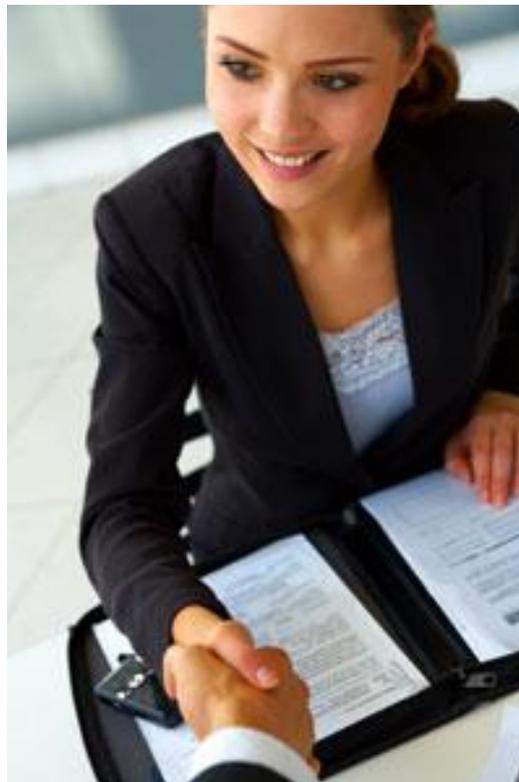




МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ ДЕРЖАВНИЙ УНІВЕРСИТЕТ  
ХАРЧУВАННЯ ТА ТОРГІВЛІ

МЕТОДИЧНІ РЕКОМЕНДАЦІЇ ДО СПЕЦКУРСУ  
**«PROPER BUSINESS ETIQUETTE»**

ДЛЯ СТУДЕНТІВ УСІХ ФАКУЛЬТЕТІВ



Харків – 2014

***Розповсюдження та друк без дозволу ХДУХТ заборонено***

Рекомендовано до друку кафедрою іноземних мов,  
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Завідувач кафедри \_\_\_\_\_ доц. А.О. Борисова

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## Передмова

Розвиток міжнародних відносин і вихід України на світові ринки вимагає підготовки спеціалістів, які могли б гідно представляти нашу державу за кордоном. Метою вивчення спецкурсу "Діловий етикет" є формування у студентів необхідних для майбутньої професійної діяльності теоретичних знань про сутність, структуру, функціональну заданість етикету в організації й упорядкуванні соціальних й професійних зв'язків, колективних та індивідуальних видів поведінки.

Завдання: визначити роль етикету у формалізації культурних еталонів і цивілізованих стереотипів моральних відносин у діловій професійній практиці; розвивати раціонально-емоційну сферу моральної свідомості; формувати базові та професійні комунікативні компетентності з метою задоволення інформаційних потреб органів управління, організацій, фірм та установ сфери торгівлі та громадського харчування.

Запропоновані методичні рекомендації, призначені для студентів усіх факультетів, мають на меті вдосконалення вмінь та навичок практичного володіння англійською мовою у сфері професійної діяльності. Працюючи з текстами, студенти вивчають роль професійних етичних норм в історії та розвитку людства; теоретичні та методологічні основи адекватної та продуктивної професійної комунікації; основні прийоми налагодження ефективних зв'язків у діловій практиці; розмовні формули для коректного вираження згоди та заперечення; норми етикету, характерні для різних англійськомовних країн світу.

Під час роботи з автентичними матеріалами студенти навчаються використовувати теоретичні знання на практиці; вести телефонну бесіду за фахом з іноземними партнерами, висловлювати власну точку зору; проводити ділові зустрічі, збори, презентації та конференції; бути толерантним до представників інших культур; сприймати іноземну мову (у тому числі з різними акцентами) на слух, виконувати комунікативні вправи та завдання; творчо працювати над саморозвитком культури ділового спілкування з метою досягнення особистого успіху в подальшій професійній кар'єрі.

# 1. WHAT IS BUSINESS ETHICS?

## THE HISTORY OF BUSINESS ETHICAL NORMS

What is ethics? Webster defines it as “the forms, manners, and ceremonies established by convention as acceptable or required in social relations, in a profession, or in official life”. **Business ethics** (also corporate ethics) is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.

Business ethics has both normative and descriptive dimensions. As a corporate practice and a career specialization, the field is primarily normative. Academics attempting to understand business behavior employ descriptive methods. The range and quantity of business ethical issues reflects the interaction of profit-maximizing behavior with non-economic concerns. Interest in business ethics accelerated dramatically during the 1980s and 1990s, both within major corporations and within academia. For example, today most major corporations promote their commitment to non-economic values under headings such as ethics codes and social responsibility charters. Adam Smith said, "People of the same trade seldom meet together, even for merriment and diversion, but the conversation ends in a conspiracy against the public, or in some contrivance to raise prices." Governments use laws and regulations to point business behavior in what they perceive to be beneficial directions. Ethics implicitly regulates areas and details of behavior that lie beyond governmental control. The emergence of large corporations with limited relationships and sensitivity to the communities in which they operate accelerated the development of formal ethics regimes.

Some business organizations have administrative manuals in which acceptable codes of behavior are listed. Etiquette is respect, good manners, and good behavior. It is not just each of these things, but it is all of these things rolled into one.

### **History**

Business ethical norms reflect the norms of each historical period. As time passes norms evolve, causing accepted behaviors to become objectionable. Business ethics and the resulting behavior evolved as well. Business was involved in slavery, colonialism, and the cold war.

The term 'business ethics' came into common use in the United States in the early 1970s. By the mid-1980s at least 500 courses in business ethics reached 40,000 students, using some twenty textbooks and at least ten casebooks along supported by professional societies, centers and journals of business ethics. The Society for Business Ethics was started in 1980. European business schools adopted business ethics after 1987 commencing with the European Business Ethics Network (EBEN). In 1982 the first single-authored books in the field appeared.

Firms started highlighting their ethical stature in the late 1980s and early 1990s, possibly trying to distance themselves from the business scandals of the day, such as the savings and loan crisis. The idea of business ethics caught the

attention of academics, media and business firms by the end of the Cold War. However, legitimate criticism of business practices was attacked for infringing the "freedom" of entrepreneurs and critics were accused of supporting communists. This scuttled the discourse of business ethics both in media and academia.

### **Western office and business**

The etiquette of business is the set of written and unwritten rules of conduct that make social interactions run more smoothly. Office etiquette in particular applies to coworker interaction, excluding interactions with external contacts such as customers and suppliers. When conducting group meetings in the United States, the assembly might follow Robert's Rules of Order, if there are no other company policies to control a meeting.

These rules are often echoed throughout an industry or economy. For instance, 49% of employers surveyed in 2005 by the American National Association of Colleges and Employers found that non-traditional attire would be a "strong influence" on their opinion of a potential job candidate.

Both office and business etiquette overlap considerably with basic tenets of netiquette, the social conventions for using computer networks.

Business etiquette can vary significantly in different countries, which is invariably related to their culture. For example: A notable difference between Chinese and Western business etiquette is conflict handling. Chinese businesses prefer to look upon relationship management to avoid conflicts – stemmed from a culture that heavily relies on Guanxi. While the west leaves resolution of conflict to the interpretations of law through contracts and lawyers.

Adjusting to foreign etiquettes is a major complement of culture shock, providing a market for manuals. Other resources include business and diplomacy institutions, available only in certain countries such as the UK.

In 2011, a group of etiquette experts and international business group formed a non-profit organization called IITTI (pronounced as "ET") to help human resource (HR) departments of multinationals in measuring the etiquette skills of prospective new employees during the recruitment process by standardizing image and etiquette examination, similar to what ISO does for industrial process measurements.

### ***Business Etiquette Quiz***

***1. You pass a co-worker in the hallway and he asks "How are you?". You respond by:***

- a. Telling him that your back has been hurting you and you have a cold
- b. Saying "Fine, thanks"
- c. Explaining that you are tired and stressed out in your job

***2. Canadians value closeness and friendliness. It is appropriate to stand close to a business contact and frequently touch his/her arm while talking.***

- a. True
- b. False

***3. A co-worker comes to your office to introduce you to a friend of his. You:***

- a. Smile and nod
- b. You stand up, establish eye contact, smile and shake his hand
- c. Wave and tell him how happy you are to meet him
- d. Give him a “high five”

**4. You have a meeting with a colleague from a different department scheduled for 10:00am. You’ve spoken to the receptionist and you have been waiting outside the colleague’s office for a while and it is now 10:05. You want to make sure the person knows you’re there. You:**

- a. Peek your head in the doorway and say “Excuse me”
- b. Stand near the door where your colleague will see you
- c. Continue to sit and wait
- d. Enter the office confidently, introduce yourself and remind them you have a 10:00 am meeting.

**5. After a meeting with a contact, in order to express your thanks, it is appropriate to:**

- a. Send him/her a small box of chocolates with a note
- b. Drop by the office and give him/her a hot cup of coffee
- c. Send a dozen red roses to his/her home
- d. Send a thank you letter

**6. When meeting a contact of the opposite sex the man should wait for the woman to initiate the handshake.**

- a. True
- b. False

**7. When breaking the ice with a contact at the beginning of a meeting it is appropriate to discuss such things as**

- the weather, politics and traffic.
- a. True
  - b. False

**8. When corresponding with a business contact by email you should:**

- a. Be as formal as if you were writing an actual letter on paper
- b. Be a little more informal to appear up-to-date with technology and the trend towards a relaxed work atmosphere

**9. It is acceptable to leave on your personal cellular phone during office hours and answer it when it rings.**

- a. True
- b. False

**10. A co-worker shares office gossip/rumors with you. You:**

- a. Thank him for telling you and pass the stories on
- b. Check out the facts with other employees
- c. Politely listen and keep the information to yourself

## **2. CULTURAL DIFFERENCES.**

### **CROSS CULTURAL (INTERCULTURAL) COMMUNICATION**

### **INTERNATIONAL BUSINESS ETIQUETTE**

#### **Cultural differences**

Etiquette is dependent on culture; what is excellent etiquette in one society may shock another. Etiquette evolves within culture. The Dutch painter Andries Both shows that the hunt for head lice (illustration, right), which had been a civilized grooming occupation in the early Middle Ages, a bonding experience that reinforced the comparative rank of two people, one groomed the other, one was the subject of the groomer, had become a peasant occupation by 1630. The painter portrays the familiar operation matter-of-factly, without the disdain this subject would have received in a 19th-century representation.

Etiquette can vary widely between different cultures and nations. For example, in Hausa culture, eating while standing may be seen as offensively casual and ill-omened behavior, insulting the host and showing a lack of respect for the scarcity of food – the offense is known as "eating with the devil" or "committing santi." In China, a person who takes the last item of food from a common plate or bowl without first offering it to others at the table may be seen as a glutton who is insulting the host's generosity. Traditionally, if guests do not have leftover food in front of them at the end of a meal, it is to the dishonour of the host. In America a guest is expected to eat all of the food given to them, as a compliment to the quality of the cooking. However, it is still considered polite to offer food from a common plate or bowl to others at the table.

In such rigid hierarchal cultures as Korea and Japan, alcohol helps to break down the strict social barrier between classes. It allows for a hint of informality to creep in. It is traditional for host and guest to take turns filling each other's cups and encouraging each other to gulp it down. For someone who does not consume alcohol (except for religious reasons), it can be difficult escaping the ritual of the social drink.

Etiquette is a topic that has occupied writers and thinkers in all sophisticated societies for millennia, beginning with a behavior code by Ptahhotep, a vizier in ancient Egypt's Old Kingdom during the reign of the Fifth Dynasty king DjedkareIsesi (ca. 2414–2375 BC). All known literate civilizations, including ancient Greece and Rome, developed rules for proper social conduct. Confucius included rules for eating and speaking along with his more philosophical sayings.

Early modern conceptions of what behavior identifies a "gentleman" were codified in the 16th century, in a book by Baldassare Castiglione, *Il Cortegiano* ("The Courtier"); its codification of expectations at the court of Urbino remained in force in its essentials until World War I. Louis XIV established an elaborate and rigid court ceremony, but distinguished himself from the high bourgeoisie by continuing to eat, stylishly and fastidiously, with his fingers. An important book about etiquette is *Il Galateo* by Giovanni della Casa; in fact, in Italian, etiquette is generally called galateo (or etichetta or protocollo).

In the American colonies Benjamin Franklin and George Washington wrote codes of conduct for young gentlemen. The immense popularity of advice columns and books by Letitia Baldrige and Miss Manners shows the currency of this topic. Even more recently, the rise of the Internet has necessitated the adaptation of existing rules of conduct to create Netiquette, which governs the drafting of e-mail, rules for participating in an online forum, and so on.

In Germany, many books dealing with etiquette, especially dining, dressing etc., are called the Knigge, named after Adolph Freiherr Knigge who wrote the book *Über den Umgang mit Menschen* (On Human Relations) in the late 18th century. However, this book is about good manner and also about the social states of its time, but not about etiquette.

Etiquette may be wielded as a social weapon. The outward adoption of the superficial mannerisms of an in-group, in the interests of social advancement rather than a concern for others, is considered by many a form of snobbery, lacking in virtue.

*Etiquette, manners, and cross cultural*, or intercultural communication have become critical elements required for all International and Global Business executives, managers, and employees. As international, multinational, transnational, multi domestic, and global business continues to expand and bring people closer, the most important element of successful business outcomes may be the appreciation and respect for regional, country, and cultural differences – known as cultural diversity.

*Learning the skills of proper etiquette*, manners, and intercultural communication contained in these pages of the Proper Business Etiquette book will give you a wealth of information and resources that you can immediately apply during your international business travels and overseas assignments. In fact, you may want to print a copy to review during your next international flight.

## UNITED KINGDOM

### Introduction

England is one of four distinct regions of the United Kingdom, which also includes Wales, Scotland, and Northern Ireland. England's population is approximately 47 million.

It is important to note that the Scots, Welsh, and Irish are not English, and are often offended when referred to as such. Additionally, citizens of the U.K. do not consider themselves European. Unfortunately, they are usually grouped as such, due in part to their membership in the European Union.

The English are very proud of their heritage and history. Along with their contributions to the world of today, several famous writers came from England. Some of the most famous are Shakespeare, T.S. Eliot, and Chaucer. This century, England has seen many influential daughters and sons. The Beatles, Winston Churchill, and Queen Elizabeth II have all played a tremendous role in England's presence in the modern world.

### United Kingdom fun fact

Gambling is very popular in Britain. The British buy more lottery tickets than any other people in the world. It has been estimated that 75% of adults in Britain play the lottery at least once a week.

### **United Kingdom appearance**

1. Business attire rules are somewhat relaxed in England, but conservative dress is still very important for both men and women.
2. Dark suits, usually black, blue, or grey, are quite acceptable.
3. Men's shirts should not have pockets; if they do, the pockets should always be kept empty. Additionally, men should wear solid or patterned ties, while avoiding striped ties.
4. Men wear laced shoes, not loafers.
5. Businesswomen are not as limited to colours and styles as men are, though it is still important to maintain a conservative image.

### **United Kingdom behaviour**

1. Always be punctual in England. Arriving a few minutes early for safety is acceptable.
2. Decision-making is slower in England than in the United States; therefore it is unwise to rush the English into making a decision.
3. A simple handshake is the standard greeting (for both men and women) for business occasions and for visiting a home.
4. Privacy is very important to the English. Therefore asking personal questions or intensely staring at another person should be avoided.
5. Eye contact is seldom kept during British conversations.
6. To signal that something is to be kept confidential or secret, tap your nose.
7. Personal space is important in England, and one should maintain a wide physical space when conversing. Furthermore, it is considered inappropriate to touch others in public.
8. Giving of gifts are not required as part of doing business in England.
9. A business lunch will often be conducted in a pub and will consist of a light meal and perhaps a pint of ale.
10. When socializing after work hours, do not bring up the subject of work.
11. When dining out, it is not considered polite to toast those who are older than yourself.

### **United Kingdom communications**

1. "America and Britain are two nations divided by a common language" *George Bernard* was once quoted as saying.
2. In England, English is the official language, but it should be noted that Queen's English and American English are very different.
3. Often ordinary vocabulary can differ between the two countries.
4. Loud talking and disruptive behaviour should be avoided.

5. One gesture to avoid is the V for Victory sign, done with the palm facing you. This is a very offensive gesture.

6. If a man has been knighted, he is addressed as "Sir and his first name" example: Sir John. If writing a letter, the envelope is addressed "Sir First name and Last name" example: Sir John Roberts.

## UNITED STATES

### Introduction

The population of the United States is 300 million people of mixed races and heritage. Although the population is predominantly of European descent, the country has been a welcoming beacon to immigrants from virtually every country and culture in the world. English is the predominant language, although languages from many foreign countries are spoken within cultural enclaves throughout the U.S. The majority of American's (U.S.) are Christian.

The United States of America consists of 50 states governed on a federal level, as well as a state level. Laws are written at both levels, and when doing business in the United States one must make sure to meet the requirements mandated by these laws. The country is very litigious so legal resources are available and specialists can be found to assist with any transaction.

The culture and geographic location of an area will influence how business is done. Traditionally, the East Coast is more conservative and formal in their dress and manners than the West Coast. That is not to say a West Coast meeting carries any less importance. The climate and lifestyle are just more relaxed, which is reflected in the pace and informality.

### United States fun fact

Many years ago business was conducted predominantly by men. A woman's role was to maintain the family and home responsibilities. Evening events and dinners were strictly for social enjoying with family and friends. Social registers were maintained so only those in the "proper" group would be included. A gentleman never carried his business cards to these events, but a social card with just his name. Times have changed. Now, business is conducted continuously (thanks to breakfast meetings, e-mail, and cellular phones); and, women are now as significant in the business world as men.

The U. S. was founded on the work ethic that good, honest, hard work is rewarded. Because of this work ethic, time is money and punctuality is highly regarded, so a cellular phone *can* save the day when automobile traffic in a major city causes unexpected delays.

Brain Teaser: What do you wear to a high level meeting with a corporate executive who is worth millions, is 22 years old, lives at the beach, and has the latest computer innovation?

### United States appearance

1. Business suit and tie are appropriate in all major cities. Wear dark coloured business suits in classic colours of grey and navy. For an important formal

meeting, choose a white dress shirt, for less formal a light blue shirt will still give you a conservative appearance.

2. Women should wear a suit or dress with jacket in major cities. Wearing classic clothing and classic colours of navy, grey, ivory, and white will ensure you give a confident and conservative appearance.

3. Rural areas and areas with extremely warm summers have more informal wardrobe requirements.

4. Women may wear a business dress, or skirt and blouse, in rural areas.

5. Men may conduct business without wearing a jacket and/or tie in rural areas.

6. The formality of a meeting, even in rural areas, may dictate a sports jacket and tie for men. The same formality will require a woman to wear a dress, possibly with a jacket.

7. Casual clothing is appropriate when not attending a work related meeting/dinner. Building a casual wardrobe using classic lines and colours (navy, grey, camel, ivory and white) will give you a look that is stylish and professional even when you are relaxing.

8. Clothing, whether formal or casual, should be clean and neat in appearance.

9. Men may generally wear jeans or khaki pants with a shirt for casual attire.

10. Women may wear comfortably fitting slacks with a casual shirt. Wearing jeans or shorts, even in a casual setting, may be inappropriate for the city. It is better to err on the conservative side if you are not sure.

### **United States behaviour**

1. Business conversation *may* take place during meals. However, many times you will find more social conversation taking place during the actual meal.

2. Business meetings may be arranged as breakfast meetings, luncheon meetings, or dinner meetings depending on time schedules and necessity. Generally a dinner, even though for business purposes, is treated as a social meal and a time to build rapport.

3. Gift giving is discouraged or limited by many US companies. A gracious written note is always appropriate and acceptable.

4. If you do give a gift, it should not appear to be a bribe.

5. An invitation for a meal or a modest gift is usually acceptable.

6. If you are someplace with a line or queue, go to the end and wait your turn.

7. Do not use or chew on a toothpick in public.

8. Many public places and private homes do not allow smoking. In some areas laws have been passed to prevent smoking in public places.

### **United States communications**

1. Offer a firm handshake, lasting 3-5 seconds, upon greeting and leaving. Maintain good eye contact during your handshake. If you are meeting several

people at once, maintain eye contact with the person you are shaking hands with, until you are moving on to the next person.

2. Good eye contact during business and social conversations shows interest, sincerity and confidence.

3. Good friends may briefly embrace, although the larger the city, usually the more formal the behaviour.

4. Introductions include one's title if appropriate, or Mr., Ms, Mrs. and the full name.

5. Business cards are generally exchanged during introductions. However, they may be exchanged when one party is leaving.

6. A smile is a sign of friendliness, and in rural areas you may be greeted with a "hello" rather than a handshake.

7. Ask permission to smoke before lighting a cigarette or cigar. Due to health concerns, you may or may not be given permission.

## **CHINA**

### **Introduction**

China is believed to have the oldest continuous civilization. China has over 4,000 years of verifiable history. Beijing is the capital of China and is the focal point for the country. The official language is standard Chinese, which is derived from the Mandarin dialect. Most business people speak English. There are many dialects in China however there is only one written language.

A Communist form of government rules China. The Chinese government promotes atheism although the constitution guarantees freedom of religion. The Chinese practice a variety of religions, however, Confucianism; despite not being a formal religion is practiced widely throughout the country.

China is the most densely populated country in the world with approximately 1.17 billion people as of 1992. Almost 100 percent of the population are ethnic or Han Chinese. There are strict rules regarding childbirth and each couple is limited to only one child.

### **China fun fact**

The tradition of digging up "dragon bones" (tortoise and cattle bones) has long been a part of Chinese culture. These bones are often used to predict the future. The bones were inscribed with questions then heated to reveal the answers. The tradition dates back as far as the Bronze Age (around 2100 BC during the Xia dynasty).

### **Appearance in China**

1. Conservative suits for men with subtle colours are the norm.
2. Women should avoid high heels and short sleeved blouses. The Chinese frown on women who display too much.
3. Subtle, neutral colours should be worn by both men and women.
4. Casual dress should be conservative as well.

5. Men and women can wear jeans. However, jeans are not acceptable for business meetings.

6. Revealing clothing for women is considered offensive to Chinese businessmen.

### **Behaviour & manners in China**

1. Do not use large hand movements. The Chinese do not speak with their hands. Your movements may be distracting to your host.

2. Personal contact must be avoided at all cost. It is highly inappropriate for a man to touch a woman in public.

3. Do not point when speaking.

4. To point do not use your index finger, use an open palm.

5. It is considered improper to put your hand in your mouth.

6. Avoid acts that involve the mouth.

7. Gift giving is a very delicate issue in China.

8. It is illegal to give gifts to government official however; it has become more commonplace in the business world.

9. It is more acceptable to give gifts either in private or to a group as a whole to avoid embarrassment.

10. The most acceptable gift is a banquet.

11. Quality writing pens as considered favoured gifts.

12. The following gifts and/or colours are associated with death and should not be given:

- Clocks
- Straw sandals
- A stork or crane
- Handkerchiefs
- Anything white, blue or black

13. Always arrive on time or early if you are the guest.

14. Do not discuss business at meals.

15. Do not start to eat or drink prior to the host.

16. As a cultural courtesy, you should taste all the dishes you are offered.

17. Sample meals only, there may be several courses.

18. Never place your chopsticks straight up in your bowl. By placing your sticks upright in your bowl you will remind your host of joss sticks which connotes death.

19. Do not drop the chopsticks it is considered bad luck.

20. Do not eat all of your meal. If you eat all of your meal, the Chinese will assume you did not receive enough food and are still hungry.

21. Women do not usually drink at meals.

22. Tipping is considered insulting, however the practice is becoming more common.

## **Communications in China**

1. Bowing or nodding is the common greeting; however, you may be offered a handshake. Wait for the Chinese to offer their hand first.
2. Applause is common when greeting a crowd; the same is expected in return.
3. Introductions are formal. Use formal titles.
4. Often times Chinese will use a nickname to assist Westerners.
5. Being on time is vital in China.
6. Appointments are a must for business.
7. Contacts should be made prior to your trip.
8. Bring several copies of all written documents for your meetings.
9. The decision making process is slow. You should not expect to conclude your business swiftly.
10. Many Chinese will want to consult with the stars or wait for a lucky day before they make a decision.
11. Present and receive cards with both hands.
12. Never write on a business card or put it in your wallet or pocket. Carry a small card case.
13. The most important member of your company or group should lead important meetings. Chinese value rank and status.
14. Develop a working knowledge of Chinese culture.
15. Allow the Chinese to leave a meeting first.

## **RUSSIA**

### **Introduction**

The Russian Federation has over 150 million people, and covers an area of greater than 6,592,800 sq. mi. The country has gone through many changes in recent years, as communism ended in 1991. At that time, the U.S.S.R. as it was called, separated into independent states. This separation ended the communism reign that had lasted from 1917 to 1991.

### **Russia fun fact**

Negotiations with Russians often involve flared tempers. During negotiations and meetings, temper tantrums and walkouts often occur.

After the breakup of the old Soviet Union, fifteen new independent states emerged. This number, however, is ever changing as boundaries are continually being modified.

### **Russia appearance**

1. Businessmen in Russia usually wear suits that are dark and well tailored along with good dress shoes. A businessman's wardrobe demonstrates the individual's image as a professional.
2. Men often do not take off their jackets in negotiations.
3. Do not stand with your hands in your pockets. This is considered rude.

4. Women dress rather conservatively, avoiding overly flashy or gaudy outfits.

5. Women should always cover their heads when entering into any Russian Orthodox Churches.

6. Skirts should be worn rather than pants.

7. When attending dinner in a citizen's home, casual dress of slacks and a nice shirt without a tie are appropriate.

### **Russia behaviour**

1. As a foreigner, you are expected to be on time to all business appointments. However, your Russian counterpart may be late, as this may be a test of your patience. Do not expect an apology from a late Russian, and do not demonstrate any kind of attitude if your business appointments begin one or two hours late. This may also be a test of your patience.

2. Social events are more relaxed. It is acceptable for foreigners to be 15 to 30 minutes late.

3. Patience is an extremely important virtue among Russians; punctuality is not.

4. Russians are known as great "sitters" during negotiations, this demonstrates their tremendous patience.

5. The U.S.S.R. was officially an atheist nation in the days of communism. Now, however, participation in religion is increasing, with many citizens practicing Protestantism, Islam, Russian Orthodoxy, and Judaism.

6. Some 'hard-line' Russians still view compromise as a sign of weakness, and often refuse to back down. To these individuals, compromising is bad business.

7. As a foreigner, you should realize that "Final Offers" are often not actually the end of the negotiations and that often times the outcome will be more beneficial and attractive if you can hold out.

8. There is a Russian term meaning "connections" or "influences. It is extremely difficult to do business in Russia without help from a local. To help with this, gifts, money or other items are often a good idea when doing business in Russia.

9. If attending dinner at a family residence, it is appropriate to bring a gift, such as a bottle of wine, dessert, or a bouquet of flowers.

10. When shaking hands with someone, be sure to take off your gloves, as it is considered rude not to.

11. When attending any formal engagements such as the theatre, it is appropriate to check your coat and other belongings at the front door of the establishment.

12. Do not show the soles of your shoes, as this is considered impolite. They are considered dirty, and should never come in contact with any type of seat (like on a subway or bus).

13. Be sure to have plenty of business cards with double sides of information. One side should be printed in English, the other side in Russian.

14. Be alert and open to taking a drink or having a toast, as refusing to do so is a serious breach of etiquette.

### **Russia Communications**

1. Russian is the official language.
2. Speaking or laughing loudly in public is considered rude, as Russians are generally reserved and somber.
3. Many Russians speak English, as it is often taught beginning in the third grade.
4. Russians are highly literate, and have almost a 100% literacy rate.
5. Good topics of conversation include peace, the current changes taking place in Russia, and their current economic situation.

*Task 1. Read this information and decide whether these pieces of advice about the English-speaking business world are true or false:*

In the English-speaking business world, people use first names, even with people they do not know very well. But if you aren't sure, use Mr. and the family name for men, and Mrs. or Miss and the family name for women, depending on whether they are married or not. Ms. often replaces Mrs. and Miss. You don't use Mr., Mrs., Miss or Ms. with only a first name (e.g. Mr. John) or by itself.

1. It's possible to introduce yourself by saying your family name then your first name.
2. It's possible to use Mr., Mrs. or Miss on its own, or with a first name.
3. British people use Sr. and Jr. to refer to a father and his son.
4. Americans often show their middle name with an initial.
5. You can always use someone's first name to talk to them, even if you don't know them very well.
6. Ms. is being used more and more as a title for women.
7. You can show your qualifications after your name on your business card.

*Task 2. Read this article and choose one of these titles for it:*

*When in Rome      Problems that business people face*  
*Travelling abroad      Good manners, good business*  
*Doing business in Europe      I didn't mean to be rude!*

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

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

Handshaking is almost as popular in other countries – including Germany, Belgium and Italy. But Northern Europeans, such as the British and Scandinavians, are not quite so fond of physical demonstrations of friendliness.

In Europe the most common challenge is not the content of the food, but the way you behave as you eat. Some things are just not done. In France it is not good manners to raise tricky questions of business over the main course. Business has its place: after the cheese course. Unless you are prepared to eat in silence you have to talk about something - something, that is, other than the business deal which you are continually chewing over in your head.

Italians give similar importance to the whole process of business entertaining. In fact, in Italy the biggest fear, as course after course appears, is that you entirely forget you are there on business. If you have the energy, you can always do the polite thing when the meal finally ends, and offer to pay. Then, after a lively discussion, you must remember the next polite thing to do - let your host pick up the bill.

In Germany, as you walk sadly back to your hotel room, you may wonder why your apparently friendly hosts have not invited you out for the evening. Don't worry, it is probably nothing personal. Germans do not entertain business people with quite the same enthusiasm as some of their European counterparts.

The Germans are also notable for the amount of formality they bring to business. As an outsider, it is often difficult to know whether colleagues have been working together for 30 years or have just met in the lift. If you are used to calling people by their first names this can be a little strange. To the Germans, titles are important. Forgetting that someone should be called Herr Doktor or Frau Direktorin might cause serious offence. It is equally offensive to call them by a title they do not possess.

In Italy the question of title is further confused by the fact that everyone with a university degree can be called Dottore - and engineers, lawyers and architects may also expect to be called by their professional titles.

These cultural challenges exist side by side with the problems of doing business in a foreign language. Language, of course, is full of difficulties - disaster may be only a syllable away. But the more you know of the culture of the country you are dealing with, the less likely you are to get into difficulties. It is worth the effort. It might be rather hard to explain that the reason you lost the contract was not the product or the price, but the fact that you offended your hosts in a light-hearted comment over an aperitif. Good manners are admired: they can also make or break the deal.

**Task 3.** *Decide if these statements are true or false, according to the writer:*

1. In France you are expected to shake hands with everyone you meet.
2. People in Britain shake hands just as much as people in Germany.
3. In France people prefer talking about business during meals.
4. It is not polite to insist on paying for a meal if you are in Italy.
5. Visitors to Germany never get taken out for meals.

6. German business people don't like to be called by their surnames.
7. Make sure you know what the titles of the German people you meet are.
8. Italian professionals are usually addressed by their titles.
9. A humorous remark always goes down well all over the world.

**Task 4. Discuss these questions:**

1. Which of the ideas in the article do you disagree with?
2. What would you tell a foreign visitor about good manners in your country?
3. How much do you think international business is improved by knowing about foreign people's customs?

### **3. TO START WITH... SOME GENERAL TIPS**

- Always say your full name.

In a business situation, you should use your full name, but you should also pay attention to how others want to be introduced.

If your name is too long or difficult to pronounce, Pachter says you should consider changing or shortening it. Or you should consider writing down the pronunciation of your name on a business card and giving it to others.

- Always stand when you're being introduced to someone.

"Standing helps establish your presence. You make it easy for others to ignore you if you don't stand. If you are caught off guard and cannot rise, you should lean forward to indicate that you would stand, if you could."

- Only say "thank you" once or twice during a conversation.

"You need to say it only once or twice within a conversation. Otherwise, you may dilute its impact and possibly make yourself seem somewhat helpless and needy."

- Send separate thank you notes to everyone involved.

You should send thank you notes within 24 hours and you should send separate notes to everyone you want to thank.

"Before you choose between email and handwritten notes, consider that regular mail may take several days to get to its destination while email arrives almost immediately. This time difference can be important after a job interview, if the hiring decision is being made quickly."

- Never pull out someone's chair for them.

It's OK to hold open a door for your guest, but Pachter says you shouldn't pull someone's chair out for them regardless of gender. In a business setting, you should leave those social gender rules behind.

"Both men and women can pull out their own chairs."

- Don't cross your legs.

Both men and women do it, but it can be distracting and even too sexy for a professional setting, says Pachter.

"The bottom line, however, is health related: crossing your legs is bad for your circulation because it increases the pressure on your veins."

- Keep your fingers together when you point.

"Point with an open palm, and keep your fingers together. If you point with your index finger, it appears aggressive. Both men and women point, but women have a tendency to do it more than men."

- Always break bread with your hands.

Pachter says you should never use your knife to cut your rolls at a business dinner.

"Break your roll in half and tear off one piece at a time, and butter the piece as you are ready to eat it."

- Do not push away or stack your dishes.

"You are not the waiter. Let the wait staff do their jobs."

- Never ask for a to-go box.

"You are there for business, not for the leftovers," Pachter writes. "Doggie bags are okay for family dinners but not during professional occasions."

- Keep the food options balanced with your guest.

This means that if your guest orders an appetizer or dessert, you should follow suit.

"You don't want to make your guest feel uncomfortable by eating a course alone," Pachter says.

- If the host follows certain dietary restrictions, consider the restaurant they're taking you before ordering.

"Most people do not impose their dietary choices on others. Nevertheless, you can often judge what to order by the type of restaurant she chooses."

For example, if your boss is a vegetarian but chose to meet you at a steak house, Pachter says "by all means you can order steak."

- Know where to properly place plates and silverware.

Remember that "left" has four letters and "right" has five letters.

"Food is placed to the left of the dinner plate. The words food and left each have four letters; if the table is set properly, your bread or salad or any other food dish, will be placed to the left of your dinner plate. Similarly, drinks are placed to the right of the dinner plate, and the words glass and right contain five letters. Any glass or drink will be placed to the right of the dinner plate."

"Left and right also work for your utensils. Your fork (four letters) goes to the left; your knife and spoon (five letters each) go to the right."

Also, think "BMW" when trying to remember where to place plates and glasses. The mnemonic BMW here stands for "bread, meal, and water" so remember that "your bread-and-butter plate is on the left, the meal is in the middle, and your water glass is on the right."

- The host should always pay.

"If you did the inviting, you are the host, and you should pay the bill, regardless of gender. What if a male guest wants to pay? A woman does have some choices. She can say, 'Oh, it's not me; it is the firm that is paying.' Or she can

excuse herself from the table and pay the bill away from the guests. This option works for men as well, and it is a very refined way to pay a bill."

"However, the bottom line is that you don't want to fight over a bill. If a male guest insists on paying despite a female host's best efforts, let him pay."

➤ Prepare a polite exit.

Pachter says you need to be the one talking as you're making the exit. "Remember to leave when you are talking. At that point, you are in control, and it is a much smoother exit."

You should also have "exit lines" prepared in case you need to leave a conversation. You can say "Nice to meet you" or "Nice talking to you" or "See you next week at the meeting."

You can also excuse yourself for a bathroom break, to get food, or say you wanted to catch someone before they leave.

### **Returning a Client's Gift**

#### ***How do I politely return a gift of money to a client?***

*Money is no different than any other type of gift.* It is really nice when a client wants to show his appreciation, but company rules often prohibit employees from accepting any gifts. The best course of action is to return the gift right when it is offered or send it back immediately. Even as you're saying no to the gift, show your appreciation for the thoughtfulness of the giver by what you say as you return the gift, either in person or by a handwritten note. "Tom, thank you so much. I really appreciate the thoughtfulness of this gift, but my company has a strict policy, and I'm not allowed to accept it. I hope you'll understand."

### **Responding to a Client's Note of Appreciation**

*The key word in your question is "require".* No, business etiquette wouldn't require you to send a thank you note. However, I would certainly recommend it. It's your opportunity to reach out and touch someone who is satisfied with your work. Writing back will help you build a more solid relationship with this customer. That's why you make the effort; not because business etiquette requires it. Something as simple as, "Thank you for your kind words about the service we provide. We take great pride in building the best relationships with all our customers. It wonderful to know our efforts are paying off. I hope we can be of service again in the future."

### **The Business of Thanks**

A thank-you should always be offered. The method of thanking can be a note, face-to-face, phone, or email.

First time meetings, especially at a lunch or dinner, usually call for a handwritten note, unless you know the person from an email culture. When in doubt, choose the note. A prompt, sincere, handwritten one is always appropriate and is greatly appreciated by the recipient. It's also good business. Be sure to check spelling and grammar. If your handwriting is illegible, a printed note on your business stationery is fine.

An emailed thank-you may be appropriate, depending on the circumstances, the person, and your relationship. Again, defer to the handwritten note if you're in doubt.

#### *When It's Okay to Send an E-mailed Thank-you Note*

- When you have lunch with an associate with whom you have a longtime business relationship and she picks up the tab, an emailed thanks is fine unless she's the kind who stands for tradition.

- When your host is someone with whom you exchange business correspondence via email two or three times a week, you can use email to express your thanks after a business lunch as you would in a handwritten note. If your host treated you to a business dinner, your better option would be to write and mail a thank-you note.

- When time is of the essence, use an emailed thank-you note as a prelude to a handwritten one. Send the email as quickly as possible and the note in one or two days.

#### *When a Handwritten Note is a Must*

- When you've been entertaining at a business related occasion that crosses from business to social-dinner, an evening out with your spouse, a weekend house party at the home of an employer or other business associate, or as a guest of honor at an office party – send a handwritten note.

- When the occasion was purely social but was hosted by someone with whom you do business, address your note to your host and his or her spouse and send it to their home. Social thank-you notes are handwritten on either notepaper or personal stationary.

- When you receive a gift from a client, vendor, or associate, send a handwritten note if verbal thanks weren't given in person. Even if you did thank the giver in person, a follow-up note is always appreciated.

#### *Less Formal Thank-yous*

- When you're one of many at an office party or a restaurant where you share a meal while doing business, a face-to-face, phone, or emailed thanks just after the event is sufficient. While it's never wrong to write a thank you note, you can repeat your thanks in your next business correspondence instead.

- As a lunch guest of a host with whom you speak often, you can either express your thanks again the next time you talk or you can send an email.

- If you've lunched with someone you see regularly and he paid, saying thanks is fine. You would, however, mention the lunch in your next business communication: "Thanks again, Alfredo, for the lunch [or "for joining me for lunch" if you paid]. We really accomplished a lot, and I'll have that proposal to you by next week."

- The more expensive the entertainment, the more the need for a handwritten note.

### ***Test Your Etiquette Intelligence***

#### ***1. In the business arena***

- a) Only men should stand for handshaking and all introductions;
- b) Only women should stand for handshaking and all introductions;
- c) It is not necessary for men or women to stand for handshaking or introductions;
- d) Both men and women should stand for handshaking and all introductions.

**2. *In the business arena, it is necessary for a man***

- a) To pull a chair out for a woman;
- b) To stand when a woman leaves the table;
- c) To pay for a woman's meal;
- d) All of the above;
- e) None of the above.

**3. *For easy reading, one's name badge should be worn***

- a) On the left shoulder;
- b) On the right shoulder;
- c) On the left hip;
- d) Around one's neck.

**4. *The best way to meet people at a business or social function is to***

- a) Head for the bar or the buffet immediately upon arrival;
- b) Introduce yourself to two people who are standing close and talking softly;
- c) Look confident, stand in the centre of the room, and wait for someone interesting to approach you;
- d) Introduce yourself to a person standing alone or to large groups;
- e) Stick close to only those you know very well and forget about the rest.

**5. *If you receive an e-mail from an unknown source and realize it should be handled by someone else, you***

- a) Forward it immediately;
- b) Forward it with a note explaining why you are sending it;
- c) Consider it spam, delete it, and forget about it;
- d) Print it out and leave it sitting on the copy machine in the hope that someone else will take care of it.

**6. *If an angry customer calls to complain, you should***

- a) Put the person on hold as quickly as possible and blow off some steam in the restroom;
- b) Tell the caller that he has the wrong number and hang up in self-defence;
- c) Stay calm, listen to the caller's complaint, and quickly attempt to help or get help for him;
- d) Quickly put the caller in his place by yelling back. After all, no one has the right to talk to you that way.

**7. If you have to introduce two people and you can't remember one person's name, you recover by saying**

- a) "Do you know one another?";
- b) "I can't remember your name. Will you introduce yourself?";
- c) Nothing and hoping they will introduce themselves;
- d) "It's been one of those days. Please tell me your name again";
- e) Nothing and doing nothing. After all, you don't want to embarrass yourself or others.

**8. When making a proper business introduction you**

- a) Wing it;
- b) Introduce a client to the president of your company;
- c) Introduce the president of your company to a client;
- d) Don't do anything. It is their responsibility to introduce themselves to one another.

**9. After a meeting with a client or vendor, you**

- a) Tell her, "Don't call us, we'll call you."
- b) Accompany her to the reception area or elevator;
- c) Give her a handshake and a big hug and tell her that you can't wait to see her again.

**10. When expressing thanks to someone who has given you a gift, you**

- a) Send an e-mail because it is faster and more efficient;
- b) Send a handwritten note;
- c) Pick up the phone and call within 72 hours;
- d) Consider a verbal thank you enough.

**11. When dining with someone important and your cell phone rings, you**

- a) Answer it within two rings and keep the call brief;
- b) Ignore it and pretend someone else's phone is ringing;
- c) Apologize and turn the phone on silent mode. The person you're with takes priority;
- d) Apologize, step away from the table, and take the call in the restroom.

**12. When you are dining in a restaurant and you accidentally drop your fork on the floor, you**

- a) Pick it up, wipe it off, and use it anyway;
- b) Pick it up, give it to the server, and ask him to bring you another one;
- c) Leave it on the floor and ask the server to bring you another one;
- d) Leave it on the floor and use your neighbour's while he's not looking.

**13. At dinner, when you notice the person on your left eating the roll from your bread plate, you**

- a) Tell him he made a mistake then you ask for your roll back;

- b) Don't say anything and eat the roll from your other neighbour's plate;
- c) Don't say anything and try to convince yourself that you didn't need that roll anyway;
- d) Ask the server for another roll and use the side of your dinner plate.

**14. While travelling internationally, you are invited to dinner in someone's home. The host serves a local delicacy that you wouldn't dream of eating in your native country. You**

- a) Politely decline by saying, "No, thank you" and ask for something else;
- b) Pick at the delicacy with your fork and drink a lot of wine;
- c) Try it and eat as much as you can;
- d) Eat it but let the host know that you are doing it to please him.

**15. At lunch, you notice that the stranger sitting next to you has spinach in her teeth, you**

- a) Don't say anything, smile and look her directly in the eye;
- b) Say something and hope you don't embarrass her;
- c) Make visual signals indicating that she has something in her teeth;
- d) Wipe your teeth with your napkin and hope she gets the hint and does the same.

#### **4. MEETING PEOPLE. EFFECTIVE INTRODUCTIONS**

When meeting people both nonverbal and verbal behaviors help to define your social skills. Using effective handshakes, good eye contact, and making the proper introductions show proper etiquette.

**1. Handshakes are vital in social situations.**

- a. Develop a comfortable handshake and keep it consistent.
- b. Handshakes should not be too hard; or too soft.
- c. Make a solid connection of the web skin between the thumb and forefinger.
- d. The host or person with the most authority usually initiates the handshake.

**2. Eye contact is another critical factor when meeting people.**

- a. Eye contact increases trust.
- b. It shows confidence and good interpersonal skills.
- c. Eye contact shows respect for the person and business situation.

**3. Proper introductions help to establish rapport when meeting people.**

- a. Authority defines whose name is said first. Say the name of the most important person first and then the name of the person being introduced.
- b. Introduce people in the following order:
  - i. younger to older
  - ii. non-official to official
  - iii. junior executive to senior executive
  - iv. colleague to customer
- c. Keep the introduction basic.
- d. Remember names for future reference.

- e. Provide some information about the people you are introducing to clarify your relationship with that person.
- f. Always carry business cards.
- g. Keep notes on people in order to follow-up both personally and professionally.

### **Effective Introductions**

1. Stand up (or rise as much as you can).
2. Move towards the person, establish eye contact and smile.
3. Shake hands.
4. Greet the other person and repeat his/her name.
5. Unless otherwise told, address individuals by their titles and last name (i.e. Mr. Smith, Ms. Jones).

If you forget a person's name when introducing a third party: "I am terribly sorry but I have forgotten your name" or "I remember meeting you but cannot recall your name".

### **How to introduce a person to speak in front of a group**

1. Tell your audience briefly which topic the speaker will cover. You don't want to give the speech yourself, but you should clue your audience in on the general topic so they will know what to expect.
2. Let your audience know why the topic is important to them to encourage them to give the speaker their full attention. This can be especially useful in a school setting.
3. Keep your tone upbeat and positive to build the interest of your audience. If you speak in a monotone voice with a straight face, the audience will have a more difficult time getting excited about the speaker. Smile and use inflection in your voice.
4. Avoid using humour unless you know the speaker well or he requests you to use it. Poorly placed or inappropriate humour can ruin the speech for the speaker.
5. Include identifying information about the speaker. This information should include the speaker's name, his company and title, and his level of expertise on the topic. The speaker himself will often provide you with this information ahead of time to help you build an introduction. Using the speaker's name at the end serves as his signal to come forward and begin speaking.
6. End the introduction with a phrase such as "Please welcome (speaker's name)" or "I am pleased to present (speaker's name)." Stand aside after this concluding phrase, smile and applaud. When the speaker steps up to the podium and thanks you, this is your cue to sit down.

### **Tips & Warnings**

- Always practice so you don't mispronounce a name or other important word in your introduction.

- Keep your introduction short and to the point. A long introduction can easily lose the audience for your speaker.

### **Verbal communication**

Every encounter offers a chance to impress the other person. Keep in mind that:

- someone who talks too much may be seen as nervous or insensitive;
- someone who ignores others could be considered snobbish;
- someone who only discusses work may come across as limited.

Make sure you find a professional balance during your interactions with colleagues and clients.

Safe topics for small talk include weather, traffic, sports, non-controversial current events (i.e. the Oscars), and travel.

Avoid slang and foul language. Be careful with humor and sarcasm. Do not express your opinions on politics, religion, culture, and ethnicity.

When addressing superiors, colleagues or clients, follow the norms of the workplace (first name only or title and last name, i.e. Mr. Smith).

### **Non-verbal communication**

Body language communicates more than what you say. Gestures, facial expressions, posture and physical contact are also powerful forms of communication.

Maintain eye contact and avoid distracting mannerisms such as:

- scratching or picking at yourself, tugging or playing with hair, combing hair in public, drumming fingers, picking or biting;
- fingernails, tapping feet, applying makeup or nail polish in public, picking teeth, fidgeting, yawning, clicking pens, chewing;
- gum.

*Task 1. Choose right and wrong forms of business address:*

1. I say!	2. Hey!	3. Hallo! (Hullo! Hello!)	4. Hallo, I say!
5. I say, young man!	6. Listen you!	7. You, there!	8. Just a moment, Tom!
9. Look (see) here, Tom!	10. Look here now, Tom! (Now look here, Tom!)	11. Tom, listen to me.	12. Tom! Listen!
13. You know what, Tom, let's-	14. I beg your pardon.	15. Excuse me, but –	16. I tell you, Tom, you are-
17. Young man!	18. Young lady!	19. Lady!	20. Madam (ma'am)!
21. Gentlemen!	22. Ladies and Gentlemen!	23. Gentle reader!	24. Dear listener!
25. My dear!	26. My life!	27. My dear (good)	28. Old chap!

(Darling!)		fellow!	
29. Good-bye	30. See you (later)	31. See you soon	32. See you tomorrow ( on Monday )
33. I must be going ( running )	34. I must be off	35. I've got ( a lot of ) things to do	36. I've got a call to make
37. I've got an appointment	38. I won't take up any more of your time	39. Come on	40. It's been nice meeting ( seeing ) you
41. It's been a pleasure	42. Thank you for coming	43. Thank you for a nice party	44. ( Let's ) keep in touch
45. I'll be missing you	46. Keep well	47. Take care of yourself	48. Hope we meet again
49. Hope to see you soon	50. When shall I see you again?	51. Hope you'll come to see us some time.	52. My best regards to everybody at home (to your wife, your mother etc.)

### Some useful forms and expressions

1. Let me introduce you.

myself.

my friend, wife, etc. to you/

2. Have you met each other before?

You've met Mr. Smith, haven't you?

I don't think you've met.

you've met each other before.

3. How do you do?

I'm very glad to meet you.

Glad to meet you.

Glad to see you back.

I'm sorry, I didn't quite catch your name.

4. How are you?

How are you getting on?

How's your father, mother, etc.?

How's business?

Quite well, thank you. And how are you?

Very well indeed, thank you.

Well, not too good, I'm afraid.

Going from bad to worse.

Pretty good, thank you.

And how are things with you?

5. How's your sister, brother getting on?

Give her (him) my regards, please.

or Remember me to her (him), please.

6. Take this call for me, will you?

Take a message for him, will you?

Won't you come in and join us?  
Won't you sit down?  
7. You won't stay out too late, will you?  
You won't be late, will you?

### **Introducing people**

Let me introduce ...  
Allow me to introduce ...  
May I present ...  
I want you to meet my wife ( friend ) ...  
Meet my brother...  
This is Mr. Brown (my husband )  
May I introduce myself?  
Let me introduce myself...  
Will you introduce me to ...?  
May I present Mr Robinson?  
I'm sure you'd like to meet Mrs. Wood.  
Have you met Mr. Finch?  
Do you know Miss White?  
    I'd be delighted  
    No, I haven't yet had the pleasure  
    We've already met actually  
    I've heard so much about you

### **Replies**

How do you do ?  
Glad to meet you.  
We've met before.  
I'd be delighted  
We've already met actually  
I've heard so much about you  
I've been told a lot about you  
I've been wanting to meet you for a long time

### **Receiving visitors and playing host**

Come in, please  
Won't you come in?  
This way, please.  
Won't you sit down?  
Take a seat.  
Make yourself comfortable  
Make yourself at home  
Have some....  
Help yourself to ....  
Will you have some salad (pudding)?

Have some more jam (ham)  
Have another cup (some more ice-cream)  
Care for a cup of tea?  
Shall I fix (make) you a drink?

**Replies:**

Thank you  
No, thank you  
Yes, please  
No, thanks, no more  
I've had enough, thanks

**Task 2. Find and underline useful forms and expressions.**

1. *Alex White, a new employee, meets Chris Grey.*

**Alex White:** I'd like to introduce myself. My name's Alex White and I'm the new export sales coordinator.

**Chris Grey:** Oh, yes. I've heard of you. How do you do? I'm Chris Grey. Pleased to meet you....

2. *Liz Jones, a colleague from Canada, is visiting the office in London.*

**Tony Harris:** Ms. Smith, I'd like you to meet Mrs. Jones. Mrs. Jones is from our sales office in Toronto.

**Liz Jones:** Hi!

**Claire Smith:** How do you do, Mrs. Jones? I've been looking forward to meeting you.

**Liz Jones:** Oh, please call me Liz.

**Claire Smith:** And I'm Claire.

**Liz Jones:** Hi.

**Claire Smith:** Well, Liz, did you have a good journey?

**Liz Jones:** Yeah, not too bad...

3. *Miss Lucas, a visitor from Argentina, is introduced to Mr. Evans.*

**Mrs. Green:** Mr. Evans, have you met Miss Lucas? She's from Argentina.

**Mr. Evans:** Yes, I think we've met before. It's good to see you again!

**Miss Lucas:** That's right, hello again. How are you?

**Mr. Evans:** Fine, thanks...

**Task 3. Read and dramatize. Make up dialogues of your own.**

**1**

- Hello, John. I'm so glad you've come! How are you?
- Quite well, thank you. How are you getting along?
- Very well indeed, thank you. You've met Mr. Black, haven't you? He's staying with us for the week-end.
- Oh yes, we know each other quite well.

2

- Hello, Brown. Glad to see you back!
- Let me introduce my father to you, Professor Jones.
- How d'you do, Mr. Brown?
- How do you do, Professor Jones? I'm very glad to meet you. I've heard a great deal about you from my son.

3

- How's your father Mrs. Black? He's not been very well, has he?
- No, he hasn't, but he's much better now, thank you.
- I'm glad to hear he's getting better.

4

- How's your sister getting on?
- I haven't seen her for quite a time, I'm afraid.
- Well, give her my regards when you see her.

5

- So sorry I must be going. I've got an appointment for five.
- My best regards to your wife.
- Thank you. Good-bye.
- Good-bye.

6

- Good-bye, Mr. Eden! Thank you for a nice party. It's been a pleasure.
- The pleasure was all mine. Thank you for coming.
- Hope you'll come to see us some time.
- Thank you. I will.

7

- Thank you for an enjoyable evening!
- Thank you for coming.
- Hope we'll meet soon.
- Let's hope for the best.

8

**Nick:** Joyce, I'd like you to meet Victor. Joyce Gold – Victor Danin.

**Joyce:** How do you do?

**Victor:** Hello. It's a pleasure to meet you.

**Nick:** Victor is a friend of Frank's. He arrived in New York a couple of weeks ago.

**Joyce:** Oh, where are you from?

**Victor:** I'm from Kyiv.

**Joyce:** Kyiv, Ukraine? Are you an immigrant or are you just visiting relatives?

**Victor:** I'm going to stay for good. It took me eight years to get my exit visa.

**Nick:** Excuse me. There are the Millers. I must say hello to them.

**Joyce:** How do you like America?

**Victor:** I like it very much here. But for the time being, I've a lot of problems.

**Joyce:** Have you come with your family?

**Victor:** Yes, I have. With my wife and my son.

**Joyce:** What are your most urgent problems?

**Victor:** First of all, I've to get a job.

**Joyce:** What's your occupation?

**Victor:** I'm an electrical engineer. My wife is a draftsman.

**Joyce:** Maybe I can help you to find a job. I'm with an employment agency. Here is my card. Call me on Tuesday morning if it's convenient for you.

**Victor:** What's the best time to call you?

**Joyce:** After 10 A.M.

**Victor:** Thank you so much. I will certainly call you.

**Joyce:** Your English sounds fine.

**Victor:** Americans usually say that. They are just polite.

**Joyce:** We want to encourage you. You explain things pretty well. You are going to make it – no doubt.

**Victor:** Thank you. You are very kind.

**Joyce:** It's getting late. I guess you don't have a car yet. I'd be glad to give you a ride.

**Victor:** I'd appreciate it very much.

*Task 4. What will you say...*

When you open the door to someone?

When you show someone into the room?

When you offering someone a seat?

If you want a visitor to feel comfortable?

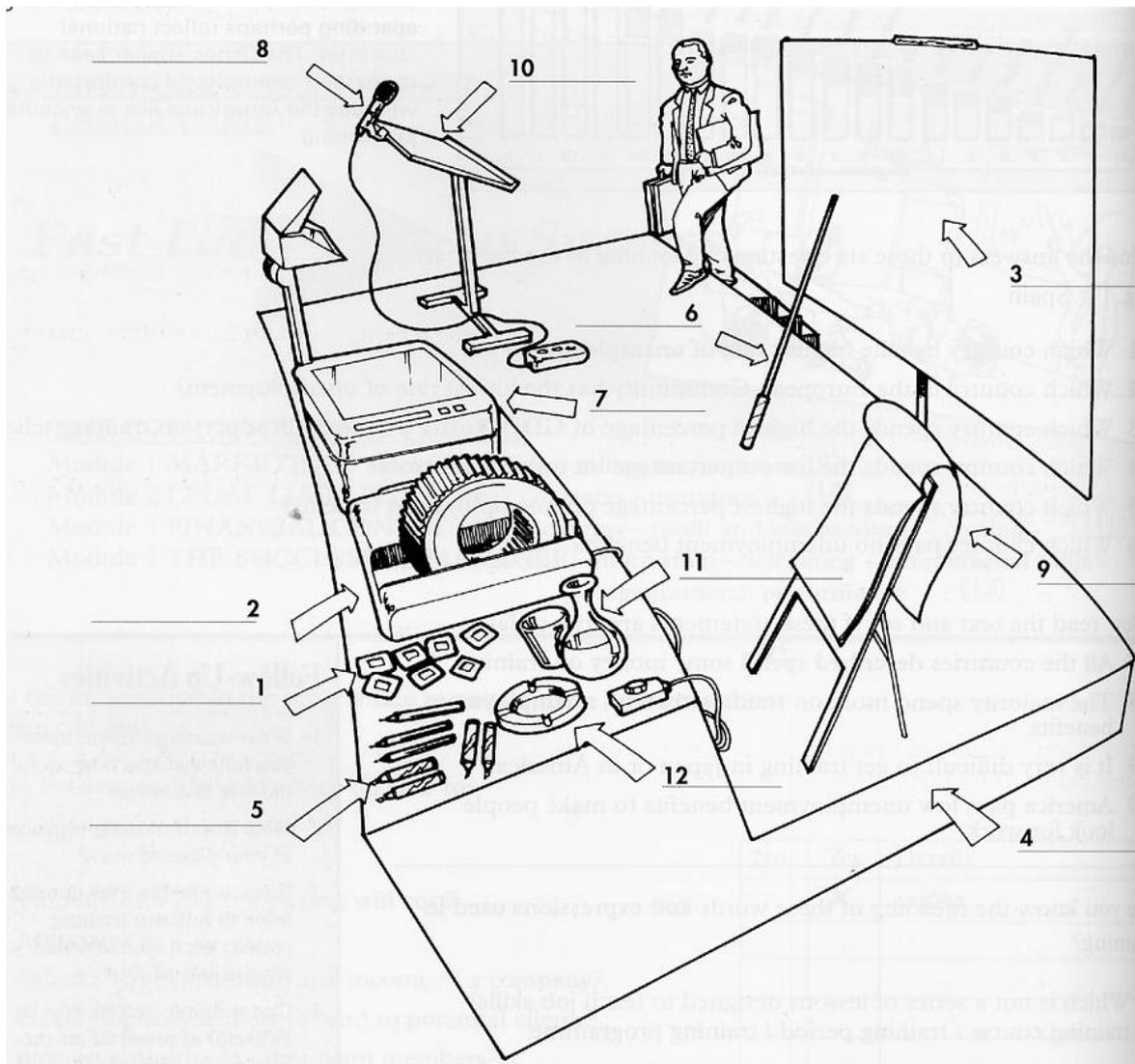
When treating your guest to something?

When offering your guest another helping?

## 5. GIVING TALKS AND PRESENTATIONS

*Task 1. A speaker is going to address delegates at an international conference. All the special equipment and audio-visual aids have been prepared. Identify the ten items in the list:*

*e.g. 10 = Lectern*



*lectern    overhead projector    podium/platform    whiteboard/screen  
 marker pens    pointer    slides    microphone    flipcharts    slide projector*

There are three other items on the table – small and yet important: a glass, a 11) \_\_\_\_\_ of water and an 12) \_\_\_\_\_.

A good way to make effective, interesting and **signpost language**. words and phrases that listener what has just going to happen next.

In other words, the listener through the presenter will usually use a lot of signpost language, so it is a good idea to learn a few of the common phrases, even if you spend more time listening to presentations



your presentations easy to follow is to use 'Signpost language' is the people use to tell the happened, and what is

signpost language guides presentation. A good presentation. A good

than giving them! Signpost language is usually fairly informal, so it is relatively easy to understand.

Section of presentation	Signpost language
<b>Introducing the topic</b>	The subject/topic of my talk is ... I'm going to talk about ... My topic today is... My talk is concerned with ...
<b>Overview (outline of presentation)</b>	I'm going to divide this talk into four parts. There are a number of points I'd like to make. Basically/ Briefly, I have three things to say. I'd like to begin/start by ... Let's begin/start by ... First of all, I'll... ... and then I'll go on to ... Then/ Next ... Finally/ Lastly ...
<b>Finishing a section</b>	That's all I have to say about... We've looked at... So much for...
<b>Starting a new section</b>	Moving on now to ... Turning to... Let's turn now to ... The next issue/topic/area I'd like to focus on ... I'd like to expand/elaborate on ... Now we'll move on to... I'd like now to discuss... Let's look now at...
<b>Analysing a point and giving recommendations</b>	Where does that lead us? Let's consider this in more detail... What does this mean for...? Translated into real terms... Why is this important? The significance of this is...
<b>Giving examples</b>	For example,... A good example of this is... As an illustration,... To give you an example,... To illustrate this point...
<b>Summarising and concluding</b>	To sum up ... To summarise... Right, let's sum up, shall we? Let's summarise briefly what we've looked at... If I can just sum up the main points... Finally, let me remind you of some of the issues we've covered... To conclude... In conclusion ... In short ... So, to remind you of what I've covered in this talk, ...

	Unfortunately, I seem to have run out of time, so I'll conclude very briefly by saying that ..... I'd like now to recap...
<b>Paraphrasing and clarifying</b>	Simply put... In other words..... So what I'm saying is.... To put it more simply.... To put it another way....
<b>Invitation to discuss / ask questions</b>	I'm happy to answer any queries/ questions. Does anyone have any questions or comments? Please feel free to ask questions. If you would like me to elaborate on any point, please ask. Would you like to ask any questions? Any questions?

### Opening presentations

We will learn some useful words and phrases for giving presentations. We have units on the main stages of presentations and a unit with tips on delivering effective presentations. Let's start with opening presentations.

Ladies and gentlemen, thank you very much  
for coming along here today  
The purpose of today's presentation is to discuss how we can...  
I've invited you here today to have a look at my findings  
Now let me begin by... Secondly...  
...and finally...  
I'd be very happy to invite you  
to ask questions at the end of the session  
At the end I'd be very happy to answer any of your questions

*Task. Imagine that you are starting a presentation. What phrases might you use?*

Now let's learn two ways of **opening presentations**. In the texts you can find some of the phrases given above.

#### Text 1

"Ladies and gentlemen, thank you very much for coming along here today. I hope my presentation isn't going to take too long and that you will find it interesting. The purpose of today's presentation is to discuss how we can improve internal communications within our company.

Now let me begin by explaining that I'd like to talk about the business case for better communication; secondly, I want to cover different styles and methods; and finally I would like to finish off by talking about some of the basics we need to have in place to deliver good quality, consistent communications across the company. I'd be very happy to invite you to ask questions at the end of the session and I'm sure there'll be plenty of time for us to discuss some of the points that have been raised."

Text 2

“Good afternoon, ladies and gentlemen. Thank you for finding the time to come and join me for this presentation this afternoon. My name is Tim Mason, I’m a retail consultant, and many of you will have seen me shadowing you in your jobs and looking through the accounts and so on in the company over the last week. I’ve invited you here today to have a look at my findings. First, I’d like to have a look at the performance of the company, the sales of the company over the last three years; then I’d like to have a look at our market share in the women wear market and look at our competitors; and thirdly, I’d like to suggest some improvements in our range of women wear. At the end I’d be happy to answer any of your questions.”

**Quiz 1.** *Instructions: finish the sentence with the correct phrase.*

1. Which sentence might you hear at the beginning of a presentation?  
A Ladies and gentlemen, thank you for arriving today  
B Ladies and gentlemen, thank you for appearing today  
C Ladies and gentlemen, thank you for coming today  
D Ladies and gentlemen, thank you for showing your faces today
  
2. The \_\_\_\_\_ of today’s presentation is to discuss my findings.  
A purpose  
B reason  
C cause  
D points
  
3. Now, \_\_\_\_\_ begin by introducing myself.  
A allow me  
B let me  
C I  
D presentation
  
4. I’d be very happy to \_\_\_\_\_ you to ask questions at the end of the session.  
A tell  
B invite  
C order  
D request

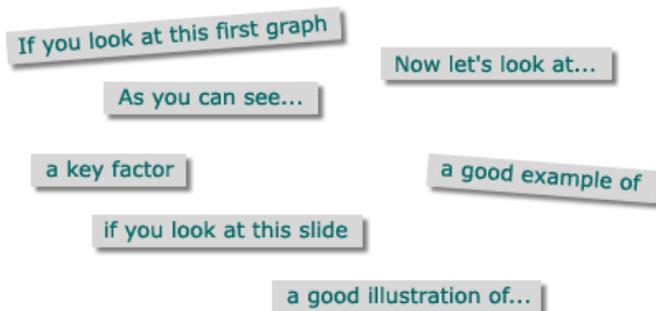
**Task 2.** *Here are the introductions to two different presentations. Separate the two presentations and put them in the correct order:*

- a. At the end I will suggest practical ways in which you as managers can motivate both yourselves and the people who work for you.
- b. Good morning ladies and gentlemen, and welcome to our session on the dynamics of motivation.
- c. Then I will give a short demonstration of our prototype and explain what we have already achieved.
- d. Please feel free to raise questions at any time on technical or financial aspects of the project and I shall do my best to answer them.
- e. To begin with, I shall outline the main goals of the project.
- f. I would like to ask you to keep any questions you may have until the end, when I hope we will also have time to discuss your personal experiences and particular work situations.
- g. Finally, I shall move on to the major commercial applications and potential returns on investment.
- h. I will then turn to what we really mean by motivation, and look at the internal and external factors that play a part in creating it.
- i. Good afternoon ladies and gentlemen. I would like to talk to you this afternoon about why we feel our interactive video project is worth investing in.
- j. I shall start by looking at why motivation is so important and why the ability to motivate is a vital management skill.

Presentation 1	Presentation 2
b	i

**Presentations: body**

After you have greeted your guests, you will begin to go through the main body of your presentation. It's very useful to have some visual aids – some slides, pictures or graphs that help explain what you are saying. Sometimes they can also help to keep your audience interested in your presentation!



*Task. Imagine you are giving a presentation and using some visual aids. What phrases might you use to draw your audience's attention to these slides?*

Here are given two examples of people giving presentations.

Text 1. “If you have a look at this first graph, you can see that our sales topped 50 million the year before last. Then last year sales dropped to 40 million, with a slight recovery at the end of the financial year. However, this year sales have continued to drop to an all time low of 30 million. Now let’s look at our market share. As you can see, we have 25% of the market share, 10% down on last year.”

Text 2. “A good example of how important internal communications are is shown by some findings from research that we have recently undertaken. Good communications is a very key factor in staff motivation. If you look at this slide, you will see how important it is to get the basics in place. You need to identify your communication requirement, agree your objectives and success criteria, identify your target audiences, define the content of your message and determine the style of delivery. A good illustration of the communication process is when all those basics fall into place naturally.”

**Quiz 2.** *Instructions: Finish the sentence by choosing the correct words and writing them into the empty boxes.*

1. \_\_\_\_\_ this first graph, you can see that our sales have increased by 25% in the last year  
take / see / look / watch / if / you / at

2. \_\_\_\_\_, we have a large percentage of the market share.  
see / watch / you / as / know / they / can

3. We find that good communication is a \_\_\_\_\_ in improving staff morale.  
key / point / thing / factor / reason

4. \_\_\_\_\_ the importance of good communication can be seen here  
example / in / a / of / soon / at / good

### **Presentations: questions**

If you have any questions I would  
be happy to answer them now

Are there any questions about any of that?

Can I just ask...?

Yes, a very good question

Can you explain to me...?

At the end of your presentation, you may wish to open the floor to questions – to ask if anyone has any questions about your presentation.

**Task 3.** *Imagine it is the end of your presentation and you are asking if there are any*

*questions. What phrases might you use or hear?*

If you have any questions, I would be happy to answer them now  
Can I just ask...?  
Are there any questions about any of that?  
Yes, a very good question  
Can you explain to me...?

**Task 4.** *Here is the example of a dialogue. Could you continue it?*

**Tim:** Ladies and gentlemen, if you have any questions, I'd be happy to answer them now.

**Carrie:** Yeah, can I just ask, graph number 3, that last one you showed us, can you explain to me where you're intending to find the extra income to increase the designer range in the maternity wear?

**Tim:** Yes, a very good question. I've looked at the office wear range and it's quite heavy on material, holiday wear tends to be much lighter, much smaller amounts of material involved and I ...

**Quiz 3.** *Instructions: Finish the sentence with the correct phrase.*

1. If you have any questions, \_\_\_\_\_ to answer them now.  
**A** I would like to be able  
**B** I would be happy  
**C** I would have been happy  
**D** I was happy
  
2. Can I \_\_\_\_\_...?  
**A** just ask?...  
**B** you ask?...  
**C** only ask?...  
**D** ask it?...
  
3. Can you \_\_\_\_\_...?  
**A** tell me it?  
**B** tell to me?  
**C** explain to me?  
**D** explain me?
  
4. Yes, a very \_\_\_\_\_.  
**A** good question  
**B** question  
**C** obvious question  
**D** lovely question

## **Presentations: tips**

So what makes a good presentation? In this unit, we give some tips from people who have made presentations about how to make yours more effective and enjoyable for your audience.

The aims and the structure need to be clear

Wait until the end of the presentation before people feed back on what you've said

Make sure you are entertaining, engaging and interesting

Don't make it too long

Be short, precise and to the point

Make sure you're relevant - make sure you're talking to the right audience

***Task.** Think about the presentations that you have been to. What were the characteristics of the good ones?*

***Task 5.** Here is the example of a dialogue. Could you continue it?*

**Dan:** With a presentation, I think the aims and the structure need to be clear.

**Sam:** I like to wait until the end of the presentation before people feed back on what I've just said, rather than interruptions throughout the presentation.

**Peter:** I think of a presentation... If you're standing up in front of a group of people, you need to make sure you're entertaining, make sure you're engaging, make sure you're interesting, make sure you're relevant, and make sure you're talking to the right audience.

**Jane:** Don't make it too long, otherwise people fall asleep! Be short, precise and to the point, definitely.

***Task 6.** Do you think it is a good presentation? Give reasons for your answer.*



**Quiz 4. Instructions:** Finish the sentence with the correct phrase.

1. The aims and the structure should be \_\_\_\_\_.  
**A** concise  
**B** clear  
**C** entertaining  
**D** long
  
2. It's a good idea to wait until the end for people to \_\_\_\_\_ .  
**A** feedback  
**B** feed back  
**C** feed  
**D** fed up
  
3. What word describes a presentation that is about a topic the audience is interested in?  
**A** relevant  
**B** concise  
**C** precise  
**D** entertaining
  
4. What word or phrase means to be 'relevant' and 'concise'?  
**A** to be up to a point  
**B** to be after a point  
**C** to be to the point  
**D** to be off the point

## **6. BEING A GOOD CONVERSATIONALIST**

How we speak is just as important as what we actually say. And what we choose not to say may be just as powerful as what we do. People who converse well think clearly before sharing their thoughts and ideas and are able to respectfully listen when it is not their turn to talk. Whether you are speaking for pleasure, out of sympathy, or in business, remember that it takes more than one person to have a conversation.

*Thinking.* Being thoughtful applies across the board, from the conversation topic to the listener's reactions. Ask yourself if it's likely that someone will be interested in the topic before you bring it up.

*Listening.* Instead of panicking over what to say next, focus on what's being said to you. Really listen. Here are some tips for sharpening your listening skills:

Empty other thoughts from your mind and concentrate on what the person is saying.

*Make eye contact,* nod occasionally, and intermittently say, "I see" or "Really?" to indicate that you not only heard but understood what was said.

Once you've picked up the rhythm of the other person's speech, you'll be able to inject longer confirmations without seeming to interrupt.



If you don't understand something, ask for an explanation, a habit that comes naturally to a good listener.

*Interrupting.* The only time it's okay to interrupt in the middle of a sentence is when you need to communicate something that honestly can't wait. Even then, precede what you say with "I'm sorry to interrupt" or a variation.

*Personal space.* A comfortable conversation involves more than just words; it has to take place in a comfortable space. Generally, stand no closer than about eighteen inches apart. Also be conscious of height differences. Stand far enough away so that the other person won't have to look up or down at you.

*Body language.* Some messages sent from body language are open to interpretation, but others come through loud and clear.

*Posture when standing or sitting.* Slumping or slouching while speaking to someone conveys laziness, disinterest, and disrespect.

*Facial expressions.* A smile denotes warmth, openness, and friendliness, but don't overdo it. A frown or furrowed brow suggests angry or worry, even though your words may be positive.

*Eye contact.* Looking into the other person's eyes shows your interest in the conversation, but try not to stare.

*Gesturing and fidgeting.* Using your hands to emphasize a point is fine, but gesturing nonstop is distracting.

*Nodding.* Too much positive head nodding can make you appear overly eager to please, especially in a business environment.

*Pointing.* Pointing can be misconstrued and also attracts attention to a person who probably doesn't want to be the object of curious glances and stares.

## **Talking Business**

Whenever you are discussing a contract, forging a deal, or doing business of any kind, think of your conversation in terms of three stages: the warm-up, the core, and the wrap-up.

### *The Warm-Up*

Once you and your business companion have said your hellos and taken your seats, engage in a little small talk – chat that can range from the day's top news story to your golf handicap to, yes, the weather. A minimum of five to ten minutes is usually devoted to this opening stage. Throughout, camaraderie is punctuated by smiles and laughter, but only when genuinely called for.

### *The Core*

After an appropriate amount of time, the talk turns to the business at hand. Make clear your personal investment in this longer portion of the conversation by

sitting erect and making eye contact. As the conversation gets rolling, keep in mind that you are engaged in a dialogue, not a monologue. Even if you're launching into a length explanation of a complicated new technology, draw the other person into the conversation by pausing occasionally to ask questions such as, "Am I making sense to you?" or, "What do you think so far?" Also be careful to use the word "you" as often as "I"; this conveys a message to your partner that you consider him or her integral, not tangential, to the business being discussed.

Although you should put smiles aside during this stage for the most part, don't abandon altogether the occasional snippet of small talk; leavening the conversation with the occasionally funny aside or pertinent anecdote keeps the atmosphere more relaxed and helps you get your message across. Hammering your point too aggressively or relentlessly, on the other hand, can have the opposite effect.

#### *The Wrap-Up*

Ending with a brief recapitulation of any decisions made during the conversation ensures there are no misunderstandings. But once you've wrapped up your business and resumed your small talk, stick with it. Letting go of the business topic and ending the conversation on a purely social note is an implicit acknowledgement of the friendly nature of the business relationship.

**Task 1.** *How ethical are you in your business dealings? Find out with the questionnaire below:*

<p>1. You do a lot of travelling on business. Your company pays your air fares and you have collected 'frequent flyer' miles from the airlines that you can exchange for free flights. If you use them for your own personal travel, nobody will know. <i>Will you</i></p> <p><i>a. use them for business trips and save your company money?</i></p> <p><i>b. use them to upgrade your seat to first class on business trips?</i></p> <p><i>c. book that holiday in the Bahamas that you've always wanted?</i></p>	<p>2. You are the manager of a charming pub in the country a long way from the nearest town. The owner of the pub wants you to run an 'all you can drink' campaign where the customers can have as much beer as they want for a fixed price. It's bound to attract more customers and be very profitable. <i>Will you</i></p> <p><i>a. refuse to do it, in case it encourages people to drink and drive?</i></p> <p><i>b. agree to do it, but put up posters warning against drunk-driving and start selling black coffee as well as beer?</i></p> <p><i>c. refuse to do it unless you receive a profit-related bonus?</i></p>
<p>3. You are the owner of a small business. One of your suppliers, an old friend, has asked you to pay them cash for an order so they can avoid paying VAT. There's no chance of you getting into trouble even if the tax office find out because it is your supplier's</p>	<p>4. You have run out of stationery at home and there's plenty of nice blank paper and envelopes in your desk at work. <i>Will you</i></p> <p><i>a. resist the temptation to take any home?</i></p> <p><i>b. take a little home to keep yourself</i></p>

<p>responsibility to declare it, not yours.  <i>Will you</i>  <i>a. refuse?</i>  <i>b. warn your friend that they could get into trouble but agree if they insist?</i>  <i>c. agree? (After all, what are friends for?)</i></p>	<p><i>going until you can buy some more?</i>  <i>c. take plenty home so you don't run out again?</i></p>
<p>5. You work in the purchasing department of a large company. One of your suppliers has sent you a Christmas present – a case of wine. They know you shouldn't accept it because they also sent a note promising not to tell any of your colleagues about it. <i>Will you</i>  <i>a. send the wine back and never buy anything from that supplier</i>  <i>b. send the wine back and explain you can only accept gifts up to a certain value?</i>  <i>c. send the wine back and say that you prefer fine malt whisky?</i></p>	<p>6. You are a financial manager. Until last year, your company had an unbroken record of rising earnings per share, but last year's profits were down. Fortunately you have received a very large order since the beginning of the present financial year. Your boss tells you to record the new order in last year's accounts, so you don't spoil the company's track record. <i>Will you</i>  <i>a. explain it might mislead shareholders and refuse?</i>  <i>b. refuse unless you can include a note about it in the small print in the annual report?</i>  <i>c. agree and suggest some other 'legal' ways of making the figures look better this year?</i></p>
<p>7. You are friendly with someone in the strategic planning department of your company. One day, they give you some confidential information. They tell you about a company they are going to target for take-over. They are sure the share price will rise. You could make a lot of money if you buy shares now. <i>Will you</i>  <i>a. tell your colleague they shouldn't pass on confidential information?</i>  <i>b. thank your colleague but do nothing?</i>  <i>c. tell your broker to buy as many shares as they can?</i></p>	<p>8. You are the owner of a small company. A friend offers you a free copy of a computer software program that you need at work. If you accept their offer, you won't have to pay the \$700 licensing fee to the software company. <i>Will you</i>  <i>a. turn down your friend's offer and buy your own copy?</i>  <i>b. accept your friend's offer?</i>  <i>c. accept their offer and charge the company \$700 which you can pocket tax-free?</i></p>

*How did you score?*

<p><i>Mostly as</i>  You may not always be popular with your colleagues but your</p>	<p><i>Mostly bs</i>  You like to do what's right if you can, but realize the world is not an</p>	<p><i>Mostly cs</i>  If the people around you are behaving dishonestly, you will do everything</p>
--	--	--

business contacts know they can trust you to play fair. If some people accuse you of being inflexible, it's because your strong principles make them feel uncomfortable. Your honest approach should bring you success in your career and, although it may be slow coming, it's bound to be long-lasting.	honest place. You've probably noticed the person who tells the truth is not always the person who gets on fastest so you are prepared to make compromises, accepting the fact that in order to do business you sometimes have to bend the rules.	necessary to ensure they don't get your share. As you see it, if you can't beat them, join them. No doubt you will advance up the ladder of success at top speed because you are very good at telling people exactly what they want to hear. The trouble is, it is not always what they should hear, so your success will probably be short-lived.
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**Task 2.** Obviously, in a delicate negotiation you do not always say exactly what you think! You need to be able to express yourself diplomatically, to make your point firmly but politely. Match what you think with what you say:

WHAT YOU THINK	WHAT YOU SAY
1. We are unhappy with this offer.	a. Unfortunately, we would be unable to accept that.
2. We are dissatisfied.	b. With respect, that's not quite correct.
3. We can't accept it.	c. I'm sure we don't need to remind you of your contractual obligations.
4. You said there would be a discount.	d. We're rather surprised you expect us to cover the costs.
5. Don't forget your obligations.	e. We would find this somewhat difficult to agree to.
6. We want a guarantee.	f. We were rather hoping to finalize the deal today.
7. We won't agree to this.	g. I'm sorry but we're not very happy with this offer.
8. We're shocked you expect us to cover the costs.	h. Actually, we were hoping for a slightly more substantial rebate.
9. That's wrong.	i. I'm afraid you don't seem to understand.
10. We want a bigger rebate.	j. We understood there would be a discount.
11. We must finalize the deal today.	k. We would need some sort of guarantee.
12. You obviously don't understand.	l. We're not completely satisfied.

### Asking for and giving opinions

*Words:* Apparently, presumably, unfortunately, honestly, luckily, oddly, enough, naturally, actually.

*Expressions:* I don't care / I don't mind / Not likely / I think that / I'd say that / The point is / As I see it / If you ask me / I'd like to point out that / I'd just like to say that I think / You see / You know / I think I disagree with you / You know I object to it / I think you are wrong here / I'd rather not / That won't do / That won't work / It isn't worth talking about / Yes, that's quite true, but / I'm not sure, I quite agree / I'm afraid it's not quite so / What you've just said is all right, but / I see what you mean, but / Oh, it can't be so / Come off it! / Don't be so silly! / You can't be serious! / All you've said is of great help / Thank you ever so much / I was, you know, well, not very happy about it / It took me by surprise / It surprised me / It was sort of a terrible blow / She is a sort of strange woman / To be honest I'm not really surprised / Who do you think I am? / In my opinion / It seems to me that / I feel that / In my view / To my mind / My personal opinion is that / Actually I don't think it made a lot of difference

### **For and Against**

*Look at the following issues. Decide whether you are for them or against them.*

I'm for it.                      I don't really care                      I'm against it.  
It doesn't concern me.                      I'm opposed to it.

opinion	reason
Smoking in public places	_____
Drinking in public places	_____
Free university education	_____
Free high school education	_____
Free trade	_____
High taxes on tobacco	_____
High taxes on alcohol	_____
High taxes on imports	_____
Smaller classes	_____
Students electing teachers	_____
Paying teachers more	_____
Paying politicians more	_____
Giving money to the poor	_____
Giving food to the poor	_____
Mandatory military service	_____
Women's Mandatory service	_____
Giving homes to the homeless	_____
Free Medicine	_____
Free Public Transportation	_____
Raising the drinking age to 25	_____
Raising the driving age to 25	_____
Lowering the voting age to 15	_____

Lowering the smoking age to 15 \_\_\_\_\_

**Task 3. Read and dramatize. Make up dialogues of your own.**

**1**

- Peter, could you introduce me to the Marketing Manager?

- Of course, John... Phillip, let me introduce you to John, our new Personnel Manager.

- Nice to meet you, John, we're going to be working together.

**2**

- I haven't met your Managing Director yet.

- Oh, I'm sorry. Come and meet him. Dr. Mannheim, this is Mr. Roberts. He's here from the States on a visit.

- Pleased to meet you, Mr. Roberts. How long are you here for?

**3**

- Nice to meet you, Peter. What do you do for a living?

- I'm in computers – software development. What about you, John?

- Oh, I work for ST Electronics in the Personnel Department. Not a bad job.

- Is that lady one of your colleagues /

- Yes, that's Susan. She works in the Accounts Department. Let me introduce you.

**4**

- Hello, I'm Mike.

- Glad to meet you. I'm Sarah. I haven't seen you around before.

- I've just started to work for DF Systems. I'm in the Sales Department.

- What do you do there?

- Oh, I'm on the market research side. And you /

- Well, I've been with DF Systems for years. I'm Mr. Field's personal assistant. He's the Sales Director.

- Ah, I've met him. Is he here?

- Yes, that's him. Allow me introduce you.

**5**

- That's interesting. Do you work here, Martin?

- Yes, I'm in Finance. What about you, Jean?

- Well, my husband works for AD Computers. He's in the Production Department.

- Oh, yes. I think I've met him. What about you? Do you work?

- Yes, I'm a fashion designer.

- That's interesting.

**6**

- How do you do? My name's Nick Brown.

- How d'you do? I'm Jane Wales.

- Who do you work for then?

- I'm with the Palmer Reece Group. You may have heard of us. We design and manufacture electronic equipment. I'm the Finance Manager.

- I see.

- How about you?

- I work for a firm of kitchen designers. Kitchen Interiors we are called. We install fitted kitchens, mostly in private houses. I'm Area Sales Manager.

- That's interesting. Where are you based?

- Our head office is in Colchester. We've got branch offices all over the country. Where's your head office?

- We're in Midlands. In Leicester, actually. But I work in our London office. Have you been with your company long?

- Fairly long. I've worked for them for five years. Before that, I was a salesman for a department store. I must say, I prefer what I'm doing now. You get out and meet all kinds of people. And I enjoy all the driving too. Your company's pretty big, isn't it?

- I'd say so. Our turnover's almost \$ 50 million. And we've got a work-force of over 1,000. Yes, we are big.

- My firm's much smaller. Our turnover's roundabout \$ 5 mln.

- How about staff?

- Oh, about seventy or eighty people – full-time staff, that is. We're a private company, by the way. Still family-owned. But I reckon we'll go public in a few years' time.

- Really? Your firm must be doing well. We're a public company, of course. We have been for the last thirty years.

- Ah. I thought I'd noticed your firm's name when I was looking at the share recently in the newspaper.

**Task 4. Making and changing appointments. Role play.**



*You need to discuss several important issues with your partner. Using the dialogue above as a guide, arrange a meeting for each of these issues:*

- *the new schedules*
- *the new employee contract*
- *the 3rd quarter results*

*Note: You already have several appointments scheduled so you are busy at those times.*

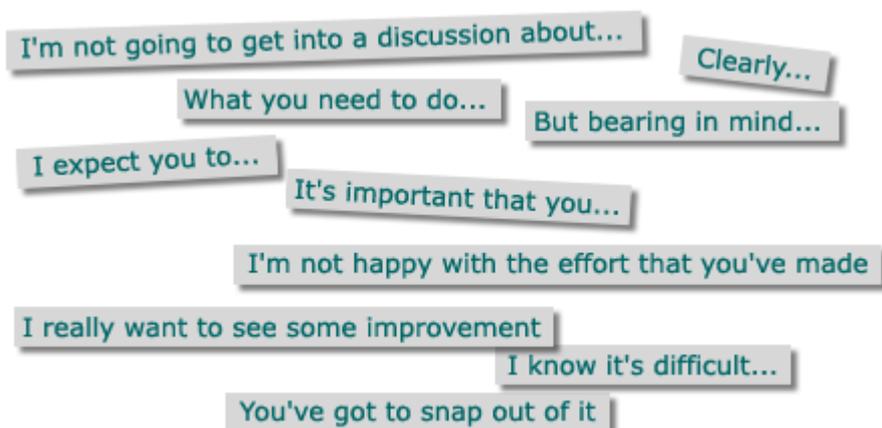
Monday	Tuesday	Wednesday	Thursday	Friday	Time
doctor's appointment	meeting with potential investors	meeting with a client			9:00
meeting with a client	11:00 meeting to discuss new advertising campaign.		meeting with the CEO		10:00
	meeting with a supplier	meeting with the board of directors		dentist appointment	11:00
					12:00
					2:00
					3:00
					4:00
					5:00

## 7. TRICKY CONVERSATIONS

**Task 1.** Answer the questions:

1. All managers sometimes have to have difficult conversations with people working under them. What is the best way to give negative feedback?

2. Imagine you are unhappy with the behaviour of a member of your team. You have decided to raise the issue with this person and tell him or her that you would like to see an improvement. What words or phrases might be useful in this tricky conversation?



### Useful Phrases

I'm not going to get into a discussion about...

Clearly...  
What you need to do...  
But bearing in mind...  
I expect you to...  
It's important that you...  
I'm not happy with the effort that you've made  
I really want to see some improvement  
You've got to snap out of it  
I know it's difficult...

**Task 2.** *Make your dialogues according to the example.*

**Sean:** Okay, well, I'm not going to get into a discussion about who deserved to get the job. Clearly, the person who was appointed was the right person for the job. What you need to do is look at your work and what you're doing and where that's taking you in your career. But bearing in mind that you are still employed to do a job and I expect you to do that job with a certain attitude. You're meeting members of the public quite regularly – it's important that you aren't unhappy, or at least that you don't show it. This meeting is really just to let you know I'm not happy with the effort that you've made...

**Michelle:** Okay...

**Sean:** ... and I really want to see some improvement. I know it's difficult. I know that it's depressing not to get a job, but you've got to snap out of it, you've got to get on with the job that you're doing now.

*When you are talking to people in a tricky business situation, it is important to be able to make it clear when you are talking about a fact and when you are giving your personal viewpoint. There are several ways that you can show that what you are saying is your personal viewpoint.*

1. You can add a personal dimension to what you say, by making yourself the subject of your comment. See the examples below:

- 'I **mean** I **think** I've made an effort... I **think** it's become less interesting'
- 'I **expect** you to do that job... I **know** it's difficult...'
- 'I **do believe** that what I've contributed to the department...'
- 'I'd like to help you. I **understand**...'

2. Adverbs are a useful tool to express a personal judgement or opinion.

'Frankly' means 'honestly and directly'. It is often used when the speaker wants to prepare the listener to hear something that he or she knows will make the listener feel uncomfortable.

- '...since then, **frankly**, I've seen very little change.'
- '...**hopefully** you come back from leave refreshed...'
- 'I **really** want to see some improvement...'
- 'I **just** think it's time...'

3. Use adjectives to express your personal views of a situation:

- 'I'm **afraid** that...'
- 'It's **important** that...'
- 'I wasn't **particularly happy**...'

You can use all these techniques to indicate that a statement is your personal viewpoint – whether what you are saying is good news or bad news for the listener!

### **A note about context**

When choosing your words, it's also important to think about your relationship to the person you are talking to, since this can affect how your words are understood. For example, if your boss says to you 'I'm afraid you'll have to work late tonight', it could be understood as a polite instruction rather than an apology. But if you say to your boss 'I'm afraid I'll have to work late tonight', it might be seen as an apologetic way of telling your boss that you haven't managed to finish your work for the day!

*Quiz. Instructions: Finish the sentence with the correct phrase.*

1. You've got to \_\_\_\_\_ out of it.  
**A** sort  
**B** cut  
**C** snap  
**D** lift
  
2. I \_\_\_\_\_ you to try a bit harder.  
**A** expect  
**B** like  
**C** request  
**D** hope
  
3. \_\_\_\_\_, what you've done isn't good enough.  
**A** Probably  
**B** Maybe  
**C** Clearly  
**D** Hopefully
  
4. I really want to see \_\_\_\_\_.  
**A** your trying  
**B** better  
**C** better effort  
**D** some improvement

## 8. RESOLVING DIFFICULTIES

**Task 1.** *Imagine that you are giving a second warning to an employee whose work or attitude is not of a high standard. What words or phrases might be useful in this conversation?*

I'll come straight to the point

Well...

I wasn't particularly happy with...

I've seen very little change

I'm afraid that...

I don't want to jump to any conclusions

Frankly...

Despite what you say...

**Task 2.** *Read the dialogue.*

**Sean:** Michelle, can I have a word please, in my office? Now then. I won't take long about this, I'll come straight to the point. We had a chat...

**Michelle:** Yeah.

**Sean:** At that point, I wasn't particularly happy with the way that you were behaving in the office, the way that you were being uncooperative, a little bit surly with people. And since then, frankly, I've seen very little change.

**Michelle:** Well, I mean, I think I've made an effort, trying to be helpful like I normally am with people, and I feel that I'm still doing my job - not that the job's very interesting. I think it's become less interesting since Sarah got the promotion. I think she's getting some more of the interesting work.

**Sean:** Okay, well I'm afraid that, despite what you say, it hasn't come across. I don't want to jump to any conclusions, but you have taken quite a bit of time off ... and ...

**Michelle:** Yeah, but you're allowed to take leave, aren't you?

**Sean:** You are allowed to take leave. Hopefully you come back from leave refreshed and you leave your problems at home.

**Quiz 1.** *Instructions: Finish the sentence with the correct phrase.*

1. I'll \_\_\_\_\_.  
A come straight on the point  
B come straight beside the point  
C come straight up to a point  
D come straight to the point
2. \_\_\_\_\_, I've seen very little change in your behaviour in the last few weeks.  
A Surely

- B** Frankly
- C** To be frankly
- D** Stanley

3. I don't want to \_\_\_\_\_ to any conclusions.

- A** jump
- B** climb
- C** reach
- D** jog

4. Well, \_\_\_\_\_ what you say, I'm not very happy.

- A** despite
- B** though
- C** although
- D** even though

*Task 3. Role play.*

### ***Problems and Solutions***

*Problems:*

One problem is that . . . (sentence)

One problem is . . . (noun)

*Solutions:*

One solution is to . . . (verb)

We could . . . (verb)

I think we should . . . (verb)

I recommend that . . . (verb)

*Agreeing:*

I think it's a good idea.

I agree with \_\_\_\_\_.

I am for \_\_\_\_\_.

*Disagree:*

It's a good idea but \_\_\_\_\_

I disagree with \_\_\_\_\_ because

I am against it because \_\_\_\_\_

The problem with that is . . .

***Activity:***

*You are the management staff of a large resort hotel. Lately, you have had a lot of problems. You must discuss these problems with the other managers and then come up with solutions.*

*The hotel is on an island surrounded by beautiful beaches, coral reefs, and mountains. It seems like the perfect place to have a hotel but...*

***Problem Situations:***

***Theft:*** There is a lot of theft at the hotel. Someone is stealing food from the kitchen, money from front desk, and sports equipment from the gym. Guests have also complained that somebody stole their wallets.

**Guests are bored:** Guests have complained that there is nothing to do. There are no activities at night. In the day, there are few sports and nothing to see.

**Complaints about the food:** The guests have complained that the food tastes terrible. They also complained that the food is the same every night. Some vegetarians were very angry because every dinner has meat.

**There are few guests:** Very few people know about the hotel. And the guests who do come say it is too expensive.

**Complaints about the staff:** Many guests say that the staff is rude and unhelpful. The staff members argue with each other. Sometimes they swear at the managers.

**Many things are broken:** The roof leaks and many TVs in the room don't work. Sometimes there is no electricity or hot water.

**The hotel is difficult to get to:** There are no buses coming from the airport to the hotel. The taxi from the airport to the hotel is very expensive.

### **Management Discussion**

**Problem:** \_\_\_\_\_

**Possible Solutions:** \_\_\_\_\_

**Management Recommendation:** \_\_\_\_\_

*Read the example. Underline the phrases on problems, solutions, agreement and disagreement. Make up conversations of your own.*

**Manager 1:** Thank you for coming. I wish to discuss the problems that we have been having recently. And then if anybody has some ideas, please share them.

**Manager 2:** One problem is theft. Somebody is stealing money from the front desk and food from the kitchen. As well, somebody is going into the guest rooms and stealing their luggage.

**Manager 3:** One solution is to change the locks. If we do that the thief won't be able to get in.

**Manager 4:** I disagree. The problem with that is that we already have locks and the thief can get into the rooms. Even if we change the locks we may still have problems.

**Manager 2:** We could hire a security guard for each floor. Then we would have no problems.

**Manager 4:** I think that's a good idea.

**Manager 3:** That's a good idea, but security guards are very expensive. We can't afford one security guard on each floor. I think we should hire a few security guards and install some video cameras.

**Manager 1:** I agree with installing cameras. It'll be a lot cheaper.

**Manager 2:** I am for installing cameras too.

Manager 3: Good. Then why don't we recommend installing cameras and hiring a few security guards.

*Complete a letter about it:*

Dear Mr. Gunn,

At the latest management meeting, we discussed the problems we are having at the hotel and possible solutions to these problems. I am writing this letter to give you our recommendations.

One problem we have is \_\_\_\_\_

Another problem we have is \_\_\_\_\_

I hope this discussion will help to solve our problems. I look forward to hearing your decision.

Yours sincerely,

### **Asking for a pay rise**

**Task 4.** Answer the questions:

1. It's never easy to talk about your salary, but it might sometimes be necessary! How is it possible to do this without sounding rude or too desperate?

2. Imagine that you have been working for your company for three years, but you haven't yet received a pay rise or a significant bonus. You have decided to raise this issue with your manager. What words and phrases might be useful in your conversation with him or her?

It's a bit difficult, but...

I really feel it's about time

I really feel that I've grown in the job

I have made good progress

I do believe that...

I've taken on a lot more responsibility

Should I put this request in writing?

It's time that it was recognised

... isn't too much to ask

It's time my efforts were rewarded

**Task 5.** Make up dialogues of your own as it is given in the example.

**Abigail:** Hi, are you free for a quick chat?

**Mark:** Sure, come in, come in. Sit down. What can I do for you?

**Abigail:** Okay. Well, it's a bit difficult, but ... I really feel that it's about time that I had a pay rise.

**Mark:** Okay and why do you feel like that?

**Abigail:** Well, I have been here now for three years and in that time I have made good progress. I really feel that I've grown in the job and I've taken on a lot more responsibility. I just think it's time that it was recognized and that my efforts were rewarded.

**Mark:** Right. So you feel that you're on a low salary for your current position and current responsibilities, do you?

**Abigail:** Yeah, I do believe that what I've contributed to the department over recent months means that I should be paid more.

**Mark:** Okay, well, what kind of rise would you be looking for?

**Abigail:** Well, you know, I think that 3% on top of the usual annual rise with inflation isn't too much to ask.

**Mark:** Three per cent... Hmm. Right, well, as you know, I can't just give you a pay rise immediately, just like that. I'll have to discuss it with the other managers here. And, as you can imagine, there aren't unlimited funds available for things like this. But you might be pleased to hear that we are having a pay review meeting very soon and I'll make sure we discuss your request then.

**Abigail:** Okay, fine. Should I put this request in writing as well? So we all have a record of this discussion?

**Mark:** Yes, that'd be a good idea. Email me and also copy it to human resources.

*Quiz 2. Instructions: Finish the sentence with the correct phrase.*

1. I \_\_\_\_\_ I have made good progress.  
**A** guess  
**B** really feel  
**C** really know  
**D** suppose
  
2. I think that 3% \_\_\_\_\_.  
**A** is the least you could offer  
**B** isn't enough  
**C** is too much to ask  
**D** isn't too much to ask
  
3. I really feel it's \_\_\_\_\_ considered for promotion.  
**A** about now I am  
**B** about now I was  
**C** about time I am  
**D** about time I was
  
4. Should I \_\_\_\_\_?  
**A** put my request into words  
**B** write the request  
**C** put this request in writing

**D** write off my request

**Let's laugh.**

*One day an employee sends a letter to her boss asking for an increase in her salary:*

*Dear Bo\$\$*

*In thi\$ life, we all need \$ome thing mo\$t de\$perately. I think you \$hould be under\$anding of the need\$ of u\$ worker\$ who have given \$o much \$upport including \$weat and \$ervice to your company .*

*I am \$ure you will gue\$\$ what I mean and re\$pond \$oon.*

*Your\$ \$incerely, Marian \$hah*

*The next day, the employee received this letter of reply:*

*Dear Marian*

*I kNOW you have been working very hard. NOWadays, NOthing much has changed. You must have NOticed that our company is NOt doing NOticeably well as yet .*

*NOw the newspaper are saying the world's leading ecoNOMists are NOt sure if the United States may go into aNOther recession. After the NOVember presidential elections things may turn bad .*

*I have NOthing more to add NOW. You kNOW what I mean .*

*Yours truly, Manager*

### **Difficult clients**

If your company offers a service, you may find that you have to deal with complaints from customers and clients. In this unit, we look at some phrases that may be helpful in this situation.

You can explain to me what actually is the problem...

Can I take your name?

I understand you are having a few problems

Would you like to just explain from the beginning

I'm sorry for that wait

what's happened?

I don't know what the problem was

As you can imagine...

I'm sorry about this, Mr Anderson

I can actually look into that for you

I'm sorry for the inconvenience

I can assure you...

Let me check for you

**Task.** *Imagine that you work in a travel agency and a customer comes in to complain about a recent holiday. The customer tells you that they experienced a bad delay at the airport which ruined their*

*holiday. How do you respond?*

**Task 6. Read and continue the dialogues.**

**1**

**Angela:** Hello, I'm Angela, I'm the customer services manager. Would you like to come with me and come and take a seat and you can explain to me what actually is the problem?

**Alison:** Okay, okay, fine.

**Angela:** Can I take your name?

**Alison:** Yes, my name's Alison.

**Angela:** Okay. Alison, if you'd like to make yourself comfortable. As I said, I am the customer services manager and I'd like to help you. I understand you are having a few problems. Would you like to just explain from the beginning what's happened?

**Alison:** Well, yes. I've just come back from one of your holidays. I went to Crete, in Greece, got back last week and the whole thing was a disaster.

**Angela:** Would you like to just explain from the beginning what's happened?

**Alison:** Well, yes. To start with, when we got to the airport in, in Crete, we had a two-hour wait on the coach, I think there was a delayed flight or something, and... and...

**Angela:** ...Right, that's quite possible...

**Alison:** ...Yes... And I just can't work out why you didn't take us to our hotel and then come back to the airport to pick up the people from the delayed flight.

**Angela:** Right, I'm sorry for that wait. I don't know what the problem was. You mentioned a delayed flight there. As you can imagine, you probably weren't the only family on the coach waiting, and to ferry people to and from resort to the airport would have been a lot of extra work and they like to try and keep everybody together who are going on the same flight. I can actually look into that for you ...

**2**

**Karen:** Hello!

**Mark:** Hello, can I speak to despatch, please?

**Karen:** You're through to despatch.

**Mark:** Right. Well, I phoned two days ago to say that I hadn't received delivery of my order and I'm ringing again to say it still hasn't arrived.

**Karen:** Can I just take your name please?

**Mark:** Yes, it's Mark Anderson.

**Karen:** Ah! I think there's been a problem with that order, Mr Anderson.

**Mark:** What kind of problem?

**Karen:** Oh, I don't know offhand. Let me check for you. Yes, part of the order didn't arrive here at the depot, so I couldn't send it out until we'd received everything.

**Mark:** Well, surely that was your problem to sort out without my having to call you back – again. I did phone and draw your attention to this a couple of days ago. Look, I placed this order weeks ago. I'm sorry, it's just not good enough.

**Karen:** Yeah, I'm sorry about this, Mr. Anderson. I'm sorry for the inconvenience, but I can assure you we'll do everything we can to send it out to you today.

**Quiz 3. Instructions:** Finish the sentence by choosing the correct words and writing them into the empty boxes.

1. I know that you were delayed for well over 2 hours and

\_\_\_\_\_

wait / sorry / I'm / very / the / for

2. If you give me all the relevant information about the problems you had on your holiday, \_\_\_\_\_

can / into / look / for / it / you / I

3. \_\_\_\_\_ we're doing everything we can to ensure that this situation never happens again.

you / assure / can / I

4. There was a technical problem on Saturday and, \_\_\_\_\_, you weren't the only one affected.

imagine / can / as / you

## 9. TELEPHONE ETIQUETTE

**Task 1.** There are a number of phrases and idioms that are only used when telephoning. Let's first read an example dialogue:

**Operator:** Hello, Frank and Brothers, How can I help you?

**Peter:** This is Peter Jackson. Can I have extension 3421?

**Operator:** Certainly, hold on a minute, I'll put you through...

**Frank:** Bob Peterson's office, Frank speaking.

**Peter:** This is Peter Jackson calling, is Bob in?

**Frank:** I'm afraid he's out at the moment. Can I take a message?

**Peter:** Yes, Could you ask him to call me at. I need to talk to him about the Novo line, it's urgent.

**Frank:** Could you repeat the number please?

**Peter:** Yes, that's, and this is Peter Jackson.

**Frank:** Thank you Mr. Jackson, I'll make sure Bob gets it.

**Peter:** Thanks, bye.

**Frank:** Bye.

As you can see, the language is rather informal and there are some important differences to everyday English.

**Task 2.** Make up sentences from the following words and phrases:

back	call you	Can you	for a moment?
get	hang	This is a terrible line. I'm afraid	hang
I'm afraid I don't have their number, but if you wait I'll	I'll	I'll	I've been calling all morning and I can't
look	on	I'll have to	put you
it	through	through	to them.
to him right now.	up	up	when I've got more information.

**Task 3.** Fill in the gaps with the following words:

**automatic call dial dialing tone directory engaged exchange operator receiver subscriber's number trunk code Yellow Pages**

You need to make a telephone 1) \_\_\_\_\_. Then make sure you have your correspondent's number close at hand. Telephone numbers consist of a 2) \_\_\_\_\_ and a 3) \_\_\_\_\_. If you don't know your contact's number, look it up in the telephone 4) \_\_\_\_\_ of the 5) \_\_\_\_\_. The latter contains the telephone numbers of businesses and traders in your area. The next thing you do is lift the 6) \_\_\_\_\_ and 7) \_\_\_\_\_ or press the number. You will then hear a 8) \_\_\_\_\_. If the number is 9) \_\_\_\_\_ you will hear an engaged tone. Bad luck, you will have to ring back later. In a company, the first person who answers the phone will often be the 10) \_\_\_\_\_. He - but still more often: she - will put you through to the person you require. The operator operates the telephone 11) \_\_\_\_\_. In an increasing number of businesses however manual exchanges are replaced by direct lines or 12) \_\_\_\_\_ exchanges.

**Task 4.** Read this dialogue and choose the best answer:

**1**

**Receptionist:** Thank you for phoning Maple Dental Clinic. Sylvia 1) *speaks/speaking/calls*. How can I help you?

**Thelma:** Hi Sylvia. 2) *This be/It's/I am* Thelma Woods calling. How are you today?

**Receptionist:** I'm fine, Mrs. Woods. How are you?

**Thelma:** Well, actually, I have a bit of a sore tooth. I was hoping Dr. Morris would have some time to see me this week.

**Receptionist:** I'm 3) *afraid/scared/worried* he's booked this week. I can put you in for 2 pm next Tuesday. How does that sound?

**Thelma:** That would be great.

**Receptionist:** I'll have to give you the address of our new office.

**Thelma:** Oh, that's right, you moved.

**Receptionist:** Yes, we moved downtown. Do you have a 4) *pen handy/the handy pen/the available pen*?

**Thelma:** Could you hold on a 5) *buzz/moment/time* please. ...Okay, go ahead Sylvia.

**Receptionist:** Okay, we are at 723 Baltic Avenue. Suite 004.

**Thelma:** 6) *If you could/Please can you/Would you mind* spelling that for me?

**Receptionist:** Sure. That's seven-twenty-three Baltic – B 7) *for Bear/as if Brave/as in* Bravo, A as in Alpha, L as in Lima, T as in tango, I as in India, and C.

**Thelma:** OK, great. I'll see you on Tuesday then.

**Receptionist:** OK, 8) *Great for/Pleased to/Thanks for calling*. See you then.

**Thelma:** Thanks. Bye.

## 2

**Leslie:** 1) *Hello?/Hi?/Yes?*

**Cameron:** Hi, is this Leslie?

**Leslie:** Yes. 2) *Who are you/And you/Who's this?*

**Cameron:** It's Cameron here. Is Maria 3) *inside/in/where?*

**Leslie:** No, she just 4) *came/stepped/gone out* for a moment. Can I take a message?

**Cameron:** Yes, thanks. 5) *Could you/Would you mind/Can you be* ask her to meet me at the Capitol 4 movie theatre at 7 pm tonight?

**Leslie:** Sure. Just let me write that down. Oh, Cameron. Could you 6) *hold off/holding/hold* for a second? I have to take another call.

**Cameron:** No problem.

**Leslie:** Hi. Sorry about that. Now could you please 7) *say again/repeat/review* that information? I didn't have a pen handy.

**Cameron:** Sure. It's the Capitol 4 theatre at 7 o'clock.

**Leslie:** Okay, I've got it. Is there anything else?

**Cameron:** No, that's great.

**Leslie:** Okay. Uh-oh, there's my other line again. I'd better 8) *call/run/hang on*.

**Cameron:** Okay, thanks again. Bye for now.

**Leslie:** 9) *Bye bye/Bye too/See you again*.

## 3

**Hostess:** Pepi's Pizza. How can I 1) *call/answer/help you?*

**Customer:** Hi. I'd like to order a pizza please.

**Hostess:** Okay. I'll have to transfer your call to our take-out department. 2) *One/This/A moment* please.

**Recorded Message:** Thank you for calling Pepi's Pizza. All of our operators are busy working 3) *today/and away/at the moment*. Please hold for the next available person.

**Take-out Clerk:** Thank you for waiting. Naoko is 4) *hear/speaking/talks*. Is this for take-out or delivery?

**Customer:** Delivery please.

**Take-out Clerk:** Can I have your name and address please?

**Customer:** My name is...

**Take-out Clerk:** Sorry, it's really busy in here. Could you 5) *speak out/speaking/speak up* a little please?

**Customer:** Oh, sure. This is Angie Smith. My address is number two Front Street.

**Take-out Clerk:** Is that an apartment or a house?

**Customer:** It's an apartment. Number seventeen.

**Take-out Clerk:** Okay. And what would you like to order today?

**Customer:** I'd like a large pepperoni pizza with mushrooms, olives and extra cheese.

**Take-out Clerk:** I'm sorry, my English isn't 6) *better/very strong/easy*. Could you slow down a little please?

**Customer:** No problem. That's a large pizza.

**Take-out Clerk:** Large pizza. Okay.

**Customer:** And I'd like it with pepperoni and mushrooms.

**Take-out Clerk:** Pepperoni and mushrooms. Is there anything else?

**Customer:** Yes, olives and extra cheese please.

**Take-out Clerk:** Okay. I've 7) *got your message/got information/got it all down*.

**Customer:** Great. And how long will that be?

**Take-out Clerk:** It will be about thirty minutes, Miss Smith.

**Customer:** And how much will it cost?

**Take-out Clerk:** Um...could you please 8) *hold off/holding/hold on* while I check with the kitchen?

**Customer:** Don't worry about it. I have to go. I have another call 9) *came/to come/coming* through. Thank you. Bye for now.

**Take-out Clerk:** Okay. Thanks for calling. Bye.

**Task 5. Complete the dialogue.**

– 2728.

– Hello, Emily. Can you hear me? Mary here. How...?

– Oh, I'm very well, thank you. And how...?

– I'm quite well, thank you. And how...?

– Yes, of course I've got time this afternoon. Why...?

– I'd like to have a cup of coffee with you... go to a little cafe?

– All right. When and where...?

– Let's say at three o'clock in front of the cafe in Park Street.

– Sorry. I can't come at three o'clock... at four?

– All right, at four... a good book for me?

– Yes, I've got one. "The Sea Wolf" by Jack London. I've already read

it and liked it very much.. want to read it?

– Of course I want to read it. See you later this afternoon.

**Task 6. Open the brackets.**

– Can I speak to Ann, please?

– Ann (speak).

– Tom here. Where you (be) Ann? I (try) to get you on the phone for the last half hour. You (not leave) your office at 5 o'clock?

– Yes, I... but today I (go) shopping, only just (get) in. It (be) nice to hear your voice, Tom. I (not know) you (be) in London.

– I only (arrive) this morning. I (ring) you before but I (be) terribly busy all day at the conference. It only just (end). You (do) anything tonight, Ann?

– Yes, I (go) to the theatre, but I (be) free tomorrow.

– Wonderful. Let's meet at 5.30 at the Lion's tea shop in Oxford street.

– Good! It (be) quite near my office.

– Till tomorrow then, Ann.

– Bye-bye, Tom!

When speaking on the phone, proper etiquette is just as important as when you meet someone in person. Like face-to-face interactions, how you behave on the telephone tells others much about you.

1. Always try to return calls on the same day.
2. Keep business conversations to the point.
3. Do not keep someone on hold more than 30 seconds.
4. Always leave your phone number if you ask for someone to call you back.
5. Maintain a phone log to refer back to for valuable information.
6. Listening is essential whether in person or on the phone.
7. Make sure your voice mail works properly

**Proper Phone Identification**

*The appropriate thing to do when making a business call is to identify yourself and the company you're calling from.* Far too often, callers simply assume the other person knows what company they're calling from. Even worse are people who assume everyone else knows who they are simply by the sound of their voice.

This etiquette holds even if you're calling someone you know well.

For instance, I identify myself even when I'm phoning my closest friend here in Vermont (who's also named Peter): As soon as he picks up, I say, "Peter here, I was calling about..." In this case, because of our familiarity, saying my first name is enough to ensure he knows who's calling. If I'm calling someone with whom I'm less familiar, I'll say, "Hi, Tom (or Mr. Smith), this is Peter Post. I'm calling from the Emily Post Institute."

**Voice Mail Etiquette**

1. When calling someone, be prepared. Identify yourself and the purpose of your call. Be conscious of the other person's time.
2. When leaving a voice mail message, include your name, phone number and briefly mention the purpose of your call. Speak clearly.
3. Answer voice mail messages promptly – within one business day.
4. When answering calls, identify yourself immediately.
5. Do not place callers on hold for more than a few seconds.
6. Keep your personal voice mail message current (ideally, identify yourself, your department name, the date and why you cannot be reached). When on holiday, identify an alternate number where someone can receive assistance.
7. Avoid personal calls.

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A lot of people find it difficult to make phone calls in a foreign language – and that's understandable. You can't see the person you are talking to, their voice might be unclear, and you might find it difficult to find the right words.

One thing you can do to improve your telephone skills is to learn some of the multi-word verbs that are commonly used in telephone conversations. Most of them are featured in this module. **Hold on** means 'wait' – and **hang on** means 'wait' too. Be careful not to confuse **hang on** with **hang up!**



**Hang up** means 'finish the call by breaking the connection' – in other words: 'put the phone down.'

Another phrasal verb with the same meaning as **hang up** is **ring off**. The *opposite* of **hang up** / **ring off** is **ring up** – if you **ring somebody up**, you make a phone call. And if you **pick up** the phone, (or **pick** the phone **up**) you answer a call when the phone rings.

"Hang on a second..."

If you are talking to a receptionist, secretary or switchboard operator, they may ask you to **hang on** while they **put you through** – **put through** means to connect your call to another telephone. With this verb, the object (you, me, him, her etc.) goes in the middle of the verb: **put you through**.

But if you can't **get through to** (contact on the phone) the person you want to talk to, you might be able to leave a message asking them to **call you back**. **Call back** means to return a phone call – and if you use an object (you, me, him, her etc.), it goes in the middle of the verb: **call you back**.

Another thing to think about when talking on the telephone is **formality**. It's important to use the right **level of formality** – if you are too formal, people might find it difficult to feel comfortable when they talk to you. On the other hand, if you are too informal, people might think you are rude!

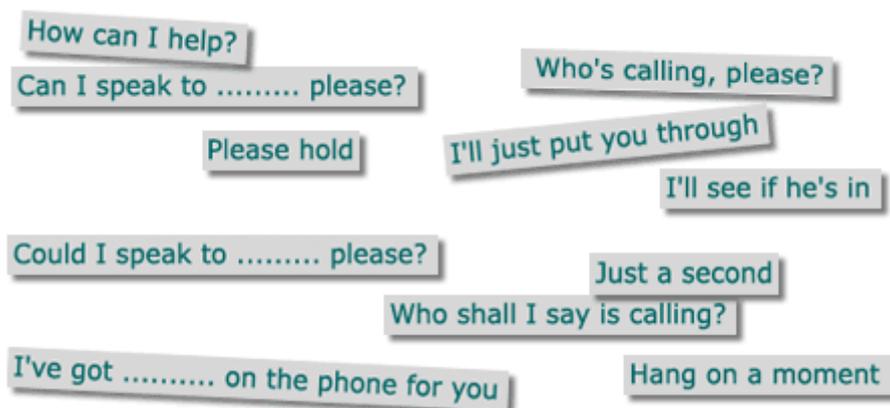
Generally speaking, if you are talking to someone in a business context, you should use **could**, **can**, **may** or **would** when you make a request: '**Could I speak to Jason Roberts, please?**' '**Can I take a message?**' '**Would next Wednesday be**

**okay?'**. You should also use **please** and **thank you** or **thanks very much** whenever you ask for, or receive, help or information.

It's important to show politeness by using words like **would**, **could**, **please**, **thank you** etc. But it's also okay to use some of the features of informal/spoken English - short forms, phrasal verbs and words like **okay** and **bye** - in other words - everyday English! So phrases like **I'm off to a conference...**, **no problem, bye!** and **hang on a moment and I'll put you through** are perfectly acceptable, as long as the overall tone of the conversation is polite.

One last tip – it's better to ask for help or clarification when you're having a telephone conversation, than to pretend you understand something that you didn't. It's perfectly acceptable to use phrases like **'Could you repeat that, please?'** **'Could you speak a little more slowly, please?'** and **'would you mind spelling that for me please?'** Using phrases like these will help make sure that you have a successful phone call, and may save you from lots of problems later on. You could always say that **the line's very bad today** if you can't hear very well. And it's also a good idea to practice words, phrases and vocabulary before you make the call!

**Task 7.** *Imagine you are calling a company and want to speak to someone who works there. Can you think of any phrases you might use, or that you might hear?*



**Task 8.** *Read / dramatize the following dialogue.*

**Michelle:** Hello, you've reached the marketing department. How can I help?

**Male:** Yes can I speak to Rosalind Wilson, please?

**Michelle:** Who's calling please?

**Male:** It's Richard Davies here

**Michelle:** Certainly. Please hold and I'll put you through.

**Male:** Thank you.

**Michelle:** Hello, marketing. How can I help?

**Male:** Could I speak to Jason Roberts please?

**Michelle:** Certainly. Who shall I say is calling?

**Male:** My name's Mike Andrews.

**Michelle:** Just a second – I’ll see if he’s in. Hello, Jason, I’ve got Mike Andrews on the phone for you... OK – I’ll put him through. Hang on a moment; I’m just putting you through.

**Quiz 1. Instructions:** Choose the one correct answer.

1. When you telephone a company the person answering the phone may ask you a question. Which is the correct question?

- A Who’s calling please?
- B Who calls?
- C Who it is?
- D Who called?

2. Which phrase means the same as ‘hang on a moment?’

- A Just a second
- B I’ll put you on
- C Go ahead
- D I’m ready

3. Choose the correct word: “Please ..... and I’ll put you through.”

- A stop
- B stay
- C talk
- D hold

4. What is the expression used to connect two people on the telephone?

- A I’m sending you through
- B I’m putting you through
- C I’m calling you through
- D I’m talking you through

### Connection

**Task 9.** Imagine you work as a receptionist and you receive a call for someone who isn't there. What might the caller say, and what would you say in reply?

Can I speak to ... please?

I'm afraid he's in a meeting

Can you call back later?

Can I help?

Can I take a message?

Could you tell him that ...

Can I take your number, please?

Okay, I'll make sure he gets the message

**Task.** Read a telephone conversation between the finance department of a company and Jennifer Mc Andrews. Jennifer wants to talk to Adrian Hopwood

*but he's not available so she has to leave a message.*

**Claire:** Hello, finance department

**Female:** Hello, can I speak to Adrian Hopwood, please?

**Claire:** I'm afraid he's in a meeting at the moment. Can I help?

**Female:** No I need to talk to Mr. Hopwood, I think. What time will he be out of the meeting?

**Claire:** In about an hour. Can you call back later?

**Female:** Okay, I'll do that.

**Claire:** Or can I take a message?

**Female:** Actually, would you mind? Could you tell him that Jennifer McAndrews called and that I'm in the office all day if he could call me back?

**Claire:** Can I take your number, please?

**Female:** Yes, it's 5556872.

**Claire:** 5556872. Okay, I'll make sure he gets the message.

**Female:** Thanks very much for your help, bye!

**Claire:** Goodbye!

**Quiz 2. Instructions:** *Finish the sentence by choosing the correct words and writing them into the empty boxes.*

1. He's not in his office at the moment,

\_\_\_\_\_ ?

take / can / your / message / I / a / please

2. She'll be back in the office this afternoon,

\_\_\_\_\_ ?

later / call / can / back / you / soon / message

3. Can I speak to June Wilkinson please?

\_\_\_\_\_

\_\_\_\_\_.  
meeting / afraid / I'm / she's / a / in / at / on

4. Could you ask him to ring me back please? My number is 020 7558 4567.

\_\_\_\_\_ , \_\_\_\_\_

\_\_\_\_\_.  
message / I'll / sure / make / OK / gets / he / the / an / on

**Task 10. Role play.**

### ***Leaving a Message***

**Student A:** You want to speak to Ms Braun about your account with her company, W&W. If Ms Braun isn't in the office, leave the following information:

- Your name
- Telephone number: 347-8910 (or use your own)
- Calling about changing conditions of your contract with W&W

• You can be reached until 5 o'clock at the above number. If Ms Braun calls after 5 o'clock, she should call 458–2416

**Student B:** You are a receptionist at W&W. Student A would like to speak to Ms Braun, but she is out of the office. Take a message and make sure you get the following information:

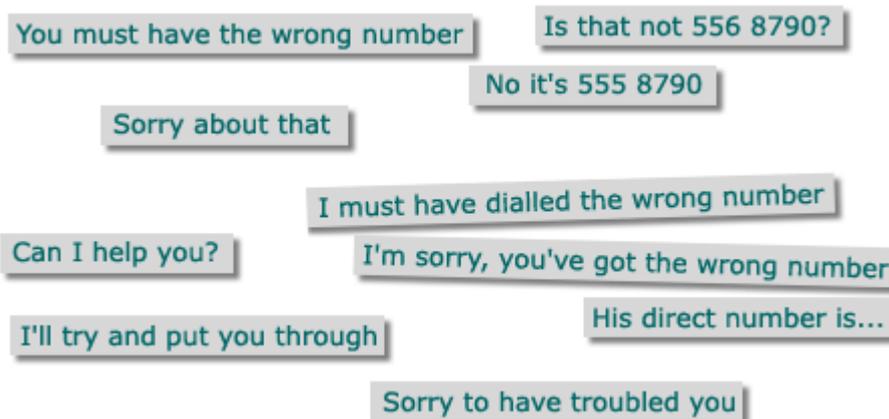
- Name and telephone number – ask student A to spell the surname
- Message student A would like to leave for Ms Braun
- How late Ms Braun can call student A at the given telephone number

## Wrong number

**Task 11.** Answer the questions:

1. If you dial the wrong number it can be confusing and embarrassing. But how do you find out that you've made a mistake? And how can you check to be sure?

2. Imagine you've dialed the wrong number. What might the person who answers your call say? What would you say in reply?



**Task 12.** Read two more telephone conversations. Both conversations contain phrases you might know if you dial a wrong number.

**Male:** Hello, this is the press office.

**Michelle:** Rachel Allsop please.

**Male:** I'm sorry, you must have the wrong number. There's no-one of that name here.

**Michelle:** Oh. Can I check the number I've got... is that not 5568790?

**Male:** No, it's 5558790.

**Michelle:** Oh sorry about that. I must have dialled the wrong number.

**Male:** No problem! Bye!

**Male:** Hello, press office, can I help you?

**Ruth:** Hello. Paul Richards, please.

**Male:** I'm sorry, you've got the wrong number, but he does work here. I'll try and put you through. In future his direct number is 5558770.

**Ruth:** Did I not dial that?

**Male:** No you rang 5558790.

**Ruth:** Oh, sorry to have troubled you.

**Male:** No problem. Hang on a moment and I'll put you through to Paul's extension.

**Ruth:** Thanks.

**Quiz 3. Instructions:** Choose the correct word to complete the sentence.

1. You \_\_\_\_\_ have the wrong number.

A should

B would

C must

D can

2. His \_\_\_\_\_ number is 998922.

A straight

B direct

C certain

D sure

3. I'm \_\_\_\_\_ to have troubled you.

A upset

B apologize

C sorry

D sad

4. I'm sorry, you've \_\_\_\_\_ the wrong number.

A got

B had

C have

D put

## **Appointments**

**Task 13. Answer the questions:**

1. Making an appointment can be complicated if two people are very busy. How do you find a time that is convenient for both of you?

2. Once again, imagine you are making a telephone call. This time you are arranging an appointment to see someone. What phrases might you use or hear?

Can I speak to ... please?

I'm afraid he's in a meeting

I'd like to arrange an appointment

I'll just look in the diary

When's convenient for you?

Would next Wednesday be Okay?

He's free in the afternoon after about three

I could make it after four

So shall we say 4.15 next Wednesday?

**Task 14.** *Dramatize the dialogue.*

**Michelle:** Mr. Hibberd's office!

**Peter:** Hello, can I speak to Brian Hibberd, please?

**Michelle:** I'm afraid he's in a meeting until lunchtime. Can I take a message?

**Peter:** Well, I'd like to arrange an appointment to see him, please. It's Peter Jefferson here.

**Michelle:** Could you hold on for a minute, Mr. Jefferson. I'll just look in the diary. So when's convenient for you?

**Peter:** Sometime next week if possible. I gather he's away the following week.

**Michelle:** Yes, that's right; he's on holiday for a fortnight.

**Peter:** Well, I need to see him before he goes away. So would next Wednesday be okay?

**Michelle:** Wednesday. Let me see. He's out of the office all morning. But he's free in the afternoon, after about three.

**Peter:** Three o'clock is difficult. But I could make it after four.

**Michelle:** So shall we say 4.15 next Wednesday, in Mr. Hibberd's office?

**Peter:** Yes, that sounds fine. Thanks very much.

**Michelle:** Okay, then. Bye.

**Quiz 4.** *Instructions: Finish the sentence with the correct phrase.*

1. I'd like to \_\_\_\_\_ an appointment

**A** arrange

**B** have

**C** do

**D** save

2. I could \_\_\_\_\_ it after four

**A** take

**B** fake

**C** get

**D** make

3. Let's meet next Wednesday... shall we \_\_\_\_\_ 4.15?

**A** arrange

**B** say

**C** suggest

**D** see

4. Would next \_\_\_\_\_ be OK?

**A** day

**B** morning

**C** week

**D** afternoon

## **10. EFFECTIVE BUSINESS LETTERS**

The old-fashioned personal business letter – written on pristine, high-quality paper, sealed in an envelope, and delivered by post or by hand- remains the single most impressive written ambassador for your company. A letter has a dignity that cannot be equaled by electronic mail or faxed correspondence. E-mail and faxes have a spontaneous, off-the-cuff quality akin to a phone call. A letter, by contrast, says that someone has planned, written, edited and revised, typed, and perhaps retyped a message. In other words, the sender has expended time- that most precious commodity – to communicate with the recipient.

It's a shame, then, that so many businesspeople regard the writing of business letters as a chore. But it doesn't have to be that way: If you keep in mind the tests of accuracy, clarity, coherence, and correctness and follow the basic rules of form and grammar, you can master the craft of writing business letters- and even come to enjoy the process.

### *The Parts of a Business Letter*

The format of a standard business letter includes these parts:

#### *Dateline*

This consists of the month, day, and year. The month should be spelled out in full, and all numbers should be written as numerals (January 1, 2010, not Jan. 1 or January 1st). The date is typed two to six lines below the letterhead, usually on the right side of the page, although flush-left and centered datelines are also perfectly acceptable.

#### *Reference Line*

Some letters require specific reference to file, account, invoice, order, or policy numbers. These references are usually typed below the dateline, but they may also be centered on the page. When the letter runs longer than one page, the reference line should be repeated on each subsequent sheet.

#### *Special Notations*

When necessary, letters may include notation of the means of delivery- "certified mail" or "registered mail"- or on-arrival instructions, such as "personal" (to be opened and read by the addressee only) or "confidential" (for the addressee or other authorized personnel). These lines are typed in all capital letters and

placed flush left, four or five spaces below the dateline, and two lines above the inside address. On-arrival notations are also printed in capital letters on the face side of the envelope.

#### *Inside Address of the Recipient*

The inside address is usually typed three to eight lines below the dateline. When a letter is addressed to an individual, the inside address includes the following:

*Addressee's courtesy title and full name.* When writing to a woman you don't know, you can address her as "Ms." For unisex names like Pat, Jan, Leslie, Alex, Hillary, and Lynn, however, a phone inquiry to a recipient's firm to confirm his or her gender will save potential embarrassment. Names from other cultures can also be problematic. If you cannot discover the sex of the person, you should drop the courtesy title in the address and salutation ("Jan White"; "Dear Jan White"). It's awkward, but better than risking an unintended insult. In addition, if your recipient holds a doctoral degree, you'll need to do some research to determine whether he or she uses the courtesy title "Dr." (Some Ph.D. holders revere their hard-earned title, while others dispense with it entirely.) For physicians, either "Dr. Smith" or "Jane Smith, M.D." is acceptable.

Addressee's business title, when required. When an individual holds more than one position in a company, your decision to use all titles or just one will depend on the purpose of the letter and the recipient's preference. Do not substitute a business title for a courtesy title, however: Address your letter to "Mr. Richard Lambert, President, Alpha Company," not "President Richard Lambert."

*Name of the business.* It is equally important to write the name of the company or organization exactly. Look for details: Is "Company," "Corporation," or "Incorporated" spelled out or abbreviated? Does the company name include commas, hyphens, periods, or ampersands? Are words run together? Which letters are capitalized? Find out by checking letterhead, corporate publications, the firm's Web site, or the phone book.

*Full address.* In the address, numbers are generally written in numeral form unless they are part of the name of a building (One Town Plaza). As a rule, street numbers are written in numerals (123 East 17th Street), though First through Twelfth are often written in full. Also, spell out any number that may cause confusion. City names are written in full unless an abbreviation is the accepted spelling (St. Louis). State names can be written out or the two-letter Postal Service abbreviation can be used- followed by the ZIP code. Foreign addresses should conform to the standards in the country of receipt. For a letter to a business or organization, the address line includes the following:

- Full name of the company, firm, or organization
- Department name, if necessary
- Full address

*To the attention of.* If you are writing a company or company department, you may also want to include an attention line that directs your letter to a specific individual ("Attention: Mr. Benjamin Hayes" or "Attention: Director of Health

Benefits"). The attention line is placed two spaces below the address and two lines above the salutation; the salutation itself is directed to the company or department.

### *Salutation*

Your salutation is your greeting. In most cases, it is a simple "Dear Mr. / Mrs. / Ms. / Dr. \_\_\_\_\_," followed by a colon. It is a rule of thumb that you salute a person in a business letter with the same name form you use in person; so a business salutation uses a first name only when you know the addressee well or have agreed to correspond on a first-name basis.

What to write when you are addressing a company rather than an identifiable person? The old-fashioned "Gentlemen" is obviously unacceptable unless the organization includes no females. "Sir and Madam" and "Ladies and Gentlemen" sound stilted. "To whom it may concern" is acceptable but rather formal and clichéd. The best solution is probably to address the company ("Dear Blue Sky Investments") or department ("Dear Investor Relations") or to direct your salutation to a specific position ("Dear Human Resources Director"). A salutation such as "Dear Sales Representative" is also acceptable.

### *Body*

Whether your letter consists of a single paragraph or several, the chief rule here is brevity. Business letters should never go beyond one page unless absolutely necessary. The trick is to be concise and to the point, but never discourteous.

### *Ending*

When ending your message, stay friendly and brief. If you know the recipient, it's fine to end on a personal note: "Please give my best to your wife" or "I enjoyed seeing you at the trade show and hope your trip home was pleasant as you expected." Even if you don't know the person, your closing can be friendly and helpful ("I look forward to talking with you soon." Or "Please call me directly at 555-1212 if you need additional copies of the brochure.") It is always polite to say thank you for a service or attention. Do not, however, thank someone for something they have not done: "Thank you in advance" is presumptuous.

Complimentary close and signature. A complimentary close is used on most letters, typed two lines before the last line of your message and usually positioned flush left on the page. In most business letters, you want to end on a friendly but not too familiar note. Use variations of "truly" ("Yours truly," "Yours very truly," "Very truly yours") or "sincerely" ("Most sincerely" "Very sincerely," "Sincerely yours," "Sincerely"). "Cordially" and its variations are proper closings for general business letters, especially when the writer and recipient know each other. If you are on a first-name basis with your addressee, informal closings are appropriate ("As ever," "Best wishes," "Regards," "Kindest regards," "Kindest personal regards"). Closing such as "Respectfully" and "Respectfully yours" indicate not only respect but also subservience; although seen in diplomatic and ecclesiastical writing, they are too obsequious for most business letters.

Your handwritten signature will appear below the complimentary close, followed by the typed signature. Your business title and company name may be needed, but don't repeat information that already appears in the corporate letterhead. Your name is typed just as in the handwritten signature. The courtesy

title "Mrs.," "Miss" or "Ms." may be added to indicate the writer's preference. Academic degrees (Ph.D., LL.D.) and professional ratings (CPA) may also be included in the typed signature. If more than one writer is signing a letter, the written and typed signature blocks can be placed either side by side or vertically.

#### *Final Notations*

If your letter is typed by someone else, the typist's initials may be included two lines below the signature block. Once standard in business letters, the use of initials is now a matter of corporate style.

When you are enclosing materials with your letter, the notation "Enclosure," "enc.," or "encl." sometimes with an indication of the number of enclosed pieces- "Enclosures (2)"- is typed below the signature block. The notation "Separate mailing" or "Under separate cover" followed by the name of the piece or pieces ("Separate mailing: 2004 Annual Report") appears when materials are being sent separately.

Courtesy copies- notated as "cc:" or "Copies to"- indicate that your letter is to be distributed to other people. The names of these recipients are listed alphabetically, and you may also include their addresses if this will be helpful to your recipient.

A postscript, or P.S., can be added below the last notation and should be initialed by the letter writer. Postscripts are a common tactic in contemporary direct-mail advertising, as if the writer had one last brilliant reason for you to buy the product. With word processing, however, P.S.'s are rarely necessary and may signal to the reader that you did a poor job of organizing your thoughts if you left important information out of the body of your letter.

So, whether you have just met someone, or have known the person for some time, it is important to follow-up meetings with written correspondence.

Write a follow-up/thank you letter in 48 hours.

a. Whether a handwritten note or formal letter, always follow guidelines for writing effective business letters.

i. Women should be addressed as "Ms." no matter what their marital status.

ii. Do not forget to sign your letter.

iii. Always proof for typos and mis-spellings.

b. Letters usually contain the following elements:

i. Opener: the opener should be friendly and tells the reader why you are writing.

ii. Justification: the second paragraph reinforces or justifies what you are looking for and why you should get it.

iii. Closing: close the letter by seeking the person to act on your behalf or request.

#### **An example of business letter**

**Lingua Services Galactic Ltd**  
69 Milk Street, LONDON SW7 6AW, UK

Tel: +44 20 123 4567 Fax: +44 20 765 4321  
Email: info@linguaservicesgalactic.com

---

*Date*

Ms Andrea Philips  
Dreamtime Movies Universal Ltd  
54 Oxford Road  
Skagnes  
SK3 4RG

Dear Ms Philips  
Translation Services & Fees

Thank you for your letter of 22 January enquiring about our translation services. Lingua Services Galactic offers a full range of translation services to help you in the development of sales literature and web sites. I have pleasure in enclosing our latest brochures and price list from which you can see that our prices are highly competitive. I look forward to calling you in a few days.

Yours sincerely  
**James Brown**  
James T Brown  
Sales Manager  
Enc: 3

**Task.** Complete the business letter of your own.

## 11. TRADE SHOWS AND EXHIBITIONS

Crowds, banners, color, music, noise: An atmosphere this overwhelming can grow wearying after a while, making it all the more important for exhibitors who tend booths to keep their cool and treat even casual browsers as their best customers. As an exhibitor, remember that you are seen not as an individual, but as the embodiment of your company.

*With Prospective Customers*

At a trade show, it's the nature of the beast for people to make snap judgments when they pause at a booth. This means that it's doubly important for you to use good business etiquette as you demonstrate your product. When meeting potential buyers:

- Dress as if you were meeting an important client back at the office
- Always stand when talking
- Shake hands
- Express interest in the person
- Give him or her your undivided attention

The trickiest part of your job is when you're faced with the task of balancing several customers at once without offending any one of them. Have business cards at the ready, and use them to momentarily placate any visitors awaiting their turn.

Much in the manner of putting someone on hold on the telephone, utter a quick "Please excuse me" to the person you're talking with, turn to the bystander, and hand him or her a card and say, "Would you mind waiting a bit? I'll be right with you." If you see that a booth mate is free, direct the prospect to him or her. Or, if possible, quickly set up an appointment to meet later in the day.

Even if you're making small talk with a potential customer, it's not a good idea to invite another prospect to join in unless your intuition tells you otherwise: The best tack is always to give undivided attention to one person at a time. The same rule applies to product demonstrations. If someone is standing by observing, that's fine- but you should direct your demonstration to the person you're dealing with at the moment. At the same time, make it clear to the other person that you'll attend to him or her as soon as you have finished.

#### *With Other Exhibitors*

If you attend trade shows regularly, more than likely you'll be acquainted with many of the booth-tenders from other companies. While you'll no doubt want to catch up with them, and perhaps make plans for the evening, remember that you're not at a high school reunion. The less time you spend schmoozing with old friends, the more time you'll have to meet with potential customers.

For the sake of your fellow booth mates, be punctual when it is your turn to take over the post. Getting sidetracked at a huge show is easy, and keeping people waiting can cause a ripple effect for some time afterward.

#### *Following Up*

A handwritten note to each prospective customer you talked with will have more impact than a typewritten one, which could look suspiciously like a form letter. Tell the recipient how nice it was to meet him, and that you hope the interest he expressed in your product will someday result in an order. A reference to a non-business topic you discussed- a new grandchild, for example- personalizes the letter further and lets it stand out from the norm.

#### *"Which way to the snack bar?"*

Considering the number of people streaming by your booth, it is inevitable that you'll be asked for directions to restrooms, snack bars, the lost and found, and, yes, the often-elusive information booth. The very fact that you've staked out a space in a gargantuan hall marks you as a fixture of sorts, if only temporarily. As a consequence, in the minds of the ebbing and flowing army of booth-browsers, you know the lay of the land.

The wise booth-tender will make sure he or she can politely provide the needed answer, even if the directions are to a competitor's booth. On the first day, make yourself familiar with the layout of the floor by taking a walking tour, with the show directory as your guide. Then keep the directory close at hand for the rest of the show. When people who find themselves without a directory ask the way to a specific company's booth, look up its number and respond cheerfully. Your kindness to a stranger might open up a conversation that could lead to interest in your product.

#### ***Role play 1.***

*You are a manager attending an exhibition of office equipment. In the hospitality lounge you start talking to some other business people who are at the exhibition.*

*Before starting the conversation read the following:*

- 1. Choose a company or business organization. It may be real or imaginary.*
- 2. Introduce yourself: say who you work for, what your position is in the organization and how long you have worked for it.*
- 3. Give the following information:*
  - What kind of business organization it is ( private, public, sole trader, partnership );*
  - Its main activities;*
  - Location of its head office, branches / subsidiaries;*
  - Turnover, profits, size of work-force.*

### ***Role play 2.***

*Work in pairs.*

*Student A is a Purchasing Manager of the chain of shops. Student B is Mr. White who is a representative of a Fine Leather Ltd. He is visiting your company for the first time. He wants to place an order with your company to supply you with leather. Study your cards.*

***Student A.*** You are a Purchasing Manager of a company selling leather goods. Prepare a list of questions you are going to ask Mr. White. Use the following prompts:

1. What products/the company/ produce?
2. What / position / in the company?
3. What/ subsidiaries/ company/ have?
4. How many / countries/ have contacts with?
5. What/ you / responsible/ for?
6. What / the turnover / the company?

Add two more questions.

***Student B.*** You are Mr. White, a Sales Manager of Fine Leather Ltd. You want to place an order with a new selling company. It is very important for you to produce a good impression on a Sales Manager of your potential partner. Think over some points of a future discussion:

1. Goods produced with your company
2. Your position in the company / on the market
3. Number of subsidiaries your company has
4. Number of countries you have contacts with
5. Your responsibilities
6. The turnover of your company
7. The demand for your goods.

Think of two more points that might be interesting for your potential partner.

*Make up a dialogue. Remember that Mr. White might want to ask some questions to his potential buyer.*

### ***Role play 3.***

#### ***Product Information***

**Student A:** You need to purchase six new computers for your office. Call JA's Computer World and ask for the following information:

- Current special offers on computers
- Computer configuration (RAM, Hard Drive, CPU)
- Guaranty
- Possibility of discount for an order of six computers

**Student B:** You work in at JA's Computer World answer student A's questions using the following information:

- Two special offers: Multimedia Monster – with latest Pentium CPU, 256 RAM, 40 GB Hard Drive, Monitor included – \$2,500 and Office Taskmaster – cheaper CPU, 64 RAM, 10 GB Hard Drive, Monitor not included – \$1,200
- 1 Year guaranty on all computers
- Discount of 5 % for orders of more than five computers

### ***Role play 4.***

#### ***Selling Your Product***

**Student A:** You are a salesperson for Red Inc. You are telephoning a client who you think might be interested in buying your new line of office supplies.

Discuss the following information with your client:

- New line of office supplies including: copy-paper, pens, stationary, mouse-pads and white boards
- You know the customer hasn't ordered any new products during this past year
- Special discount of 15 % for orders placed before next Monday
- Any order placed before Monday will not only receive the discount, but also have its company logo printed on the products at no extra charge

**Student B:** You work in an office and receive a telephone call from your local office supplier. As a matter fact, you need some new office supplies so you are definitely interested in what the salesperson has to offer. Talk about the following:

- New pens, stationary and white boards
- Do they have any special offers?
- You would like to place an order for 200 packages of copy paper immediately.

## **12. PACKING FOR BUSINESS TRAVEL. FLIGHTS**

### ***Trouble-Free Clothing***

Pick out clothes in your wardrobe that are best suited to business travel. They should be lightweight (unless the climate dictates otherwise), wrinkle-resistant, and stylish but not flashy.

- Choose washable shirts or blouses.
- Wear comfortable shoes, but take along a better pair for business meetings and evenings. Leave the sneakers at home.
- Pack enough underwear and sock or panty hose for each day; don't rely on having the time to rinse out small items at night.
- Make sure you have everything you need in your cosmetic or shaving kit; unlike leisure travelers, business travelers often can't afford the time to buy items they forgot.
- If exercise is part of your daily routine, pack your swimsuit or workout gear; a hotel that offers exercise and sport facilities will provide towels at the gym or pool.
- Pack a collapsible umbrella.

*What to wear on a plane?* Both men and women may be tempted to don jeans and sneakers for the flight, especially since they know they'll be squeezed into a tight seat and could run into delays. Just remember, airlines cater to business travelers. Look the part by dressing appropriately, and you may find you get an added measure of service. Also, by dressing in business casual for travel, if a checked bag is lost, you won't have to arrive at a meeting looking as if you've just come from mowing the lawn or shopping for groceries.

### **Arranging Business Travel**

#### **Be Self-Reliant**

Unless a corporate travel office is handling your travel arrangements, build self-reliance into all your plans. Your hosts shouldn't have to tend to things you can easily handle for yourself.

➤ Once the date and time of the visit are set, tell your host that you'll make your own hotel reservations. Or if your company has a travel department or an affiliation with a travel agency, leave the reservations to them. If your host insists on making them herself, let her do so; the hotel chosen will no doubt be a place convenient to you both, which is what you want.

➤ Don't overlook the fact that many large hotel chains offer special rooms for business travelers. Amenities range from data ports for laptops to two-line phones to highlighters and Post-It pads. Another hotel amenity is the on-site business center, equipped with copiers, fax machines, computers, and Internet access- all for the benefit of businesspeople. Ask the reservationist about special services of this kind and any other perks. You might find that the hotel caters to solo business travelers by setting aside group tables in the restaurants; a few even organize wine tastings.

➤ If you're going to meet a client at your hotel, arrange in advance for the use of a meeting room. A note of caution: Having a business meeting in your hotel room is generally considered too personal these days.

➤ If the journey is a long one, plan to arrive in town the day before the meeting, so that you'll be refreshed and at your best. If you have an appointment scheduled for the day you arrive, book a flight that leaves plenty of room for unexpected delays. The same holds true if you're driving: Get an early start.

➤ Make your own arrangements for traveling from the airport to the hotel. If you must go straight from the airport to your meeting, think twice about taking a taxi; the line at the taxi rank may be long on a busy day. A safer alternative, if cost permits, is to arrange for a car service; the driver knows your destination in advance and will be waiting when you arrive.

➤ If you're scheduled to give a presentation, plan on arriving the day before. Take any visual aids with you, including equipment for presenting them, or send them ahead or arrange for them to be available to you. Don't assume that the office you're visiting has, say, an overhead projector for your slides.

➤ When all of your arrangements are final, prepare an itinerary for your host, your office, and your family. Include the following:

- Your flight schedule, with flight numbers and times of departure and arrival
- The name, address, and telephone number of your hotel
- The times and locations of your meetings, with telephone numbers where you can be reached
- The name and telephone number of the contact person in the office you're visiting.

*Task 1. Asking for directions. Read and dramatize. Make up dialogues of your own.*

### 1

- Pardon me, sir. Could you tell me how to get to the bus terminal (post office, city hall, library etc.)?
- Turn left (right) at the corner.
- Thank you.
- You are welcome.

### 2

- I beg your pardon. Where's the nearest subway station (bus stop)?
- It's right down the street.
- It's three blocks from here.
- It's at the second corner.
- It's the next corner.

### 3

- What's the best way of getting to your place?
- Take the subway. Get off at Lincoln Center, turn right and walk two blocks.

### 4

- Good afternoon. I'd like to ask you how to get to Brooklyn College?
- Where are you starting from?
- At Jackson Heights.
- Roosevelt Avenue?
- That's correct.
- Take train number 7, get off at Times Square and transfer three to train number 2. Get off at the last stop.
- Is Brooklyn College within walking distance from there?

- Yes, it is.
- Thank you.
- You are welcome.

## 5

Alexander can't find his way to Edward's home. Edward gives him directions on the phone.

- Hi, Alexander. Where are you? At the corner of Taylor Avenue and Duke Street? Wait there. I'll be there in five minutes.

- It's not necessary. I drove the car from New Haven. Give me directions. I'll find my way.

- All right. Go north on Duke Street to Shore Drive. You can't miss the large supermarket there. Turn left there. Continue on Stevenson Avenue to Fourth Street. Make a right turn and go to the block. I'll wait for you in front of the house.

- I got it. See you soon, Edward.

## 6

- I'm afraid we're lost.

- We'd better ask for directions.

- Okay. I'll ask at the next gas station.

*Stopping in front of a gas station:*

- How do we get to York Village?

- You're going west, but you should be going east.

- Should we make a U-turn?

- Yes. Make a U-turn and go straight. Then turn to the right at the traffic lights. That's interstate 95. Take interstate 95 for about 15 miles and then get off at Roundview. You can't miss your destination.

- Thank you very much.

### *Task 2. Role play.*

#### ***Requesting Travel Information***

**Student A:** Choose a city in your country. You are going to travel to this city for a business meeting over the next weekend. Telephone a travel agency and reserve the following:

- Round-trip flight
- Hotel room for two nights
- Restaurant recommendation
- Prices and departure times

**Student B:** You work in a travel agency. Listen to student A and offer him/her the following solutions:

- Round-trip flight: Air JW \$450 Coach, \$790 First Class
- Hotel room for two nights: Hotel City \$120 a night in the downtown area, Hotel Relax \$110 a night near the airport
- Restaurant Recommendation: Chez Marceau – downtown – average price \$70 a person

## Telephone: flights

### Task 3. Answer the questions:

1. Modern business often involves international travel. When booking a flight, what questions do you need to ask?

2. Imagine you are booking a flight and a hotel over the phone. What words and expressions do you use?

I'd like to enquire about flights  
Could you tell me about the flight availability?  
Do you want to go economy, business or first class?  
How many of you will be travelling?  
Does that include airport tax?  
No, tax is another \$70 on top of that  
Can I book that, then?  
I'd like to book a hotel room  
Could you check if the hotel has any rooms free?  
Is there a discount rate? Do you mind if I book that provisionally?  
I'll call you back later to confirm

**Task 4.** Read a telephone conversation in which a person is booking a flight and then a hotel.

**Dolores:** Hello! Dolores speaking...

**Tim:** Ah yes, hello. I'd like to enquire about flights to Hong Kong from Kennedy Airport in New York, please. I'm off to a conference at the end of the month Thursday 22nd until Tuesday 27th. Could you tell me about the flight availability and prices?

**Dolores:** Certainly. Do you want to go economy, business or first class?

**Tim:** Well, I'd like to go first class, but unfortunately I'll have to go economy – company rules, you see.

**Dolores:** Yes, sure, I understand. How many of you will be travelling?

**Tim:** Ah, it's just me.

**Dolores:** Okay, so that's one seat ... economy ... New York – Kennedy to Hong Kong Airport.

**Tim:** And how much will that be?

**Dolores:** Let me see ... to qualify for the discount rate, you need to stay over a Saturday, which you are doing ... Yes, that'll be \$830.

**Tim:** Right, and does that include airport tax?

**Dolores:** No, tax is another \$70 on top of that.

**Tim:** Okay. Can I book that, then?

**Dolores:** Certainly.

**Dolores:** Can I help you with anything else?

**Tim:** Yes, I'd like to book a hotel room too, for the full five nights. Could you check if the Regency Hotel has any rooms free?

**Dolores:** Yes, they do.

**Tim:** And is there a discount rate for conference delegates?

**Dolores:** Yes, there is. I think it's 10% but I can check that for you.

**Tim:** Okay, do you mind if I book it provisionally for now and I'll call you back later to confirm? I just need to check one or two details.

**Dolores:** That's fine, sir. Can I help you with anything else?

**Tim:** No, that's all for now. As I said, I'll call you back.

*Quiz. Instructions: Finish the sentence with the correct phrase.*

1. I'd like to \_\_\_\_\_ about flights.

**A** find

**B** enquire

**C** question you

**D** tell me

2. Tax is \$50 on \_\_\_\_\_ of that.

**A** plus

**B** end

**C** bottom

**D** top

3. I'd like to book a hotel room \_\_\_\_\_.

**A** proficiently

**B** provisionally

**C** professionally

**D** prescriptively

4. I'll call you back later to \_\_\_\_\_.

**A** speak

**B** assure

**C** confirm

**D** certify

## Keys

### Lesson 1.

Business Etiquette Quiz: 1. b, 2. b, 3. b, 4. c, 5. d, 6. b, 7. b, 8. a, 9. b, 10. c.

### Lesson 3.

Test Your Etiquette Intelligence: 1. d; 2. e; 3. b; 4. d; 5. b; 6. c; 7. d; 8. c; 9. b; 10. b; 11. c; 12. c; 13. d or c; 14. c; 15. a.

### Lesson 5.

#### Quiz 1.

1. Which sentence might you hear at the beginning of a presentation?

A Ladies and gentlemen thank you for arriving today Feedback: Wrong – the audience's arrival is just the moment they appear at the presentation

B Ladies and gentlemen, thank you for appearing today Feedback: Wrong – this sounds like the speaker wasn't expecting the audience to come to the presentation

C Ladies and gentlemen, thank you for coming today Feedback: Correct – this is a straightforward way to greet an audience

D Ladies and gentlemen, thank you for showing your faces today Feedback: Wrong – if you 'show your face' you go somewhere for a short time because you feel you have to, not because you want to. So this is quite a rude thing to say!

2. The \_\_\_\_\_ of today's presentation is to discuss my findings.

A purpose Feedback: Correct – the speaker is stating the reason for giving the presentation

B reason Feedback: Wrong – you can say 'The reason why...' but not 'The reason of...'

C cause Feedback: Wrong – a cause is a reason that belongs to the past, but the speaker is stating what he wants to do in the presentation, so he's talking about the future

D points Feedback: Wrong – The speaker is talking about the reason for giving the presentation, so he can say 'The point of today's presentation' but not 'The points of today's presentation'

3. Now, \_\_\_\_\_ begin by introducing myself.

A allow me Feedback: Wrong – you can say 'allow me to begin' but not just 'allow me begin'

B let me Feedback: Correct – this is one way to start a presentation

C I Feedback: Wrong – if you are describing something you are about to do, use the future tense

D presentation Feedback: Wrong – 'presentation' is not the subject of this sentence

4. I'd be very happy to \_\_\_\_\_ you to ask questions at the end of the session.

A tell Feedback: Wrong – if you tell someone to do something, you don't give them a choice!

B invite Feedback: Correct – the speaker will give the audience a chance to ask questions later if they wish

C order Feedback: Wrong – if you order someone to do something you don't give them a choice!

D request Feedback: Wrong – if you request someone to do something, you ask them to do it for you. But the speaker says 'I'd be very happy to' which implies that he is willing to answer questions if the audience wants to ask them.

#### Quiz 2.

1. If you look at this first graph, you can see that our sales have increased by 25% last year

2. As you can see, we have a large percentage of the market share.

3. We find that good communication is a key factor in improving staff morale.

4. A good example of the importance of good communication can be seen here

Quiz 3.

1. If you have any questions, \_\_\_\_\_ to answer them now.

**A** I would like to be able *Wrong – this suggests that you want to answer the questions but can't*

**B** I would be happy *Correct – this is a polite way of asking if there are any questions. You can also say '... I am happy to answer them now'.*

**C** I would have been happy *Wrong – this expresses a past regret... you need to talk about now*

**D** I was happy *Wrong – you need to talk about now, not the past*

2. Can I \_\_\_\_\_?

**A** just ask?... *Correct – you are indicating that you have a quick question*

**B** you ask?... *Wrong – 'Can I ask you' would be correct*

**C** only ask?... *Wrong – another word is more natural than 'only' here*

**D** ask it?... *Wrong – although people always ask questions, the meaning of 'it' isn't clear here*

3. Can you \_\_\_\_\_?

**A** tell me it? *Wrong – You can say 'Can you tell me?' but not 'Can you tell me it?'*

**B** tell to me? *Wrong – You can say 'Can you tell me?' but not 'Can you tell to me?'*

**C** explain to me? *Correct – This is an informal way to preface a question*

**D** explain me? *Wrong – You can say 'Can you tell me?' but not 'Can you explain me?'*

4. Yes, a very \_\_\_\_\_.

**A** good question *Correct – This is a polite way to receive a question*

**B** question *Wrong – you need an adjective here*

**C** obvious question *Wrong – It's a little rude to say that someone's question is obvious*

**D** lovely question *Wrong – This sounds a little strange and it might be considered condescending*

Quiz 4.

1. The aims and the structure should be \_\_\_\_\_.

**A** concise *Wrong – 'concise' means 'as short as possible'. The presentation should be concise – but how about the aims?*

**B** clear *Correct – this helps your audience to follow the presentation*

**C** entertaining *Wrong – a presentation can be entertaining, but its aims and structure shouldn't be*

**D** long *Wrong – presentations should not have lots of aims or a complicated structure*

2. It's a good idea to wait until the end for people to \_\_\_\_\_.

**A** feedback *Wrong – this spelling is correct for the noun usage, but it is a phrasal verb*

**B** feed back *Correct – this tactic prevents lots of interruptions*

**C** feed *Wrong – they can eat before the presentation too!*

**D** fed up *Wrong – if someone is 'fed up' they are tired and annoyed about something*

3. What word describes a presentation that is about a topic the audience is interested in?

**A** relevant *Correct – this word describes something that is about something else*

**B** concise *Wrong – 'concise' means 'as short as possible'*

**C** precise *Wrong – 'precise' means 'exact and correct'*

**D** entertaining *Wrong – a presentation can be funny and entertaining but about a topic that isn't interesting or useful*

4. What word or phrase means to be 'relevant' and 'concise'?

**A** to be up to a point *Wrong – 'up to a point' means 'to a degree'*

**B** to be after a point *Wrong – 'after a point' means 'after a while'*

**C** to be to the point *Correct – if a presentation is 'to the point' it doesn't waste time*

**D** to be off the point *Wrong – this means 'irrelevant' – so the presentation is off-topic!*

## Lesson 7.

### Quiz.

1. You've got to \_\_\_\_\_ out of it.

**A** sort *Feedback: Wrong – you can say 'sort it out' but not 'sort out of it'*

**B** cut *Feedback: Wrong – you can say 'cut it out' but not 'cut out of it'*

**C** snap *Feedback: Correct – we 'snap out' of bad moods*

**D** lift *Feedback: Wrong – this is not an expression in English*

2. I \_\_\_\_\_ you to try a bit harder.

**A** expect *Feedback: Correct – 'expect' here has a strong meaning – if the person doesn't try harder, you will be unhappy*

**B** like *Feedback: Wrong – you can say 'I'd like you to...' but not 'I like you to...'*

**C** request *Feedback: Wrong – this is grammatically correct, but it's too formal for the situation*

**D** hope *Feedback: Wrong – you can say 'I hope you will...' but not 'I hope you to...'*

3. \_\_\_\_\_, what you've done isn't good enough.

**A** Probably *Feedback: Wrong – this is grammatically correct, but it isn't strong enough for this situation*

**B** Maybe *Feedback: Wrong – this is grammatically correct, but it isn't strong enough for this situation*

**C** Clearly *Feedback: Correct – you are indicating that your statement is not open to discussion*

**D** Hopefully *Feedback: Wrong – we use 'hopefully' to talk about the future, not the past*

4. I really want to see \_\_\_\_\_.

**A** your trying *Feedback: Wrong – You can say '...to see you try' but not '...to see your trying'*

**B** better *Feedback: Wrong – this sounds like you have poor eyesight!*

**C** better effort *Feedback: Wrong – you can say 'more effort' but not 'better effort'*

**D** some improvement *Feedback: Correct – you can also say 'an improvement'*

## Lesson 8.

### Quiz 1.

1. I'll \_\_\_\_\_.

**A** come straight on the point *Feedback: Wrong – this is the wrong preposition*

**B** come straight beside the point *Feedback: Wrong – to be 'beside the point' means to not be relevant*

**C** come straight up to a point *Feedback: Wrong – 'up to a point' means 'to some extent'*

**D** come straight to the point *Feedback: Correct – this phrase indicates that you have something difficult to say and you don't want to make polite conversation first*

2. \_\_\_\_\_, I've seen very little change in your behaviour in the last few weeks.

**A** Surely *Feedback: Wrong – we often use 'surely' when we find something hard to believe*

**B** Frankly *Feedback: Correct – we often use this word before saying something unwelcome*

**C** To be frankly *Feedback: Wrong – you can say 'To be frank' but not 'To be frankly'*

**D** Stanley *Feedback: Wrong – This is an English name, not an adverb!*

3. I don't want to \_\_\_\_\_ to any conclusions.

**A** jump *Feedback: Correct – if you 'jump to conclusions' you make a judgement without knowing all the facts*

**B** climb *Feedback: Wrong – this is not a phrase in English*

**C** reach *Feedback: Wrong – you can 'reach a conclusion' about something but not 'reach to' one*

**D** jog *Feedback: Wrong – this is not a phrase in English*

4. Well, \_\_\_\_\_ what you say, I'm not very happy.

**A** despite *Feedback: Correct – this is a way of showing that you are not convinced by someone's explanation*

**B** though *Feedback: Wrong – 'though' is followed by a subject + verb*

**C** although *Feedback: Wrong – 'although' is followed by a subject + verb*

**D** even though *Feedback: Wrong – 'even though' is followed by a subject + verb*

#### Quiz 2.

1. I \_\_\_\_\_ I have made good progress.

**A** guess *Feedback: Wrong - this is not strong enough - be more assertive!*

**B** really feel *Feedback: Correct - this is a good way to express strong feelings about something*

**C** really know *Feedback: Wrong - You either know something or you don't; you can't "really know" anything...*

**D** suppose *Feedback: Wrong - this is not strong enough - be more assertive!*

2. I think that 3% \_\_\_\_\_.

**A** is the least you could offer *Feedback: Wrong - this is too strong. Be less demanding!*

**B** isn't enough *Feedback: Wrong - this is too strong. Be less demanding!*

**C** is too much to ask *Wrong - No-one ever says that their salary is too high!*

**D** isn't too much to ask *Correct - this is one way to show that you are trying to be fair*

3. I really feel it's \_\_\_\_\_ considered for promotion.

**A** about now I am *Wrong - "about now I am" is not a phrase in English*

**B** about now I was *Wrong - "about now I was" is not a phrase in English*

**C** about time I am *Wrong - use the past tense after "it's time"- even though you are talking about now!*

**D** about time I was *Correct - this is a polite way to make your feelings known*

4. Should I \_\_\_\_\_?

**A** put my request into words *Wrong - you have already put your request into words by speaking.*

**B** write the request *Wrong - You are asking about sending a formal request, but this just refers to the act of writing*

**C** put this request in writing *Correct - this expression means to email or send a formal request.*

**D** write off my request *Wrong - if you write something off, you say that it's not useful!*

#### Quiz 3.

1. I know that you were delayed for well over 2 hours and I'm very sorry for the wait.

2. If you give me all the relevant information about the problems you had on your holiday, I can look into it for you.

3. I can assure you, we're doing everything we can to ensure that this situation never happens again.

4. There was a technical problem on Saturday and, as you can imagine, you weren't the only one affected.

### Lesson 9.

#### Quiz 1.

1. When you telephone a company, the person answering the phone may ask you a question. Which is the correct question?

**A** Who's calling please? : *Correct - this is a polite way to ask for someone's name on the phone*

B Who calls? : Wrong - because the call is happening now, we don't use the present simple tense here

C Who it is? : Wrong - check the word order here

D Who called? : Wrong - the call is still happening, so we don't use the past tense here

2. Which phrase means the same as 'hang on a moment'?

A Just a second: Correct - you say this if you want someone to wait a short time

B I'll put you on: Wrong - you can say 'I'll put you on hold' but not 'I'll put you on'

C Please hold off: Feedback: Wrong - we don't say 'Please hold off' here

D Please ready: Wrong - 'ready' is an adjective and you need a verb here

3. Choose the correct word: "Please ... and I'll put you through."

A stop: Wrong - we don't use 'stop' to mean 'wait' on the telephone

B stay: Wrong - you can say 'Please stay on the line' but not simply 'stay'

C talk: Wrong - the person answering wants the caller to wait until she has transferred the call

D hold: Correct - you can say this if you want someone to wait on the telephone

4. What is the expression used to connect two people on the telephone?

A I'm sending you through: Wrong - We don't use 'send' for telephone conversations

B I'm putting you through: Correct - This is the phrase we use when we transfer a call to someone

C I'm calling you through: Wrong - You can't say 'call someone through'

D I'm talking you through: Wrong - If you 'talk someone through something', you explain it to them

#### Quiz 2.

1. Can I take a message?

2. Can you call back later?

3. I'm afraid she's in a meeting.

4. OK, I'll make sure he gets the message.

#### Quiz 3.

1. You \_\_\_\_\_ have the wrong number.

A should: Wrong – what word indicates that the person answering is sure the caller has the wrong number?

B would: Wrong - what word indicates that the person answering is sure the caller has the wrong number?

C must: Correct – the person answering has worked out that the caller has the wrong number

D can: Wrong - what word indicates that the person answering is sure the caller has the wrong number?

2. His \_\_\_\_\_ number is 998922.

A straight: Wrong – we don't say 'a straight number'

B direct: Correct – a 'direct number' is someone's own telephone number

C certain: Wrong – we don't say 'a certain number' in this context

D sure: Wrong – we don't say 'a sure number'

3. I'm \_\_\_\_\_ to have troubled you.

A upset: Wrong – we don't use 'upset' to apologize

B apologize: Wrong – 'apologize' is a verb, but you need an adjective after 'I'm'

C sorry: Correct – we say 'I'm sorry' to apologize

D sad: Wrong – we don't use 'sad' to apologize

4. I'm sorry; you've \_\_\_\_\_ the wrong number.

A got: Correct – this means that the caller has an incorrect number

B had: Wrong – the caller has the wrong number now, so we don't use the past tense

**C have:** Wrong – ‘you've’ is a contraction of ‘you have’ so you don't need ‘have’ here  
**D put:** Wrong – we don't ‘put’ a number

#### Quiz 4.

- I'd like to \_\_\_\_\_ an appointment  
**A arrange:** Correct  
**B have:** Wrong  
**C do:** Wrong  
**D save:** Wrong
- I could \_\_\_\_\_ it after four  
**A take:** Wrong  
**B fake:** Wrong  
**C get:** Wrong  
**D make:** Correct
- Let's meet next Wednesday shall we \_\_\_\_\_ 4.15?  
**A arrange:** Wrong  
**B say:** Correct  
**C suggest:** Wrong  
**D see:** Wrong
- Would next \_\_\_\_\_ be OK?  
**A day:** Wrong  
**B morning:** Wrong  
**C week:** Correct  
**D afternoon:** Wrong

#### Lesson 12.

##### Quiz.

- I'd like to \_\_\_\_\_ about flights.  
**A find :** Wrong – you can say ‘find out about’ but not ‘find about’  
**B enquire :** Correct – this means to ask questions and find out about something  
**C question you :** Wrong – this is grammatically correct, but we only use this phrase in formal situations like a police investigation  
**D tell me :** Wrong – it should be ‘I'd like you to tell me...’
- Tax is \$50 on \_\_\_\_\_ of that.  
**A plus :** Wrong – you can say ‘plus \$50’ but not ‘plus of that’  
**B end :** Wrong – we don't say ‘on end of that’  
**C bottom :** Wrong - we don't say ‘on bottom of that’  
**D top :** Correct – \$50 ‘on top’ of some money is an extra cost, added to the total at the end
- I'd like to book a hotel room \_\_\_\_\_.  
**A proficiently :** Wrong – if you do something ‘proficiently’ you do it well  
**B provisionally :** Correct – if you do something ‘provisionally’ it means that you might change your mind later  
**C professionally :** Wrong – if you do something ‘professionally’ you do it as your job  
**D prescriptively :** Wrong – if you do something ‘prescriptively’ you follow the rules very closely
- I'll call you back later to \_\_\_\_\_.  
**A speak :** Wrong – we would say ‘speak to you’ or ‘talk’  
**B assure :** Wrong – you need an object here  
**C confirm :** Correct – this means he will call back to agree his statement or plan finally  
**D certify :** Wrong – ‘to certify’ is to say that something is genuine or true, but we can't use it in this context

## **Reference Literature**

1. Liz Taylor. International Express (intermediate). Oxford University press, 2000.
2. Leo Jones, Richard Alexander. New International Business English. Cambridge University press, 2006.
3. New Webster's Dictionary and Thesaurus of the English Language. Lexicon Publications, Inc., 2008.

## **Additional Resources**

1. [www.business.missouri.edu/342/default.aspx](http://www.business.missouri.edu/342/default.aspx)
2. [www.workabroad.monster.com/articles/etiq/](http://www.workabroad.monster.com/articles/etiq/)
3. [www.emailreplies.com](http://www.emailreplies.com)
4. [www.emilypost.com/index.htm](http://www.emilypost.com/index.htm)
5. [www.iwillfollow.com/email.htm](http://www.iwillfollow.com/email.htm)
6. [www.quintcareers.com/phone\\_interview\\_etiquette.html](http://www.quintcareers.com/phone_interview_etiquette.html)

# НАВЧАЛЬНЕ ВИДАННЯ

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**«PROPER BUSINESS ETIQUETTE»**

ДЛЯ СТУДЕНТІВ УСІХ ФАКУЛЬТЕТІВ

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