP

I. Read the text

Leadership

Leadership is the process of influencing employees to work toward the achievement of objectives.

Why are leadership skills important to managers?

The most fundamental task of any manager is that of being an effective leader. Failure to lead properly results in missed deadlines, poor quality, and lower productivity. Survey results have revealed that academicians and practitioners alike agree that leadership is the most important topic of all within the realm of organizational behavior. Employees learn by watching. They constantly observe the supervisor's behavior as a guide for their own behavior. The unique exchange that develops between the leader and members of the group influences behavior. Managers are responsible for getting the job done through employees. Without the ability to influence them to achieve objectives they will not be successful.

Leadership and Management Are Not the Same

People tend to use the terms manager and leader interchangeably. However, this is not correct. Managers and leaders are different. Leadership is one of the of the five management functions. The five functions include planning, organizing, staffing, leading, and controlling. A manager can have this position without being a true leader. There are managers- you may now of someone who are not leaders because they do not have the ability to influence others. They tell employees to do something, but the employees don't do it. There are also good leaders who are not managers. The information leader, an employee group member, is a case in point. You may have worked in a situation where one of your peers had more influence in the department than the manager. To summarize, management is broader in scope than leadership; leading is only one of the five management functions. There are successful managers who are not considered leaders.

How Leadership Affects Behavior, Human Relations, and Performance

There are different styles of leadership. The leader's style affects the leader's behavior. Or, in other words, the leader's style. An autocratic leader displays different behavior than a democratic leader. The human relations between leader and follower will differ according to the leadership style.

Leadership, although mediated by a host of intervening variables, does have a casual impact on performance. It is difficult to prove the direct relationship between performance and leadership because of the number of variables. For example, is IBM successful because of its present CEO, and past CEO, or because the company entered the computer business when there was

little competition? Or are there other possible reasons? Leadership has been stated as a major reason for IBM is known for developing good leaders. When a survey asked top executives to name a company that develops good leaders, 64 percent named IBM.

Research indicates that leadership can make a difference in performance, though it does not always do so. The leader's behavior can have a positive or negative impact on other's performance. Truly outstanding leaders tend to elicit highly effective performance from others. However, the number of such leaders is small. One study estimated the percentage of leaders who really make a difference in this manner to be about 15 percent in any given organization.

The Ghiselli Study

Probably the most widely publicized trait theory study was conducted by Edwin Ghiselli. Professor Ghiselli studied over 300 managers from 90 different businesses in the United States and published his result in 1971. His study concluded that there are traits important to effective leadership, though not all are necessary for success. Ghiselli identified the following six traits, in order of importance, as being significant traits for effective leadership:

1. *Supervisory ability.* Getting the job done through others. Basically, the ability to perform the five functions of management.
2. *Need for occupational achievement.* Seeking responsibility. The motivation to work hard to succeed.
3. *Intelligence.* The ability to use good judgment, reasoning and thinking capacity.
4. *Decisiveness.* The ability to solve problems and make decisions competently.
5. *Self-assurance.* Viewing oneself as capable of coping with problems. Behaving in a manner that shows others that you have self-confidence.
6. *Initiative.* Self-starting in getting the job done with a minimum of supervision from one's boss.

Basic Leadership Styles

In the 1930s, before behavioral theory became popular, Kurt Lewin, Ronald Lippitt, and Ralph White conducted studies that concentrated on the manner or style of the leader. Their studies identified three basic leadership styles:

Autocratic: The leader makes the decisions and closely supervises employees. This can be related to Theory X assumptions.

Democratic: The leader allows participation in decisions and does not closely supervise employees. This can be related to Theory Y assumptions.

Laissez-Faire: The leader takes a leave-the-employees-alone approach. This is neither Theory X nor Theory Y.

The studies concluded that the democratic style was the most desirable and productive. However, later research revealed cases in which the democratic style was not more productive. The contingency theorists contend that the appropriate style will change with the situation.

Two-Dimensional Leadership Styles

Structuring and Consideration Styles

In 1945, the Personnel Research Board of Ohio State University, under the principal direction of Ralph Stogdill, began a study to determine effective leadership styles. In the attempt to measure leadership styles, they developed an instrument known as the Leader Behavior Description Questionnaire (LBDQ). Respondents to the questionnaire perceived their leader's behavior toward them on two distinct dimensions:

1. *Initiating structure.* The extent to which the leader takes charge to plan, organize, direct, and control as the employee performs the task.
2. *Consideration.* The extent to which the leader communicates to develop trust, friendship, support, and respect.

Job-centered and Employee-Centered styles

At approximately the same time the Ohio State studies began, the University of Michigan's Survey Research Center began leadership studies under the principal direction of Rensis Likert. The research also identified two dimensions or styles of leadership behavior:

Job-centered. This is the same as initiating structure.

Employee-Centered. This is the same as consideration.

Using the Appropriate Supervisory Style

Autocratic style involves high directive/low-supportive behavior and is appropriate when interacting with low-capability employees. When interacting with employees you, as the supervisor, give very detailed instructions, describing exactly what, when, where, and how to perform the task. You also closely oversee performance. The supportive style is largely absent. Decisions are made by you without input from the employees.

Consultative style involves high directive/high-supportive behavior and is appropriate when interacting with moderate-capability employees. Here, you would give specific instructions, telling employees what, when, where, and how to perform the task, as well as overseeing performance at all major stages through completion. At the same time, you would support the employees by explaining why the task should be performed as requested and answering their questions. You should work on relationships as you "sell" the benefits of completing the task your way. When making decisions, you may consult employees, but you have the final say. Once you make the decisions,

which can incorporate employees' ideas, you direct and oversee their performance.

Participative style is characterized by low-directive/high-supportive behavior and is appropriate when interacting with employees with high-capability. When interacting with employees, you give general directions. You should spend limited time overseeing performance, letting employees do the task their way while you focus on the end result. You should support the employees by encouraging them and building up their self-confidence. If a task needs to be done, don't tell them how to do it, ask them how they will accomplish it. Make decisions together or allow employees to make the decision subject to your limitations and approval.

Laissez-faire style entails low-directive/low-supportive and is appropriate when interacting with outstanding employees. When interacting with these employees, you should merely let them know what needs to be done. Answer their questions, but provide little, if any, direction. It is not necessary to oversee performance. These employees are highly motivated and need little, if any, support. Allow these employees to make their own decision subject to your limitations although your approval will not be necessary.

II. Words and expressions to be remembered

Leadership skills –	навыки руководителя
Failure –	неудача, провал
Properly –	соответствующим образом; правильно
Deadline –	крайний срок
Guide –	руководство
Achieve objectives –	добиваться определенных целей
Peer –	равный по положению или по званию
Scope –	масштаб, охват
Autocratic –	диктаторский, авторитарный
Indicate –	указывать
Have an impact –	оказывать влияние
Tend –	быть склонным, иметь тенденцию
Trait –	черта (характер)
Decisiveness –	решительность
Self-assurance –	уверенность в себе
Be capable of –	быть способным делать что либо
Cope with –	справляться
Supervision –	надзор, контроль, наблюдение
Laissez-faire –	стиль невмешательства
Reveal –	вскрыть, обнаружить
Interact –	взаимодействовать
Completion –	завершение, выполнение
You have the final say –	последнее слово за вами

Encourage –	поощрять, одобрять
Accomplish –	выполнять
Approval –	одобрение

III. Give Russian equivalents to the following words and expressions

- Missed deadlines
- Academicians
- Practitioners
- Within the realm of
- Unique exchange
- Interchangeably
- Staffing
- In a case in point
- Display different behavior
- Mediate
- Have a casual impact on
- Intervening variables
- Identify
- Significant traits
- Seek responsibility
- Reasoning
- Contingency theory
- Contend
- Dimension
- Low-capability employees
- Oversee performance
- Input
- High directive behavior
- Moderate-capability employees
- Incorporate employees' ideas
- Building up one's self-confidence
- Limitations
- Entail
- Provide little, if any, direction

IV. Give English equivalents to the following words and expressions

- Наиболее обсуждаемая (тема)
- Низкое качество
- Результаты исследования
- Нести ответственность за
- Настоящий лидер

- Равный по положению
- В итоге
- Другими словами
- В соответствии со стилем руководства
- Работа; выполнение обязанностей
- Добиваться эффективного выполнения обязанностей
- В порядке возрастания степени важности
- Главным образом
- Авторитарный стиль
- Демократический стиль
- Стиль невмешательства
- Наиболее желательный
- Определить эффективные стили руководства
- Подробные инструкции
- Выполнить задание
- Конкретный
- Основные этапы
- Выполнять в соответствии с требованиями
- Принимать решения
- Наблюдать за (контролировать) выполнением
- Советоваться с сотрудниками
- Сосредоточиться на конечном результате.

V. Answer the questions on the text

1. What can failure to lead properly result in?
2. What have survey results revealed?
3. How do employees learn?
4. Can managers achieve success without influencing employees?
5. Are the terms “manager” and “leader” the same in meaning?
6. Does the leader’s style affect the leader’s behavior?
7. Is there a direct relationship between performance and leadership?
8. What was the main reason of IBM’s success?
9. What is the percentage of leaders who elicit highly effective performance from others?
10. Who is the author of the most widely publicized trait theory?
11. What are the most significant traits for effective leadership?
12. What are the basic leadership styles?
13. What is the most desirable and productive leadership style?
14. What instrument helps to determine effective leadership styles?
15. What behavior does autocratic style involve?
16. What behavior does consultative style involve?
17. Describe participative style.
18. Describe laissez-faire style.

VI. Match each leadership style in the figure 1 with a definition by writing the correct number below the leadership style

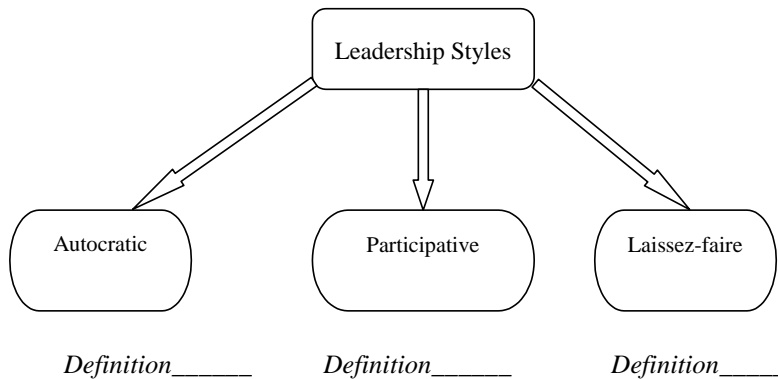


Figure 1

Definition 1: a leadership style in which the leader encourages a free flow of communication and shares decisions with the group. There is a high concern for both people and task.

Definition 2: a leadership style characterized by a “leave it alone” or “hands off” approach. The manager leads by acting mainly as a consultant and turns most decisions over to the group. There is a low concern for people and task.

Definition 3: a leadership style in which the leader uses authority in a straightforward manner by simply issuing orders. There is a high concern for the task and a low concern for people.

VII. What kind of leader (autocratic, participative, or laissez-faire) might make the following statements?

Mary Jones: “I prefer to hand my workers the task and let them figure out the best way to solve the problem.” _____

David Kent: “I decide what should be done and how it should be done.” _____

Adolfo Gomez: “I try to get the opinions of all the members of the group so that we will have a consensus on the best approach.” _____

VIII. Think of a situation in which you played a leadership role, for example, as manager of a project at work, as a teenager taking care of younger brothers and sisters, or as president of a club at school. Answer the following questions about your

leadership role in that particular situation. Then discuss your answers with a partner.

A LEADERSHIP EXPERIENCE

Situation _____

Your leadership role _____

Date of event(s) _____

1. What activity did you need to direct your subordinates to accomplish? _____
2. How many subordinates were there? _____
3. Who set the objective(s)? _____
4. Who determined how you would accomplish the objective(s)? _____
5. How did you motivate your group (or did they motivate themselves)? _____
6. Was there any disagreement (conflict) in your group? If so, how did you resolve it? _____
7. How would you characterize your leadership style in this situation? _____
8. Did you meet your objective(s)? _____ Were you satisfied with the results of your leadership? _____ Why or why not? _____

IX. Read the text and discuss it with your partner in the form of a dialog

A Lesson in Leadership

*It is not who is right, but what is right,
that is of importance*

Thomas Huxley

I was born in South Africa, two years before apartheid was instituted as the political and social system of the land. I was raised with all the privileges of a white South African, and I was taught that the people with the greatest authority were also the people with the greatest competence. On my first job, one man dislodged me permanently from my mistaken belief.

At age 20, I left the white beaches of Cape Town, where I had been raised, to pursue a career in Johannesburg. “Egoli”, the City of Gold, teemed with millions of tribal laborers. Like me, they came to the belly of South Africa to partake of its riches. They worked-often under extreme conditions and with bleak futures-to sustain their own bodies and their families hundreds of miles away in their homelands. I worked expecting that my sacrifices would pay off in perpetual promotion within the managerial class.

I worked in the factory. The plan called for me to spend several months in one department of the factory to learn how it functioned before being sent up to another department. In the end, I'd know the business from the ground floor up, and I'd be ready for the upper echelons of management.

In the first department, I – a novice – was expected to supervise eight experienced men. How could it be that a trainee was elevated to such responsibility? The answer in apartheid South Africa was a simple one: I was white and they were black.

Early one spring morning, I was summoned to the office of the managing director, Mr. Tangney. As I walked toward the plush administrative sanctums, I trembled. I knew what no one else had openly acknowledged. I was incompetent. For weeks, I had supervised the manufacture of precision brass water valves. Under my direction the crew produced an intolerably high percentage of scrap metal.

"Sit down, my boy," Mr. Tangney said. "I'm very pleased with the progress you're making, and I have a special job for you and your crew. You see, the summer hail this year is anticipated to be pretty bad again. Last year's hail damaged my car and the cars of the three other directors. We'd like you and your crew to construct a large carport to protect our cars."

"But sir," I stammered, "I don't know the first thing about construction!" Tangney seemed not to hear.

I did my best to figure out what materials were needed, ordered them, and we set to work. The men were uncharacteristically quiet as they did exactly what I told them. I instructed them to measure, saw and nail lumber together in several panels. I visualized the panels fitting together to form walls and a sturdy roof. Finally, the modules were constructed. It was time to fit everything together. I was anxious. The men were silent.

As the others looked on I helped one of the men, Philoman, set in place a heavy construction module. Philoman spoke very little English. Until that moment of cooperative effort, I had never made eye contact with him. Like most blacks in South Africa at that time – out of fear it would be considered a challenge – Philoman had learned to avert his eyes from the gaze of whites. As we maneuvered the heavy component into place, not having language to communicate, Philoman and I looked into one another's eyes and coordinated our movements. I will never forget his eyes. As our eyes locked, my identity as a supervisor fell away, and I saw not a black man struggling under a heavy load, but a co-worker.

But once again, my calculations were grossly off. Seeing my despondence at the ill-fitting construction, Philoman called to the others.

The crew all gathered around Philoman, talking and gesticulating excitedly. I got the feeling they were deciding my fate. Then Philoman took a stick and drew a rough diagram in the sand, talking all the while at the top of his lungs. Occasionally one of the others added something. Then, while I looked on helplessly, with Philoman directing, they proceeded to rectify the

construction. After a few hours they were satisfied. Philoman called the crew and me together, and with a wide grin and sweat pouring down his face, he turned to me and said, "Basie, we fixed up."

I was grateful. I'll always treasure Philoman's lesson in leadership. But Philoman had done more for me than he intended. With great compassion and humility, he had shown me the truth of the apartheid system and the lie it perpetuated. Status has nothing to do with competence. A few months later I left that job, a far wiser young man.

Michael Shandler, Ed.D.

X. Work in pairs. Both dialogs touch upon the subject of relationships between managers and employees. Each of you translates the Russian part of the dialog into English and then checks the correctness of the partner's translation

a) A

DAVIDSON: You say Senyan imports are going to rise rapidly. Well, let's have some figures. What are the difficulties? Who are our likely competitors? What about tariffs?

JOHN: На некоторые товары существуют ввозные пошлины, но меня заверили в Министерстве торговли, что с оборудования для офисов пошлина взиматься не будет.

D: What about shipping facilities? It seems there are few direct sailings, and a lot of goods have to be transhipped via Rotterdam. And then there's all this red tape involved in getting an import licence.

J: Ну хорошо, а если я найду агента в Сенье, который утрясет все дела с получением лицензии?

D: Have you considered what channels of distribution are needed within the country?

J: Я должен все это выяснить, но мы могли бы напрямую продавать их правительственным учреждениям и нефтяным компаниям. Возможно, нам следовало бы провести рекогносцировку на месте с тем, чтобы точно знать, каким образом местные фирмы предпочитают покупать нужный им товар.

D: Field surveys are too expensive.

J: Я с вами не согласен. Как вы могли убедиться из доклада, который я для вас подготовил, Сенья – это молодая развивающаяся страна. Я просто убежден, что мы можем получить там огромный заказ на нашу продукцию.

D: I'm sorry, John. On balance, I don't think it's quite the right time for this probe. I don't want the expense of sending you out there. You've got plenty to do in the home market.

J: Да нет же, необходимо двигаться вперед. Зачем ждать, когда другие окажутся там раньше нас? Не можем же мы вечно пользоваться старыми рынками!

D: Let's say we have a different way of looking at things.

J: Простите, м-р Грант, но мне далеко не безразлично все, о чем мы здесь говорили. И поэтому, если такова ваша официальная политика, мне придется уйти из фирмы.

D: You're being very foolish, John.

J: Возможно. Но так как наши взгляды на будущее фирмы слишком разные, я бы предпочел работать там, где умеют немного смотреть вперед. Простите, Дэвидсон.

В

DAVIDSON: Так, говоришь, импорт в Сенью будет расширяться. Ну-ка, давай погляди на цифры. Какие здесь проблемы? Кто наши потенциальные конкуренты? Как обстоят дела с ввозными пошлинами?

JOHN: There are tariffs on certain products, but the Board of Trade assure me that our office equipment would not be liable for duty.

D: А как насчет транспортировки? Кажется, туда нет прямых маршрутов, и добрую часть товаров придется перегружать на другие суда в Роттердаме. А там и вся эта бюрократическая волокита с получением лицензии на импорт.

J: Well, if I find an agent in Senya to act for us we can get him to sort out the import licence.

D: А ты подумал, каким образом мы будем продавать наши изделия в самой Сенье?

J: I'll have to find out, but we might be able to sell direct to government departments and oil companies. Maybe we should have a field survey to find out exactly how the firms in Senya prefer to buy their products.

D: Рекогносцировки на месте слишком дорого обходятся.

J: Oh, I don't agree, Mr. Davidson. As you see from my preliminary desk research, Senya is a young, rich, expanding country. I'm convinced that we can work up a big demand for our goods there.

D: Мне очень жаль, Джон. Но, хорошо взвесив все обстоятельства, я думаю, сейчас не время заниматься этими исследованиями. Я не хочу тратить деньги на твою командировку в эту страну. У нас дел и на собственном рынке хватает.

J: But surely we ought to go ahead now. Why wait and let somebody else get there first? We can't live on our old markets for ever!

D: Скажем так, мы по-разному смотрим на вещи.

J: I'm sorry, Mr. Davidson, but I do feel strongly about this. If this is really your policy, then I must think about leaving the firm.

D: Ты ведешь себя просто глупо, Джон.

J: Perhaps I am. But as our opinions differ so much about the future of the firm, perhaps I'd better go somewhere a little more forward-looking. I'm sorry, Davidson.

b) A

ДЖЕК: Another cup of tea, Paul?

ПОЛ: Нет, спасибо. Ну, что нового, Джек?

ДЖЕК: 'Nothing dramatic, I'm glad to say, but there is something you should know about.

ПОЛ: О чем?

ДЖЕК: Well our rivals are offering extended credit terms to some of the retailers in the area.

ПОЛ: Да? Что это за конкуренты? У нас ведь их всего двое.

ДЖЕК: Williamses.

ПОЛ: А, это они... Так ведь они вряд ли представляют для нас угрозу.

ДЖЕК: I know they're smaller than us but we can't afford to ignore them.

ПОЛ: Да, ты прав, Джек. Но я не люблю пролонгированный кредит. Он сковывает наличные средства, которые мы могли бы вложить с большей пользой во что-нибудь другое. Но я изучу этот вопрос в понедельник.

ДЖЕК: Yes and there's something else.

ПОЛ: Постой, почти уверен – письмо из налогового управления.

ДЖЕК: Right first time. How did you know?

ПОЛ: Тара рассказала. В чем там дело?

ДЖЕК: Well, Tom got this letter late yesterday and then went frantic trying to find copies of last year's accounts.

ПОЛ: Ну и как, нашел?

ДЖЕК: No, and he was away before I could get hold of the letter.

ПОЛ: А что если нам съездить сейчас в офис? Посмотрим, все ли в порядке.

ПОЛ: Есть еще одна причина, по которой я хотел поговорить с тобой до понедельника.

ДЖЕК: I thought as much. Well, go on, surprise me.

ПОЛ: Как насчет того, чтобы продавать этот твой новый мопед в Индустрии?

ДЖЕК: What? You mean export? Paul, I think you've been away too long. This is Trender Motors. We've never sold a bike abroad.

ПОЛ: Не волнуйся, Джек, я не сошел с ума. Я изучаю эту возможность уже в течение некоторого времени, и я думаю, нам стоит попробовать.

ДЖЕК: It's not as easy as that though, is it? We'd have to reorganize the whole company.

ПОЛ: Не прикидывайся. Я же не собираюсь начать со следующей недели. Нам нужно будет, как следует все продумать, и, возможно, возникнет несколько проблем.

ДЖЕК: A few problems! I can see hundreds! For one thing, transport. I have enough trouble delivering bikes to shops only 40 miles away – never mind 5,000 miles!

ПОЛ: Но для этого существуют агенты по погрузке и отправке товаров.

ДЖЕК: Yes, but all that costs money – a lot of money.

ПОЛ: Да брось ты, Джек. Ты начинаешь осторожничать, прямо как Том... Теперь бы еще найти место для стоянки.

В

ДЖЕК: Еще чашку чая, Пол?

PAUL: No, thanks. Well, what's new, Jack?

ДЖЕК: Никаких потрясений, к счастью, но кое о чем тебе следует знать.

PAUL: What's that?

ДЖЕК: Видишь ли, наши конкуренты предлагают пролонгированный кредит нескольким розничным магазинам в нашем районе.

PAUL: Oh? Which rival's this? We only have two.

ДЖЕК: Уильямсы.

PAUL: Oh them... Well, they're hardly a threat.

ДЖЕК: Я знаю, что их фирма меньше нашей, но мы не можем себе позволить их игнорировать.

PAUL: Yes, you're right Jack. But I don't like extended credit. It ties up cash we could put to better use elsewhere. But I'll look into it on Monday.

ДЖЕК: Да, и еще кое-что.

PAUL: Don't tell me – the letter from the tax revenue office.

ДЖЕК: Угадал с первого раза. Откуда ты знаешь?

PAUL: Tara told me. What's the problem?

ДЖЕК: Том получил это письмо вчера поздно вечером и потом сбился с ног в поисках копий прошлогодних отчетов.

PAUL: Did he find them?

ДЖЕК: Нет, и уехал прежде, чем я успел прочитать это письмо.

PAUL: How about a drive down to the office now, and we'll see if everything's all right?

PAUL: There's another reason why I wanted a chat with you before Monday.

ДЖЕК: Я так и думал. Ну что ж, давай, выкладывай свой сюрприз.

PAUL: How about selling that new moped of yours in Industria?

ДЖЕК: Что? Ты хочешь сказать – экспортировать? Пол, мне кажется, ты слишком долго отсутствовал. Это "Трэндор Моторс". Мы до сих пор не продали за границей ни одного мопеда.

PAUL: Don't worry, Jack. I'm not crazy. I've been studying the possibility and I think we should give it a go.

ДЖЕК: Но ведь это не так-то просто, а? Нам пришлось бы реорганизовать всю компанию.

PAUL: Don't be silly. I don't intend starting next week. We'll have to plan it properly and there'll be a few problems.

ДЖЕК: Несколько проблем! Я вижу сотни проблем! Прежде всего, транспорт. У меня достаточно трудностей с доставкой мопедов в магазины за сорок миль отсюда – а о пяти тысячах миль и говорить не приходится!

PAUL: That's what forwarding agents are for.

ДЖЕК: Да, но все это стоит денег – и немалых.

PAUL: Oh come on, Jack. You're beginning to sound as cautious as Tom... It's a change being able to find room to park.

с) А

PAUL: Jack, sit down and listen. This is important...We'll have to tackle the problems of exporting step by step. And the first move, as I see it, is to get an up-to-date picture of where we stand at the moment.

ДЖЕК: А почему бы нам просто не сконцентрировать свои усилия на расширении деятельности внутри страны?

PAUL: Right. Of course we should hold on to our position here and we will – that Williams problem will have to be sorted out for a start – but you must admit the market here is limited.

ДЖЕК: Да, но он надежен. Правительство не допускает сюда иностранцев при помощи ограничений на импорт, хотя, должен признать, я уверен, что мы могли бы выстоять в конкуренции с иностранными мопедами.

PAUL: I agree! That's why I'm suggesting exporting, because I feel we can compete with the best of them.

ДЖЕК: Подожди, дай мне разобраться. Выходит, ты говоришь, что мы увеличили бы прибыль, продавая мопеды в Индустрии, где мы имеем преимущество в себестоимости и можем назначать более высокие цены?

PAUL: Exactly.

ДЖЕК: Да, но подожди минутку. Упаковка, отправка, финансирование, не говоря уже о том, что нужно нанимать новых сотрудников, – все это взвинтит наши расходы, и в результате мы несколько не выиграем, а может быть, и проиграем.

PAUL: OK, now there are extra costs involved, but if we do it right they can be built into the price of the bike and we can still be competitive.

В

ПОЛ: Джек, сядь и послушай. Это важно... Нам придется решать проблемы экспорта шаг за шагом. И первым делом, как мне кажется, нужно составить по последним данным картину нашего положения на настоящий момент.

ЯСК: Why don't we just concentrate on expanding here at home?

ПОЛ: Правильно. Конечно же, нам следует удерживать наши позиции в стране, и мы будем их удерживать – для начала нужно будет

разобраться с проблемой Уильямсов, – но ты должен признать, что рынок здесь ограничен.

ДЖЕК: Yes, but it's safe. The government keeps out foreigners with import controls – though I must admit, I feel sure we could hold our own against foreign bikes.

ПОЛ: Согласен! Вот почему я и предлагаю начать экспорт, потому что я чувствую, что мы можем конкурировать с лучшими из них.

ДЖЕК: Just let me get this right. What you are really saying is that we'd make more profit by selling bikes in Industria where we have a cost advantage and can charge higher prices.

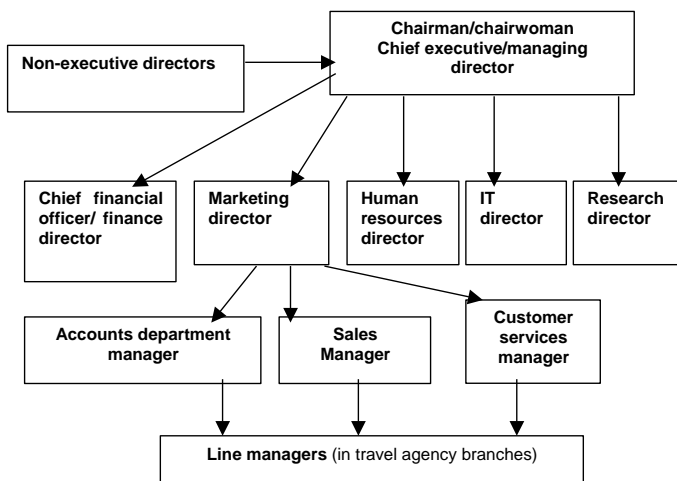
ПОЛ: Именно так.

ДЖЕК: Ah, but wait a minute. Packaging, shipping, finance, not to mention the need to hire more staff, will push up our costs and we could end up no better off, maybe worse off.

ПОЛ: Согласен, это предполагает дополнительные расходы, но если мы сделаем все правильно, их можно будет включить в цену mopeda, и мы все равно будем конкурентоспособны.

XI. Study the information about managers and executives.

Use your dictionary



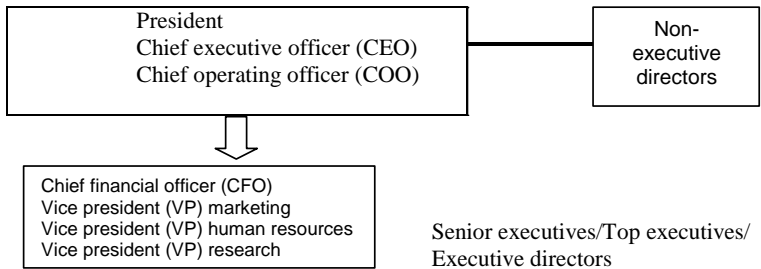
All the **directors** together are the **board**. They meet in the **boardroom**.

Non-executive directors are not managers of the company; they are outsiders, often directors of other companies who have particular knowledge of the industry or of particular areas.

The marketing director is the **head of marketing**, the IT director is the **head of IT**, etc. These people **head** or **head up** their departments. Informally, the head of an activity, a department or an organization is its **boss**.

An executive or, informally, an **exec**, is usually a manager at quite a high level (for example, a **senior executive**). But “executive” can be used in other contexts to suggest luxury, as in “executive coach” and “executive home”, even for things that are not actually used by executives.

Managers and executives: US



In the US, the top position may be that of chairman, chairwoman or president.

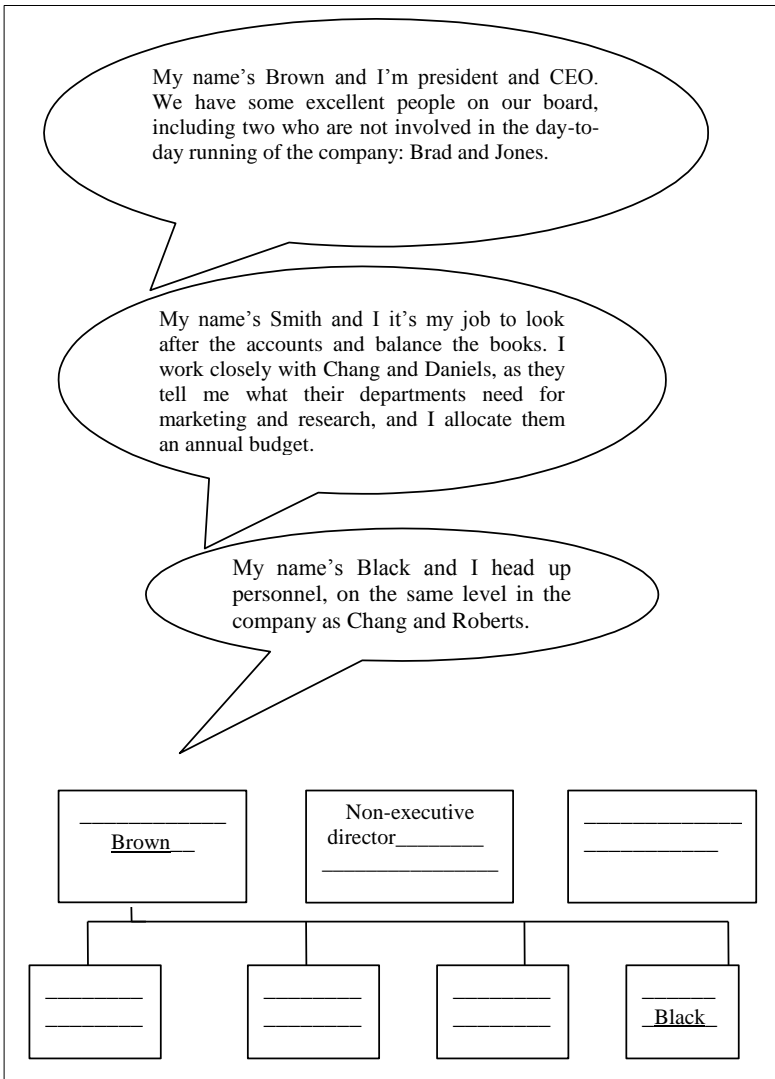
This job is often combined with the position of **chief executive officer** or CEO. Some companies have a **chief operating officer** to take care of the day-to-day running of the company. The finance director may be called the **chief financial officer**.

In the US, senior managers in charge of particular areas are often called vice presidents (VPs).

XII. Match each task to the manager most likely to be responsible for doing it

1. Meet with advertising agency to discuss new advertisements for the company’s holidays.
2. Study possible new holiday destinations in detail.
3. See the research director to discuss new holiday destinations.
4. Contact newspapers to advertise new jobs.
5. Deal with complaints from customers
6. Discuss sales figures with sales team.

XIII. Who is who on this company board? Complete the diagram



XIV. Study the information about businesspeople and business leaders. Use your dictionary

Businesspeople and entrepreneurs

A **businessman**, **businesswoman** or **businessperson** is someone who works in their own business or as a manager in an organization.

Note: The plural of businessperson is **businesspeople**. Businessperson and businesspeople can also be spelled as two words: business person, business people.

An entrepreneur is someone who starts a company. Someone who starts a company is its **founder**. An entrepreneur may found a series of companies **or start-ups**. **Entrepreneurial** is used in a positive way to describe the risk-taking people who do this, and their activities. Some entrepreneurs leave the companies. Other may stay to develop and **grow** their businesses.

Note: Found is a regular verb. Past tense and past participle: founded. Establishment can also describe an action (e.g. the establishment of a successful business was his main aim in life).

Leaders and leadership

A large company mainly owned by one person or family is a **business empire**. Successful businesspeople, especially heads of large organizations, are **business leaders** or, in journalistic terms, **captains of industry**.

There is a lot of discussion about whether people like this are born with **leadership skills**, whether such skills can be learned.

Magnates, moguls and tycoons

People in charge of big business empires may be referred to, especially by journalists, as magnates, moguls or tycoons. These words often occur in combinations such as these:

Media Press Shipping Oil	} }	magnate
Movie Media Shipping	} }	mogul
Property Software	} }	tycoon

XV. Complete the text, using the information from exercise XIV

The big place at the moment for (1) _____ is, of course, the Internet. Take John Pace. "After an engineering degree at Stanford and an MBA at Harvard, I worked for a while in a computer games company. But I always felt I was an (2) _____ kind of guy. In 1997, I (3) _____ an Internet site for cheap travel: flights, hotels, renting cars and so on. I obtained money for investment in the (4) _____ from friends."

Now the site has 300,000 customers, and Pace is very rich, with a big apartment in Manhattan and a house in the Bahamas. "I don't want to sell the company, he says. "I've had offers from some big companies, but I want to stay independent. I want to (5) _____ the business and do things my way.

Unlike many entrepreneurs, I think I have the (6) _____ skills to lend and inspire a large organization. I can see the day when I'm in charge of a large business (7) _____.

XVI. Who are the most bosses in your company? Which companies do they head? Prepare the assignment in the written form

XVII. Read the text and express your opinion about it

Time Out

The present time has one advantage over every other – it is our own

Charles C. Colton

He was the president of a major advertising firm and I was a very young management consultant. I had been recommended to him by one of his employees who had seen my work and thought I had something to offer. I was nervous. At that stage in my career, it wasn't very often that I got to talk to the president of a company.

The appointment was at 10:00 a.m., for one hour. I arrived early. Promptly at 10, I was ushered into a large and airy room, with furniture upholstered in bright yellow.

He had his shirtsleeves rolled up and a mean look on his face.

"You've only got 20 minutes," he barked.

I sat there, not saying a word.

"I said, you've only got 20 minutes."

Again, not a word.

"Your time's ticking away. Why aren't you saying anything?"

"They are my 20 minutes," I replied "I can do whatever I want with them."

He burst into laughter.

We then spoke for an hour and a half. I got the job.

Martin Rutte

Unit VII

INTERPERSONAL COMMUNICATIONS

I. Read the text

The Importance of Communication Skills

Some of the reasons communications skills are important include:

1. Seventy-five percent of each workday is consumed by talking and listening. Seventy-five percent of what we hear we hear imprecisely. Seventy-five percent of what we hear accurately we forget within three weeks. Communications, the skill we need the most at work, is the skill we most lack.

2. Managers spend 70 percent of their time communicating in some way. The time communicating can be broken down to: 9 percent reading, 16 percent writing, 30 percent talking, and 45 percent listening.

3. The majority of problems are caused by poor communication—by people who are unable or unwilling to communicate. One of your jobs is to manage the communication process. Work at developing your communication skills and analyze communications in your department to identify where improvements can be made.

4. Communications are the most difficult and important task of the supervisor.

5. The key to organizational success is having informed participants working toward mutual objectives. It requires constant communication to implement policies.

6. Your success as a manager depends largely on your ability to get messages across convincingly and effectively.

7. As an executive reaches middle management and beyond, the primary criteria for advancement is communications skills with superiors.

8. Lee Iacocca said, "The most important thing I learned in school was how to communicate."

9. How well you communicate can make or break your career.

10. Various research studies have revealed that as high as 70 percent of all business communications fail to achieve the intended purposes.

The Goals of Communication

There are at least three major reasons or goals of communicating. The **goals of communication** are to influence, inform, and/or to express feelings. We will now discuss each goal separately. However, when sending a message, a person may achieve all three goals simultaneously.

Influence: One of the manager's functions is to influence employees to achieve organizational objectives. When they inform employees of what to

do they are influencing behavior. When we communicate to get what we want, our goal is to influence.

Inform: Managers often give employees information they need. And employees also inform the managers of their progress toward meeting their objectives. Information is the basis of decision making. Employees believe organizational information, but want more information. Employees often feel as though management keeps secrets from them, or simply don't bother to inform them of what is going on in the organization. Employees want to know that they are making a contribution to the organization, and that their efforts are appreciated. Managers should give employees as much information as they are allowed to give.

Express Feelings: Managers often express their feelings verbally (for example, "You make me angry when you come to work late") and nonverbally (for example, by talking in a loud voice). When communicating, people convey both information and how they feel about the relationship they have.

How Communications Affects Behavior, Human Relations, and Performance

The goal of communications often affects our behavior. For example, if you are disciplining an employee who has broken a rule (influence and/or express feelings) you behave differently than when you give praise for a job well done (inform and/or express feelings). Human relations are also affected by our communications. Relations are different during discipline and praise.

Our behavior during communications also affects other people's behavior and human relations. Communication is the structure on which human relations are built. For example, if you are polite and friendly, chances are the other party will in turn behave in a similar way. However, if you are rude the other party may retaliate. People who communicate in a friendly manner following the guidelines for human relations tend to have good human relations, while those who do not, have poor human relations.

Communications makes the organization go round. As managers get the job done through employees, they perform the five functions of management (planning, organizing, staffing, leading, and controlling) through communications. The quality of communications has a direct effect on performance. Effective free and open communication that is complete and valid contributes to better performance.

ORAL COMMUNICATIONS

Oral communication is by far most managers' preferred media for sending messages. Four common media for oral communication include one-on-one, face-to-face; telephone; meetings; and presentations.

One-on-One, Face-to-Face

Most of a manager's communication time is spent one-on-one, face-to-face with employees. Sam Walton, head of Wal-Mart Stores, the second largest discount store chain in America with over 800 stores and approximately 90,000 employees, relies on face-to-face communications to keep the firm growing. Walton and his top executives visit six to twelve stores each week.

It is the appropriate media for delegating tasks, coaching, disciplining, instructing, sharing information, answering questions, checking progress toward objectives, and developing and maintaining human relations. Managers also spend one-on-one, face-to-face time communicating with their bosses colleagues, and peers.

Telephone

The amount of time spent on the telephone varies greatly with the job. The telephone is the appropriate media for quick exchanges of information and checking up on things. It is especially useful for saving travel time. However, it is inappropriate for personal matters like discipline.

Before making a call, set an objective and write down what you plan to discuss. Use the paper to write notes during the call. When calling be sure to identify yourself and your position, and your organization if making outside calls. State the purpose of the call and ask if it is a convenient time to talk. If not, set a time for a return call and determine who will make it. Close the call with a "thank you" and a summary of any action to be taken by you and/or the other party.

When receiving a call, identify yourself and your position, and have the caller do the same, with the addition of the organization if it is an outside call. Determine the purpose of the call and decide if you are the best person to handle the call. If not, transfer the call. When receiving calls at inconvenient times, arrange for a callback. Always have a pencil and paper ready to take notes.

Telephone Messages: Take proper telephone messages and train others to do the same. A message should contain: (1) the caller's full name; (2) the organization's name; (3) the full telephone number, including area code for long distance; (4) the caller's purpose, if they are willing to state it; (5) the time and date the message was taken; and (6) the messenger's initials in case there are questions. The messenger should thank the caller and tell him or her that the person called will receive the message.

Meetings

There are a variety of types of meetings,. The manager's most common meeting is the brief, informal get-together with two or more employees. It is appropriate for coordinating employee activities, delegating a task to a group, and resolving employee conflicts. If the manager's department schedule per-

mits, brief, daily informal department meetings should be held to exchange information, coordinate resources, and develop mutual understanding and human relations.

Presentations

On occasion, a manager may be required to make a formal presentation. Prepare your presentations and be sure they have the following three parts:

1. Beginning. The presentation should begin with a purpose statement and an overview of the main points to be covered.
2. Middle. The presentation's support of its purpose through a discussion of the main points in the detail necessary to get the message across.
3. End. The presentation should summarize the purpose, main points, and any action required of the audience.

II. Words to be remembered

- oral communication – устное общение
- media (*pl.* от medium) – средство, способ, путь
- approximately – приблизительно
- appropriate – подходящий, соответствующий
- to maintain – поддерживать
- to identify oneself – представиться
- to state the purpose – сформулировать цель
- to determine – определять
- to arrange for – договориться
- get-together – встреча
- to cover – освещать
- to summarize – суммировать, подводить итог
- audience – аудитория, собравшиеся

III. Give Russian equivalents to the following words and expressions

- by far –
- one-on-one –
- discount store chain –
- to rely on –
- to keep the firm growing –
- top executive –
- to delegate tasks –
- to check progress toward objectives –
- peer –
- to check up on things –
- to set an objective –

- to return call –
- to have the caller do the same –
- to handle the call –
- messenger –
- to resolve employee conflicts –
- to coordinate resources –
- overview –
- to get the message across –

IV. Give English equivalents to the following words or expressions

- первоочередной; предпочитаемый –
- второй по величине –
- подходящий способ –
- количество времени –
- личные вопросы –
- удобное время –
- определять, решать –
- заканчивать телефонный разговор –
- другая сторона (в разговоре) –
- прибавление, дополнение –
- перевести звонок (на другое лицо) –
- содержать, включать –
- код местности –
- разнообразные виды –
- наиболее распространенный –
- позволять, давать возможность –
- взаимопонимание –
- требующийся –

V. Answer the questions

1. What do four common media for oral communication include?
2. How is most of a manager's communication time spent?
3. What is the second largest discount store chain in America?
4. Is the amount of time spent on the telephone always the same?
5. What is the telephone especially useful for?
6. What is the telephone inappropriate for?
7. What should you do before making a telephone call?
8. What should the paper be used for?
9. How should you close the call?
10. What additional information should you give if it is an outside call?
11. Should you always be the one to handle the call?
12. What should a telephone message contain?

13. What is the manager's most common meeting?
14. How should a presentation begin?
15. What should a presentation summarize?

VI. Read the text and insert the missing words

WRITING DIRECTIVES AND INSTRUCTIONS

Directives are memos that tell employees what to do. Instructions, which tell people inside and outside the company how to do something, may take the form of memos, letters, or even booklets. But directives and instructions are both considered... messages because readers are assumed to be willing.

The goal in writing directives and instructions is to make the point so... and steps so self-explanatory that readers will not have to ask for... Directives and instructions are especially important within companies: Faulty internal directives and... instructions are expensive and... The following directive does a good job of explaining what employees are expected to do:

Please send me employee vacation schedules for the third quarter, July through September, no later than June 16.

Note that we have pushed back the deadline for submitting the schedules by two weeks. This change is made possible by the new computerized personnel system. The new deadline should give your line workers more time to firm up their vacation plans.

Use the attached form, which has also been simplified, for reporting third-quarter vacation schedules.

This directive is brief and... Drawn-out explanations are unnecessary because readers are expected simply... on a well-established procedure. Yet it also covers all the bases, answering these questions: Who? What? When? Where? Why? How?

Instructions need to answer the same questions, but they differ from directives... they provide. For example, Jackie Millan of Pepsi might write a simple three-sentence directive to employees to tell them of a change in the policies... employee scholarships; a detailed set of instructions, however, would be more... for explaining the procedure necessary to apply for a scholarship.

The key with instructions is to take nothing... Assuming that readers know nothing about the process you're describing is better than risking confusion and possible damage or harm by overlooking some basic information.

WORD LIST

To comply, obvious, routine, bungled, additional help, inefficient, to follow through, to the point, for granted, appropriate, regarding, in the amount of explanation.

VII. Read the extract from the book “How to become a CEO”

Learn to Speak and Write in Plain English

You must learn to communicate. You must be articulate. More time and money are lost in business due to poor communication than to any other reason. Billions of dollars in advertising is wasted annually. Billions of human hours are spent doing wrong or unnecessary tasks. Billions of pages of reading matter are never read.

Business communications must be precise, complete, and totally comprehensible. Both written and verbal communication, especially job direction, must be to the point. Long, tedious, flowery, jargon- filled communications are wasteful.

If your people don't get it right, they won't do it right. Spend as much time as necessary getting perfect mutual understanding of what is to be done. The irony about communication in industry is that so much is communicated about the lack of communication. Good communication is hard work. It requires sensitivity to the audience or reader(s). You must understand your audience's needs, their mindsets, available time, and other priorities, how they absorb information, and their educational level.

Follow these guidelines for clear communication:

Be sure your letter or memo is necessary.

Have a specific objective for the communication.

Choose the simplest mode possible.

Do the homework, and have all the facts.

Write a scattergram of all your points.

Organize the message carefully.

Write a zero draft.

Write a first draft.

Edit ruthlessly to a one-page final draft.

Use language your audience will understand.

A good rule of thumb: think for three hours, write for one.

VIII. Study carefully the following information about presentation. Use the dictionary if necessary

TYPES OF PRESENTATION

***press conference:** two chief executives tell journalists why their companies have merged.

***briefing:** a senior officer gives information

***demonstration:** the head of research and development tells non-technical colleague about a new machine.

***product launch:** a car company announces a new model.

***lecture:** a university professor communicates information about economics to 300 students.

***talk**: a member of a stamp-collecting club tells other members about 19-th century British stamps.

***seminar**: a financial adviser gives advice about investments to eight people.

***workshop**: a yoga expert tells people how to improve their breathing techniques and gets them to practice.

Dos and Don'ts: Preparation

Here are some tips for a **stand-up presentation** (one person talking to an audience).

A. Find out about **audience**: how many people there will be, who they are, why they will be there, and how much they know about subject.

B. Find out about the **venue** and the **facilities**: the room, the seating plan, the equipment, etc.

C. Plan the **content** and **structure**, but don't write the complete text of the presentation.

D. Write notes on sheets of paper, not on **cards**.

E. Try to **memorize** the first five sentences of your talk.

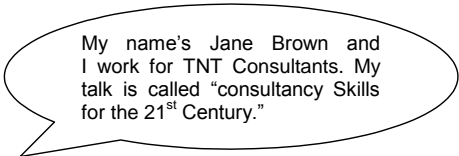
F. Prepare **visual aids**: pictures, diagrams, etc.

G. **Rehearse** your presentation (practice it so that it becomes very familiar) with friends or colleagues.

Key Phrases: Introduction

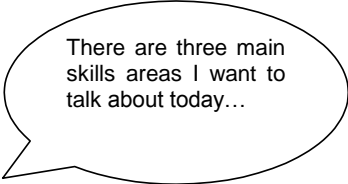
Melanie is advising Anne-Marie Duval on giving a presentation at a conference.

H. **Introduce** yourself and your subject



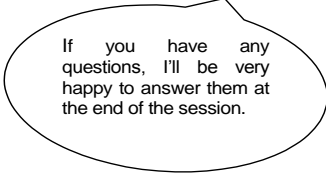
My name's Jane Brown and I work for TNT Consultants. My talk is called "consultancy Skills for the 21st Century."

I. **Outline** what you're going to talk about: describe the different sections of your talk.



There are three main skills areas I want to talk about today...

J. Say whether people should ask **questions** during the talk, or at the end.



If you have any questions, I'll be very happy to answer them at the end of the session.

Closing and Questions

Dos and don'ts: body language

*Make **eye contact**: look at each person in the audience for about a second, before moving on to the next person. Don't concentrate on just one or two people.

*Don't speak to the equipment or the screen: **face the audience** at all times.

***Smiling** is fine at appropriate moments, but not too much.

*Use **gesture** (hand movements) to emphasize key points.

*Stay more or less in one place: don't move around too much.

*Avoid **mannerisms** (ways of moving and speaking which you do repeatedly without realizing).

Visual aids

Use these visual aids when giving presentations:

1. Flipchart
2. Bullet points
3. Screen
4. Projector
5. Computer screen
6. Whiteboard
7. Blackboard
8. Transparencies
9. Overhead projector
10. Handouts

Key phrases: closing and dealing with questions

"Let me sum up. **Firstly**, we looked at technical skills, **secondly**, at management skills and last, but by no means least, at interpersonal skills. **In my view**, the secret for success in the future is going to be interpersonal skills. **That brings me to the end** of my presentation. Are there any questions?"

Here are some phrases which can be useful when answering questions:

A. **That's a fair point**. I know that some consultants don't have a very good image. But I think that Gem Consultants have helped companies reduce costs and increase profits enormously.

B. **That's confidential.** I'm afraid I'm not at liberty to tell you.

C. That's not really **my field**. But I can put you in touch with someone in my organization who is working on Internet applications.

D. The **questioner would like** to know what sort of background the people we recruit usually have. Is that right?

E. Well, I think that goes beyond the **scope of today's presentation**. Today I wanted to concentrate on consultants' skills, not go into particular case studies in consultancy.

F. **I'm afraid we've run out of time**. But if you'd like to come and discuss that with me now, I'll try and give you an answer.

If a member of the audience didn't hear a question, they might say:

"Sorry, **I didn't catch the questions**- could you repeat what the questions said?"

Anne-Marie ends the presentation by saying:

"I think that's a good place to stop. Thank you for listening."

IX. Match the presentation types from Ex. VIII to the things (1–8) that people say in them

1. As you can see, this prototype is far in advance of anything we've done before.

2. Here are some typical patterns for demand and supply in the widget industry.

3. I'm going to give each group a series of problems faced by an imaginary company, and I want you to suggest solutions.

4. Now is the right time to get out of company shares and invest in property.

5. The combined resources of our two organizations will allow us to achieve great things.

6. The first postage stamp in the world was the Penny Black in 1840.

7. The parachutists will come in at 8:30 and land in two waves, here and here.

8. The X300 has the most advanced features of any car in its class.

X. Here are reasons for the advice given in the text above (Ex. VIII). Match each reason (1–10) to a piece of advice (A–J)

1. If you drop the cards on the floor, you're in trouble.

2. It could sound monotonous and boring if you speak from a complete, prepared text.

3. It will help you adjust the content of your talk so that it is suitable, for example not too easy or difficult.

4. It will help you to keep control, and avoid people interrupting if you don't want them to.

5. It will help your audience follow you.

6. It will make you feel more at ease at the beginning, when you may be nervous.

7. It will reassure people that they are in the right place, and provide a focus for the beginning of your talk.

8. They add visual interest, provide you with support and help the audience follow you.

9. You can ask for changes in the seating plan if necessary.

10. They will be able to tell you if anything is unclear before the presentation.

XI. Match these questions from the audience (1-6) to the answers (A-F) from the text above (Ex. VIII)

1. Sorry, didn't catch the end of the question- could you repeat what the questioner said?

2. In what ways do you think the Internet is going to change the way management consultants work in the future?

3. Some companies refuse to use management consultants. What do you say to people who say that consultants are a waste of time and money?

4. What's the average salary for your consultants?

5. I don't know if you have time to answer this, but can you tell me how I can apply to work for TNT?

6. You say that TNT have enormously increased profits for some companies. Can you give one or two examples of this?

XII. Answer the following questions

1. How are people expected to dress for different types of presentation in your country?

2. What do people think of humor in presentation?

3. What are the advantages and disadvantages of using types of equipment? What are some of the potential problems?

XIII. After every visit to a company, it can be useful to keep in touch. Below are some ways to "keep the door open". Who do you think says each phrase: a buyer or a salesman? There are some notes below to help you with the new expressions

1. Do keep in touch?

2. I'll keep you informed of our activities.

3. Do keep me informed of any new developments?

4. Perhaps I could send you more detailed information?

5. I'll keep you the samples as soon as possible.

6. Keep me in the picture.

7. I'll work on those figures you gave me and come back to you on them.

8. Perhaps next time I'm in the area I could pay you a visit?
 9. Drop me a line if anything new comes in.
 10. I'd like to think about what we've said, and drop you a line.
- I'll pay you a visit* means: I will visit you
I'll come back to you means: I'll contact you
To keep the door open means: To make further contact possible
I'll drop you a line means: I will write to you
Keep me in the picture means: keep me informed.

**XV. Read the memo and translate it into Russian.
Use the word list below**

International Memorandum

Trendor
Motors

To: Paul Gates
From: Tom Trendor
DATE: 6 March 1981
RE: Office security

While you were away we received a letter from the tax revenue office which suggested we were evading tax. I am meeting David Lee from the bank on Monday to look into the matter, as we could be in a very serious situation.

This letter highlighted another problem which has been worrying me for some time. When I looked for last year's accounts to check the tax situation, I couldn't find them. Perhaps you have moved them for some reason? If so, could you let me have them as soon as possible, please. If not, however, there is a strong possibility that they have been taken by someone.

I know that in the case of the accounts this is not too serious because anyone can see a copy at the Government Auditors office, but we do have other papers which are highly confidential and which we would not want our competitors to see. Even though we are a small firm, I think we should be much more careful about locking away confidential papers, while also making sure that they are available for authorized personnel to see.

Perhaps you and I could have a chat about this with Jack when you get back?

cc Jack Lom *Tom*

Word List

International Memorandum (memo) –	служебная памятная записка
RE –	тема, предмет обсуждения
Security –	безопасность, неприкосновенность
To evade tax –	уклоняться от уплаты налогов
To look into the matter –	изучить вопрос, заняться вопросом
To highlight –	заострить, поднять (проблему)
To check –	проверить, проконтролировать
Confidential –	конфиденциальный
Available –	доступный
Authorized personnel –	персонал, имеющий допуск (к документам)
Copy –	копия
Cc = carbon copy –	копия под копирку
(Carbon paper) –	копировальная бумага

XV. Here are some answers to some questions about the memo in Ex. XIV. Look at the answers and write the questions

Example:

Office security. – “What is the memo about?” или “What is the subject of the memo?”

The tax revenue office. – “Who did Trender Motors receive a letter from?” или “Who wrote Trender Motors a letter?”

1. Tom Trender.
2. On Monday.
3. Last year’s accounts.
4. At the Government Auditors Office.
5. The highly confidential ones.
6. No, it’s a small firm.
7. Carbon copy.
8. Jack Lom received a copy of the memo.

XVI. Write a memo from Paul Gates to Tom Trender making the suggestion that Trender motors should go into exporting on the Industrial market. Send copies to Jack Lom and David Lee Keep your memo fairly short, but include these four points:

1. What made you think of the idea?
2. Why is exporting a good idea for Trender motors?

3. Some objections Tom might have and your answers to those objections.

4. Suggest having a meeting to discuss the matter with Jack Lom and Taki Kamal.

XVII. Translate the following text into English, using the Word List below

ПРОТОКОЛ СОБРАНИЯ

Собрания, заседания бывают разные: собрание комитета, общее собрание (всех работающих) и т.д., – поэтому один носят более, а другие менее официальный характер. При этом следует помнить, что словосочетание проводить заседание имеет два английских эквивалента: to have a meeting, причём значения их практически одинаковы. Во время заседания секретарь фирмы ведёт запись обсуждаемых вопросов и решений, которые по ним приняты. Секретарем фирмы обычно назначается человек, хорошо разбирающийся в финансах; часто это бухгалтер или юрист. Эта должность сильно отличается от обычной должности секретаря. После окончания заседания секретарь фирмы продиктует свои записи секретарю, которая их затем перепечатает. Всем присутствующим на собрании и тем, кто захочет узнать, о чем там шла речь, выдается позднее копия протокола заседания.

**ОБРАЗЕЦ ПРОТОКОЛА СОБРАНИЯ, ОБСУЖДАВШЕГО
ХОД СТРОИТЕЛЬСТВА НОВОГО ФАБРИЧНОГО ЗДАНИЯ**

10 октября 200... 15.00

1. Одобрен протокол предыдущего заседания, состоявшегося 26 сентября в 15.00.

2. (а) Управляющий производством доложил о своей беседе с инспектором по строительству и сказал, что требуются подробные планы фундамента нового строительства.

(б) Архитектор доложил, что такие планы составлены и переданы инспектору.

3. (а) Управляющий по кадрам сообщил о количестве рабочих, которых можно привлечь к работе на новых производственных площадях, и предложил организовать курсы профессиональной подготовки рабочих кадров для производственных нужд фирмы.

(б) было решено начать работу курсов как можно скорее; предварительный подсчёт стоимости этой программы должен быть сделан и представлен управляющим по кадрам.

4. (а) Управляющий производством доложил, что сертификат на строительство был получен фирмой при условии переноса складов топлива и красок в другое место в целях противопожарной безопасности.

(б) Предложение архитектора о перестройке гаража для машин, под склады для топлива и красок было принято.

Word List

Протокол собрания –	minutes of the meeting
Общее собрание –	staff meeting
Носить официальный характер –	be formal
Вести запись обсуждаемых вопросов –	make a note of the business discussed
Человек, хорошо разбирающийся в финансах –	a man highly qualified in accounts
должность –	position
Ход строительства нового фабричного здания –	factory extension
Одобен протокол –	minutes ... were approved
Управляющий производством –	the production manager
Доложить –	report
Инспектор по строительству –	building inspector
Составлять –	draw up
Было решено начать работу курсов –	it was agreed that a training programme should be started
Подсчёт стоимости –	an estimate of the cost
Склады топлива и красок –	fuel and paint stores

XVIII. Translate the following sentences into English

1. Всё готово для собрания в зале заседаний правления?
2. – Где повестка дня?
– В этой папке. Там также копия протокола последнего собрания.
3. Господа, думаю, нет необходимости читать протокол нашего последнего заседания, так как копии всем уже розданы.
4. Протокол предыдущего заседания считается заслушанным.
5. Полагаю, все согласны, что курсы по профессиональной подготовке необходимо открыть прямо сейчас. (Возглас одобрения)
6. Пожалуйста, запишите это в протокол собрания.
7. Следующий вопрос повестки дня – сообщение управляющего по кадрам о том, сколько дополнительно нам понадобится рабочих.

XIX. a) What makes a good communicator? Choose the three most important factors

- Fluency in the language
- An extensive vocabulary
- Being a good listener

- Physical appearance
- A sense of humor
- Grammatical accuracy
- Not being afraid of making mistakes
- An awareness of body language

b) What other factors are important for communication?

XX. Complete this talk by a communication expert with the verbs from the box

Good communicators really...*listen*... to people and take in what is said. They maintain eye contact and have a relaxed body language, but they seldom.....¹ and stop people talking. If they don't understand and want to.....² something they wait for a suitable opportunity.

When speaking, effective communicators are good at giving information. They don't³ their listener. They make their points clearly. They will avoid technical terms, abbreviations or jargon.

If they do need to use unfamiliar terminology they.....⁴ by giving an easy to understand example. Furthermore, although they may⁵ and leave the main point to give additional information and details where appropriate, they will not.....⁶ and lose sight of their main message. Really effective communicators who have the ability to.....⁷ with colleagues, employees, customers and suppliers are a valuable asset for any business.”

~~Listen~~ digress interrupt explain engage clarify confuse ramble

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