

Министерство образования Республики Беларусь
БЕЛОРУССКИЙ НАЦИОНАЛЬНЫЙ ТЕХНИЧЕСКИЙ
УНИВЕРСИТЕТ

Факультет маркетинга, менеджмента, предпринимательства
Кафедра «Современные европейские языки»

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«АНГЛИЙСКИЙ ЯЗЫК ДЛЯ МЕНЕДЖЕРОВ. Часть 2»

к третьему изданию учебника “MarketLeaderPre-Intermediate” для
студентов специальностей

1-27 03 01 «Управление инновационными проектами
промышленных предприятий»,

1-27 03 02 «Управление дизайн-проектами на промышленном
предприятии»

Электронный учебный материал

Минск 2016

УДК 811.11(075.8)

ББК 81.2Анг-923

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Рекомендовано учебно-методическим отделом

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Регистрационный № БНТУ/ФММП95-54.2016

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Great Ideas

1. BEST INVENTIONS OF PAST HUNDRED YEARS

microchip, mobile phone, ink pen, internet, plastic, antibiotics
--

Rank the inventions above in order of importance and give a reason why they are important to society.

Invention Reason

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

2. GREAT IDEAS

Read the text and answer the questions in the end of the text

Progress makes the world go round. In our daily life we use television, radio, the Internet and even robots make our life safer, quicker and more comfortable. We have all these things thanks to progress. But what items does the progress consist of? If we think about it for a while, we will find the answer quickly. The progress is formed from lots of great ideas.

Some people think that there are no new ideas but others think that there are plenty of them. Dr. Linus Pauling, American chemist, once said, "The best way to have a good idea is to have a lot of ideas". And it's true because it is always possible to create a new idea, simply it is not enough just to think of it, you need to do something practical to have a great idea. There is such an opinion that most of the best ideas were discovered by accident. But before that a great amount of work had been done.

Research and Development is the key to great business ideas. Of course, all companies try to create and use new business ideas at their work in order to be highly competitive and to increase profit.

Great ideas are generated in different ways. Sometimes an idea may simply be, when a company exploits an opportunity to extend the product range, to offer more choice to existing customers. Or a great idea could allow a company to enter a market which was closed to it before.

Companies which are prepared to spend a lot on R&D can make a breakthrough by having an original idea for a product which others later copy. For example, the keyboard of a computer is a copy of the printing machine. On the other hand, some products are developed in response to customer research. They come from customer ideas. These products meet a real need. Or the product does something similar to another product, but faster, so it saves time. Some people will buy a new product because the product enhances their status. Other people will buy any “green” product which reduces waste or protects the environment. If an idea is really good – perhaps the product fills a gap in the market – it may even win an award for innovation.

If you want to protect your idea from copying and using without your permission, you should apply for a patent for innovation. This is a legal document issued by the government which gives the inventor the right to stop other people from making, using or selling the invention without the permission of the inventor. When a patent is granted, the invention becomes the property of the inventor. There are three essential conditions that an inventor must fulfill in order to be patentable. Firstly, it must be completely new. Secondly, there must be “an inventive step” – most patents are in fact for improvements in technology which already exist. Thirdly, it must be possible to make the invention, or to use it in industry. The last point is to make your idea profitable. It means you should bring it to the market.

In order to develop science, state economy and business at the same time the majority of the universities set up their own companies. Their job is to take the ideas that have been developed in the university’s research laboratories and help the researchers turn them into commercial opportunities. They usually do this by either negotiating licenses or by helping researchers to start new companies. If you want to build a company on university science, you have to bring together a number of components. The first thing you need is a business plan, which can be used to raise the investment – the cash that you need to start the

business. This comes from private investors who are rich individuals, usually who have made money from running their own businesses. You also need to employ dedicated people to manage the new company. And the last one is to try to launch your idea efficiently and promote it as good as possible.

So, as you can see, great ideas were created at the ancient time and they are created nowadays. And nowadays they are actively involved in business and commerce and work as means of increasing profit.

- Are most of the best ideas discovered by accident?
- What is the key to great business ideas?
- How are great ideas generated?
- What should you do to protect your idea from illegal copying?
- What is a patent?
- What are the important conditions for applying for a patent?
- How can companies turn great ideas into commercial opportunities?

3. METHODS TO SPUR CREATIVITY

Read the article and speak about the innovation using the underlined words

The financial services industry has a long reputation as providing an innovative work environment, pushing boundaries in areas as diverse as, to name a few:

- Productmanagementanddevelopment
- Organizational structure (such as in the use of matrix reporting)
- Employeeincentivecompensation
- Informationtechnology
- Managementscience
- Managementreporting
- Transferpricing

The most innovative individuals and organizations exhibit these traits:

- Associating
- Questioning
- Observing
- Networking
- Experimenting

Associating: This involves finding unexpected links and commonalities between apparently dissimilar and unrelated things, businesses, processes or pieces of information. The founders of successful businesses often draw inspiration from how enterprises in entirely different industries or fields operate.

Having broad experience and a varied background often helps in the process of associating. It is considered that people who have lived in a foreign country are significantly more likely to be innovative than those who have not. Innovation is spurred in individuals who have deep expertise in one area, and broad exposure to a number of other fields.

Questioning: Innovation often is the result of dissatisfaction with or skepticism about the way things are done presently. One version of the questioning nature is a disposition towards thinking about the falsifiability of things that you believe, or think that you know.

Observing: Innovators typically have keen powers of observation, noticing subtleties that others miss. For example, one entrepreneur found that movies often are good vehicles for teaching foreign languages, and developed tools for modifying them to enhance their instructional value, such as by slowing down the dialogue and adding explanations of idiomatic expressions.

Networking: The sort of networking that is particularly germane to enhancing innovation is that which facilitates the exchange of ideas, rather than the type of networking that is employed to change jobs. For example, the founder of BlackBerry got the idea for his product by attending a trade show in which he learned about soft drink vending machines that send wireless signals when they require restocking.

Experimenting: Innovation usually depends on intense, repeated experimentation. The best innovators tend to be constant experimenters, while the most innovative organizations encourage ongoing experiments. Many of the most successful experiments in business, moreover, occurred rather unexpectedly. IKEA got into

featuring disassembled furniture after a marketing manager found that removing the legs from a piece of furniture was the most expeditious way to get it back on a truck after an advertising photo shoot. Amazon.com became a major purveyor of cloud computing services largely out of an experiment; indeed, CEO Jeff Bezos questions job seekers about whether they have invented anything.

How Companies Spur Innovation: Some employers find that having employees trade jobs will introduce new perspectives, and thus innovative thinking. This is especially true in the financial services industry, where changing jobs across functional areas and a supportive attitude towards redefining jobs are often established parts of the culture in many firms.

One manufacturer of automation for factories requires its sales people to spend significant amounts of time observing their customer's operations, so as better to discern their needs and to suggest innovative solutions that add value.

The Innovation Premium:the "innovation premium" is seen as the amount of a company's market value that is above and beyond the value of its current products. Of course, attributing a value to each existing product is a highly subjective exercise, open to debate and dispute. That said, the "innovation premium" represents extra value stemming from expectations that the company will continue to innovate in the future.

4. GREAT IDEAS: HOW WERE BLUE JEANS INVENTED? IT'S A SIMPLE STORY.

Complete the text using the verbs from the table in the Past Simple Tense.

Write	agree	worry	expire	make	build	be (4)	mean
turn	decide	come	need	purchase	keep	think	receive
			go	have			

Levi Strauss 1) ... to San Francisco in 1853, at the age of twenty-four, to open a west coast branch of his brothers' New York dry goods business. He had spent a number of years learning the trade in New York after emigrating there from his native Germany. He 2) ... his

business into a very successful operation over the next twenty years, making a name for himself as a well-respected businessman.

One of Levi's many customers 3) ... a tailor named Jacob Davis. Originally from Latvia, Jacob lived in Reno, Nevada, and regularly 4) ... bolts of cloth from the wholesale house of Levi Strauss & Co. Among Jacob's customers 5) ... a difficult man who 6) ...ripping the pockets of the pants that Jacob 7) ... for him. Jacob tried to think of a way to strengthen the man's trousers, and one day hit upon the idea of putting metal rivets at the points of strain, such as on the pocket corners and at the base of the button fly.

These riveted pants were an instant hit with Jacob's customers and he 8) ... that someone might steal this great idea. He 9) ... he should apply for a patent on the process, but 10) ... the \$68 that was required to file the papers. He 11) ... a business partner and he immediately 12) ... of Levi Strauss.

Jacob 13) ... to Levi to suggest that the two men hold the patent together. Levi, who 14) ... be an astute businessman, saw the potential for this new product and 15) ... to Jacob's proposal. On May 20, 1873, the two men 16) ... patent #139, 121 from the U.S. Patent and Trademark Office. We consider that day to be the official "birthday" of blue jeans.

Holding a patent on this process 17) ... that for nearly twenty years, Levi Strauss & Co. 18) ... the only company allowed to make riveted clothing until the patent 19) ... into the public domain around 1891. When the patent 20) ..., dozens of garment manufacturers 21) ... to imitate the original riveted clothing made popular by Levi Strauss & Co.

So, the next time you see someone wearing a pair of Levi's 501 jeans, remember that these pants are a direct descendant of the original pair made in 1873. And it was two visionary immigrants, Levi Strauss and Jacob Davis, who 22) ... denim, thread and a little metal into the most popular clothing product in the world – blue jeans.

5. FIVE WAYS TO FOSTER INNOVATION WITHIN YOUR TEAM

1) *Read the text and discuss the ways to foster innovation*

If you want an innovative team then you need to generate positive energy within the team.

Appreciative Inquiry is a great method for doing this because it's a participatory process, and the ideas that emerge from the process have the weight of the group behind them. This active co-creative process means that resistance to change is much reduced, if not completely eliminated. The action ideas that are generated and agreed are implemented by the very same people who created them.

1. Learn about what stimulates innovation in your context

Discovery interviews are an appreciative process that highlights the best of the past. You can then work to recreate those processes and successes in the present. In addition people's current creativity is stimulated by the discussions that follow the questions, and they are likely to feel their creative juices starting to flow.

2. Use stories to jump start imagination

Discovery interviews tend to generate a lot of interesting, and often previously untold, stories about the topic under discussion. Sharing these stories acts as a spring-board to creativity and the team can then spend time brainstorming what ideas, about the particular current context you are working in, the story has stimulated.

3. Ask generative questions

Generative questions produce new thoughts, connections and ideas. They tend to have the following characteristics:

- a) An element of novelty and surprise - questions people are not expecting to be asked
- b) They are relationship building allowing people to discover new things about each other
- c) They are meaningful to the participants. They allow people to talk about what's important to them and reference their feelings while doing so - this ensure they are emotionally, not just rationally engaged
- d) They cause a shift in understanding of 'reality', for example asking about positive things when 'the reality' is perceived to be wholly negative. The answers reveal many more positive things going on than people believed was the case, so their reality shifts.

4. Dream together

An important part of the Appreciative Inquiry process is 'dreaming'. This process involves using our imagination to leap out of the present, over the obstacles, to a time in the future where we have achieved our aspirations to be better.

In the same way that good science fiction creates impossible ideas that inspire later scientists to create what they saw on Star-Trek as a child, so good dreaming sessions expand the group's sense of the possible. The creative horizon expands.

5. Improvise destiny

At the end of an AI workshop the group as a whole should have a shared sense of where they want to be heading, and the kind of futures they want to be creating. With this shared sense acting as the 'roadmap' people need to be given permission to get on with making it happen, to be enabled to take voluntary and visible action, while the leader's role becomes that of creating coherence and connection.

2) Offer some more ideas how to make your team be innovative. Discuss the problem with your partner then present the results of your discussion to the groupmates.

6. THE INNOVATOR'S DILEMMA

What to Do When Your Great Idea Becomes Mainstream

Read the article and speak about the problems when innovating using the underlined words

Innovation is certainly not a prerequisite for entrepreneurship. Successful entrepreneurship is often more a matter of timing and perception—providing the right product or service at the right time in the right market. However, high-growth entrepreneurial enterprises, the kind that make people famous, are most often the result of a significant innovation on the part of the entrepreneur. In fact, it is frequently entrepreneurs who develop those disruptive technologies that create a whole new performance trajectory.

Yet even those that successfully cross the chasm and enjoy mainstream success are faced with a significant challenge as the market matures. The competitive edge that has fueled their growth is difficult to

maintain as the market commoditizes. The innovator is faced with a dilemma. Their innovation is often part of the identity of both the company and the entrepreneur—it's brand equity. And yet that very innovation starts to become a liability as competition commoditizes the product and the innovation is no longer innovative.

And so the innovator is faced with a dilemma. He either has to become a mainstream business dealing with commodity products, or has to let go of that innovation and come up with a new one. Large shareholder-driven corporations are perfectly content to do either one (or both) of these. And they've usually got both the infrastructure to support a commodity business and a big enough R&D budget to keep pumping out the innovations.

But both of these options are far more difficult for the entrepreneur. For an innovative entrepreneur, the idea of commoditizing the innovation and doing conventional business in a highly competitive market is about as attractive as a root canal. In fact, it's the very antithesis of the entrepreneurial spirit. On the other hand, while that innovation is hard to let go of for any company, it's especially so for entrepreneurs because it is so much a part of their individual reputation, usually to the point that it is part of their essential identity.

So what does an innovative entrepreneur do about this dilemma? Here are a few tips:

Delegate. Let someone else turn the company into a sustainable commodity-based business while you look for something else. This could mean just delegating the majority of your work (and authority) to your direct reports. It's sometimes difficult, though, for them to transition away from a centralized authority. If you're concerned that this might cause fragmentation, then you may need to hire an experienced Chief Operating Officer—someone with the experience of sustained operations in a mature market.

Sell out and walk away. Seriously! Watching an innovative entrepreneur suffer under the constraints of an ongoing concern is like watching someone stuck in a miserable marriage. There's no shame in it—it doesn't mean you've failed. In fact, quite the opposite! "Serial entrepreneur" is a great appellation.

Look around you. The next great innovation may already be sitting in the head of someone in your company. They know the market space. They know your product—possibly even better than you do yourself. And above all, they know the customers. Get everyone together and just brainstorm. Even if the idea isn't stated just perfectly

by someone, it may spark something in you that triggers that next great innovation.

These strategies may help you keep some stability while you're working on that next innovation, but the very most important thing to do is release your ego. Say this with me one time — “I am not my creation.” Again — “*I am not my creation.*”

The sooner you come to the realization that what's really a part of you is not the innovation itself, but rather your ability to create it, the sooner you'll be able to detach from that first creation, let it live its own life, and move on to bigger and better things.

7. HOW TO INNOVATE IN BUSINESS

Read the article and speak about the advantages and disadvantages of the described business cases.

Use the underlined words for the discussion within a group.

Don't Discourage Innovation

We all know how essential innovation is to business success. If Apple Corp. had not innovated, we would not have iPhones. If Microsoft had stopped innovating when they released DOS, we never would have seen Windows operating systems. If manufacturers had stopped innovating, we would all be driving Model T's and calling each other on candlestick phones that need operator assistance; there would be no television to watch and you wouldn't be reading this because the Internet would never have been created.

Innovation is Essential

So if innovation is so important, why do so many companies spend all their time making tiny process improvements and watching their competitors steal their customers with innovative new products and services? Clearly the problem is not that business owners and managers don't see the need for innovation. Many just don't know how to encourage innovation. However, most actively discourage innovation - not on purpose, perhaps, but very effectively. Let's look at two small companies. One is an example of how to discourage innovation. The other is an example of how to encourage innovation.

Discourage Innovation - Kill The Company

Carol runs a small family business. She is very good. She knows what she is doing and is able to tell everyone else specifically

what to do too. Unfortunately Carol's business has been going downhill. She has had to lower her prices, which reduces her profits. She keeps losing business to her competitors who come up with better products and cheaper ways to do things. Several long-time employees have left and it takes a lot of time and effort to train the new people in the right way to do things.

How can that happen? Carol is smart and works hard. She pays her people well. She tries different things. People are happy in the office, but they don't talk amongst themselves much; they just all stick to their own jobs and try to do them right.

Carol believes in MBWA (Management By Walking Around). You see her walking all around the office watching what people are doing and when they do something "wrong" she steps in and shows them how to do it right. Often people call Carol to their work station to ask how to do something new. They all remember how Carol reprimanded Jeff when he tried something new. She didn't even have time to listen to his explanation of why.

Carol's approach works well when you are training toddlers or teaching math in grade school. It would also work on the battlefield. But it will not produce the innovation Carol's company needs to survive and prosper.

Carol is overlooking the greatest asset of her company, its employees. Each of them has unique experiences, education, and background. They have different perspectives, different problem solving skills and techniques. There may not be a single one of them who is as smart as Carol, who knows the business as well as she does, or who is as good at innovating as Carol. But, as smart as Carol is, she is not smarter than everybody.

Encourage Innovation - Grow The Company

Valerie has her hands full. Her little company has been growing so quickly that it's hard to keep up. There are a lot of new employees who need to be trained in how the company does things. Without this training, her company would lose some of its product quality. Fortunately, Anna showed a real gift for explaining things and she handles most of the training these days.

Valerie remembers the "old days" when it was just a handful of them. They would sit around an old picnic table out in the shop and have lunch together and talk about kids, movies - and the business. Lots of happy chatter and some crazy ideas came out of those lunches. Everyone

seemed to enjoy it except Devon, the new guy. He was always the last one to show up and the first to leave. He would talk occasionally, but not often.

Valerie smiles now when she thinks about how he has developed. Devon wasn't much of a "big thinker" like the rest of them, but when they came up with an idea, Devon was the one who could take it from a rough sketch to a finished product.

Valerie's day is frequently interrupted by phone calls from her team. This morning Eva called to let her know that the new packaging technique had failed - for the fourth time. Valerie suggested she talk with Alicia who had seen a similar problem yesterday in her efforts to streamline the IT operations. There was also the call from the head of sales who wanted Valerie to address the meeting they were having next month for several clients to discuss the industry and what its future needs. And her Operations Manager wants to talk about the SWOT analysis they are doing in his department next week.

The R&D group posted a note on the company intranet asking for volunteers to test a new product prototype. The company softball team posted this season's schedule on the intranet as well. HR is recruiting volunteers to tutor students at the nearby elementary school in reading.

Why One Company Fails

It's easy to see why Carol's company is in trouble. There is no innovation because Carol unintentionally stifles it. She is so focused on doing things right that she does not give people the freedom to make mistakes by trying new things. Although she tries to think of new things herself, she has limited ability in that area and she doesn't let anyone else try. She micro-manages her employees and treats them like children. Pretty soon, they stop trying to improve things, or they just leave.

Why One Company Succeeds

Valerie's company is doing great. Why? She has created a company culture that encourages innovation.

- Encourage Communication - everyone can get together, at lunch, on the softball field, etc. and talk. This cross-functional conversationspurs the imagination of each person and lets them learn from the skills of the others.

- Allow Failure - Eva is now on the fifth attempt to solve the packaging problem because the first four failed. How many times did Edison fail before he found the right filament for the electric light bulb?
- Find Patterns - Alicia's solution to the IT problem may be what Eva needs to solve the packaging problem. Look for similarities that can lead to discovery.
- Know Your Market - There is no point in developing an innovative way to make better buggy whips. Find out what your clients and your industry need and find innovative solutions to those problems. Use a SWOT analysis of your competitors, your own company, and your industry to highlight opportunities for innovation.
- Use Everyone's Best Skills - Devon wasn't the best innovator, but having him focus on the engineering allowed other people in other areas spend the time to be more creative. R&D recruits their testers from across the company to get many different perspectives.

Use Innovation To Create Success

Your company (or department, group, or team) has a lot of smart people. Encourage them to be imaginative, give them permission to make mistakes, and give them time to just sit and think. Build a culture that is "flat" and works across organizational lines easily. Build the individuals into a team that enjoys being together at work. Do these things and you will get the innovation you need to succeed.

8. THE PNEUMATIC TYRE: HOW DID IT START?

Complete the text putting the correct form of the words in brackets

John Dunlop, a Scottish vet, was 1) (response) for one of the world's great inventions.

Dunlop's young son kept falling off his tricycle because the bumpy streets were 2) (hope) for cycling. Dunlop thought of a 3) (create) solution: filling the rubber tyres with air. This, he realized, would be an 4) (ease) way to make the tricycle more stable.

He was right: it turned out to be a very 5) (effect) solution. Lots of cyclists copied the idea and the air tyre became very 6)

..... (success). French car makers realized it was a 7) (value) idea, and produced air-filled car tyres. The tyres also became very 8) (profit). Dunlop Tyres is still a huge company today.

9. 'BORROW' AND 'LEND' exercise

Could I borrow a fiver*, please? = Could you lend me a fiver, please?

*fiver – five pounds

1) *Fill the gaps with borrow or lend in the correct form*

1. Can I your mobile for a minute, please?
2. Don't him the money. He should ask the bank, not you.
3. She never gave me back the 100 Euros she off me.
4. Sometimes Dad me his car for the weekend.
5. Could I your calculator, please?
6. Could you me calculator, please?
7. You wouldn't me \$1000, would you?
8. Jason asked me if he could my camera, but I said 'no'.
9. Has someone my stapler without asking?
10. Mom offered to us some money toward a new car.
11. Mr Smith was always money off people.
12. After I got caught in the rain, Clare me some dry clothes.
13. She my Elvis cds and never returned them.
14. Do you remember I you \$50 last month? When can I have it back?
15. I only books and films to very special friends. Otherwise, you never get them back.

2) *Write a few examples of your own.*

10. BANKING. Quiz.

Do the quiz. Choose the correct answer.

1. The _____ for the dollar is very good just now. We should change dollars into euro today.

- a) interest rate
- b) credit rating
- c) money rate
- d) exchange rate

2. Everything's so expensive just now. I don't know how I'd manage without _____.

- a) getting my pocket money from the bank
- b) lending money to my bank
- c) having an overdraft
- d) sticking to my budget

3. We've found our ideal house but we're not rich enough to be able to buy it straight away. We'll need to go to the bank to see if they'll give us _____.

- a) interest
- b) a deposit
- c) some capital
- d) a mortgage

4. We'll need to invest more _____ if we want to expand our business. You know what they say, you have to spend money to make money.

- a) return
- b) capital
- c) interest rate
- d) wages

5. We got a loan from the bank to buy a new car. We have to _____ it over the next two years.

- a) repay
- b) pay
- c) return
- d) give

11. THE WAY TO SUPPORT INNOVATORS

Translate the following text from Russian into English:

Сегодня во время высоких технологий мы не представляем себе жизни без электричества, автомобиля, телефона, компьютера и многих других вещей. Но когда-то ничего этого не было. Создание их было необходимостью облегчить жизнь. Прогресс не стоит на месте и для того, чтобы за ним успеть необходимо разрабатывать что-то новое. Не все великие идеи можно воплотить в жизнь сразу. Некоторые требуют определенных социальных и экономических условий. Вместе с тем у инноваторов существует много проблем. Самая большая проблема это нехватка денег. Сегодня не многие компании решаются вкладывать деньги в инновационные разработки. Не у всех компаний есть возможности создания инновационных центров для разработки новых идей. Также некоторые идеи не находят применения в обществе. Требуется время, чтобы они нашли применение в бизнесе.

Компании должны предоставлять возможности для инноваторов. Например, создавать условия для их работы, поощрять их, продвигать идеи на рынок.

Хорошая идея способна открыть для компании новые рынки и найти новых клиентов.

12. THE IDEA IS EASY

Role-play the situation

Student A**Entrepreneur / Inventor**

You are a self-employed engineer and design consultant. You have advised various companies on the design and production of new products. You have always been good at repairing and building things, and in your workshop at home you have built several new gadgets. Last year you developed a 'Drinking Fountain for Pets' but a loan to develop this product was refused by the bank.

Your latest invention is a 'Button Fixer'. Buttons fall off at the worst possible times, but with 'Button Fixer' you never need to worry again. 'Button Fixer' is a small device which attaches a button with a single push. It's small. Portable and very easy to use.

You have already patented this product. Now you would like to negotiate a loan from a bank to develop, manufacture and market it. Here are some details to help you:

Amount of loan	€30,000
Personal investment	€10,000
Date of product launch	1 year from today
Production cost (per unit)	€3
All other operating costs (per unit)	€4
Selling price	€15
Sales channel	Mail order (advertising in fashion magazines)
Yearly sales forecast	5000 units

Student B**Bank Manager**

You are a bank manager and you have a meeting with an entrepreneur / inventor who you are meeting for the first time. Last year he/she approached one of your colleagues for a loan to develop a 'Drinking Fountain for Pets'. Your colleague refused the loan because there was not enough market research to support the idea.

First, you need to know more about the entrepreneur’s history and personal situation. Then you need to know more about this new idea – what the product is and what the market for it is.

Make sure that you get the following details:

Amount of loan	
Personal investment	
Date of product launch	
Production cost (per unit)	
All other operating costs (per unit)	
Selling price	
Sales channel	
Yearly sales forecast	

When you have this information decide what to do – lend the money, not lend the money, get more information.

13. BRILLIANT LEADERS CONVERT CREATIVITY INTO INNOVATION

Read the article and answer the questions below

On September 8, 2011, David Kappos, Director of The United States Patent and Trademark Office signed and presented the eight-millionth patent in the history of the United States. Since the very first patent was secured in 1790 it took 121 years before US citizens reached the millionth patent in August, 1911. By 2005, we registered seven million patents, and then, in less than six years we added another million innovations to the USPTO files.

In this increasingly fast-paced era of competition for the next great idea, leaders must understand how to foster creativity and how to structure innovation if they still want to be a part of the business landscape of tomorrow. Perhaps Bill Gates said it best, “Never before in history has innovation offered promise of so much to so many in so short a time.”

Creativity is About Ideas; Innovation is About Results.

Creativity is an internal event requiring imagination, vision, even freedom. Some might say there's a **magical** quality to creativity and perhaps that's where inspiration comes in. Most of us know the people in this space – the creative types. They need **their space**. A place where inspiration won't be derailed by interruption. A place where the free flow of thoughts is allowed to bounce around in the brain and, with any luck, form connections like the neurons that enable them. When these connections occur, both thought-wise and neuronal, the next big idea is born.

Innovation is the external process that brings that idea to market, so to speak, in order to create a measureable effect. While it can reasonably be said that innovation may involve similar elements as creativity, innovation also requires a level of discipline and discernment, an ability and drive to apply the big idea in some useful purpose. Thus, innovation is inextricably bound to action. Have you ever had a moment when you see some wonderful new product and say to yourself, "I thought of that...first!" That's the difference – you may have thought of it, but someone else made it happen.

Leaders that understand these differences create environments or work cultures and structures for both and consistently outpace their competitors.

A Culture of Creativity

Creativity is an introverted process.

In this new world of open office space and collaborative communication, many leaders are frustrated by new research that supports quiet, creative alone time. Susan Cain, author of the book, *Quiet: The Power of Introverts in a World That Can't Stop Talking*, shares research that suggests people are "more creative when they enjoy privacy and freedom from interruption, and that highly creative people in many fields are often introverted, even though they're extroverted enough to exchange and advance ideas."

Her findings are not shocking. Give someone time alone to think – to reflect, evaluate and predict (the highest forms of thinking) – and you are likely to yield significant creative output. Even Steve Wozniak told aspiring inventors in his book, *iWoz*, to work alone. While brainstorming can get someone unstuck, recent research has proven that it limits creativity when it comes to solving highly complex problems because it can stifle new ideas. Instead of someone offering an original

consideration, they too often produce minor iterations riding on the coat tails of others' ideas.

Leaders who create a balanced culture of independent, uninterrupted creative time and respect individuals' needs for incubation and focus prior to collaboration, will enable and maximize the unique and creative talents of the people on their team.

A Culture for Innovation

Innovation is an extroverted process; it brings about change.

Change – that much maligned word that causes people to posture and defend that which is more habit than excellent. “Change is not necessary, however. Survival is not mandatory,” (W. Edwards Deming). But, whether it’s an iPad or i(Whatever), robotic manufacturing or green technology, innovation is what makes living more sustainable...and even fun.

Innovation is a complex, human, and multi-disciplinary process - a social process that requires communication, collaboration, application, and risk. In business, leaders may like creative thinking, but they love innovation results. Why? Because innovation can produce profit. Or in a fresh entrepreneur’s mind, world domination!

For innovation to occur and even come to market, a culture of curiosity and action must exist. What might the big idea look like to different people; how might it fit or disrupt existing products or systems; what’s the big **why** for the big idea? Creating an environment where these questions can be explored, where ideas are tested and measured, and results challenged and applied, is absolutely essential for the idea that’s born to create innovation that works.

Creativity and innovation, while often interchanged in conversation, are, more importantly, interdependent: creativity finds meaning and purpose through innovation, and innovation would never occur without creativity. Each stroke of brilliance must be nurtured to thrive.

Creativity and Innovation Questions for Leaders

- How might we create a culture that generates brilliant ideas? What’s working now; what should we tweak?

- How might we create a system or structure that enables collaboration and innovation behaviors? What's happening to our great ideas now?
- How will we decide which ideas are worthy ideas in which to invest, innovate and bring to market?

14. EMPLOYEES' CENTER.

Case-study

1) Work in a group. Read about the competition and decide:

- what project would best suit the building
- what employees need and how your idea would benefit them
- what is requested to make your project succeed, e.g. staff, finance, building work, facilities and equipment

The company you work for has decided to create a new center for its employees. (It could be a center for sport, learning and personal development, health, relaxation, etc.) They are inviting people to submit projects and a committee will choose the winner. The company is offering a grant of 1.5m euros for the project and the center will be located in the building where you are now.

Have you got the winning idea?

We want to hear new suggestions for a new employees' center

Projects to be presented at a special meeting to be held at 2.30p.m.next Friday

2) Draw a simple floor plan of the employees centre and label the rooms and areas.

3) Now prepare a short presentation to persuade the committee to adopt your project. Each member of the team should present one aspect of the project. Try to create maximum impact using pauses, repetition and rhetorical questions, and prepare visual aids to help you get your message across.

Checklist – don't forget these four key points.

- Tailor the presentation to your audience: what do they know and what do they want to know?
- KISS (Keep it short and simple) and leave them waiting more...
- Begin and end strongly because that's what people remember best.
- Use eye contact and body language to strengthen your arguments.

Stress

1. HOW CAN YOU COPE WITH STRESS

Discuss with your partner how can you cope with stress in the following situations:

- ✓ You are stuck in a traffic jam
- ✓ You have been fired
- ✓ You must finish the report but the deadlines are difficult to meet.

2. STRESS AT WORKPLACE

Computer, umbrella, hit, board, fall, pin, statistics, frustrated, supplies, door, locked, spill, slip, fall, confused, instructions, bored, computer, report, calculation, printer, boss, holiday, work, overload, desk, the Internet

- 1) Look at the words in the box. Can they be related to various stresses at workplace? Describe situations.
- 2) Give more examples of stress situations at workplace.

3. STRESS

Read the text and answer the questions

Sometimes there are moments in our life when we become nervous and irritable. We get tired quickly and the only thing we want is to have a rest without thinking about anything. Our mood changes every time: in the morning we try to make plans, we feel that we can do a lot of things and so we are excited but after midday we get depressed.

Psychologists call this state stress. Stress is the part of our life. It may be related to many situations such as being stuck in a traffic jam, queuing in the supermarket, flying, finding a place to park, making a speech, having an interview. The problem is that high level of stress can lead to poor health, bad relationships at work, low morale and a loss of productivity. That's why it is necessary for everyone to find the best way to relax. For example, rather effective activities are going in for sport, reading, having a bath, walking, gardening, shopping, listening to music, watching TV, surfing the net, etc.

There is a good proverb, "It's not work that kills men, it is worry". What concerns stress that people get at work, the situation is the same. Simply the causes of stress are a little bit different. So people in business can suffer from stress for many reasons, for instance, negotiating a very valuable contract, writing a report with a tight deadline, making a presentation to senior executives, leading a formal meeting, meeting important visitors from abroad, dealing with a customer who has a major complaint, asking a boss for a pay rise and so on.

The major cause of stress at work today is increasing job insecurity. Many people feel that they could lose their jobs. They don't feel their jobs are safe. The second reason is that people work long hours. The work-life balance is the time people spend at work compared to the time they spend at home. It's a problem to get this balance right. In many countries a typical family is a working family, with both members working, which causes problems for those families. The next reason of stress is feeling under pressure at work because of a difficult boss who gives orders, checks work all the time, doesn't give freedom or independence, lack of promotion opportunities for women, not enough breaks during long hours. Sometimes there are space problems: the staff don't have enough space or privacy or their offices are too noisy.

There is an interesting fact that men and women generally handle stress differently. Women are much more flexible than men. Also they usually cope with pressures better than men. These pressures come from work and from home. Women have to look after children, to do the cooking and cleaning as well as work in a paying job. Many men are only under pressure at work. However, more men than women suffer from stress-related illnesses. That is because their coping strategies are not as good as women's. Women have the ability to express emotion, they are able to seek social help when they are in trouble – to go to

people and talk about their problems. And in general, women don't pretend that problems don't exist.

Reducing stress is the task of both employers and employees. Less stress means more productivity because the results of stress are often illness and absence from work. Every year millions of days of work are lost because of stress and stress-related illnesses. A company can improve its staff's health and fitness offering them a free medical check-up every year, improving the menus offering healthier meals, setting up a counseling service and also providing different facilities for going in for sport.

And in general, in our everyday life all people should try to avoid stressful situations or if it is impossible to do it to manage stress and cope with it in a proper way.

But it is more important to understand that every problem needs a different solution. So people should find out what their particular problem is and after that think about the possible solutions.

1. What is stress?
2. What are the examples of stressful situations in daily life?
3. What can be the consequences of stress?
4. Do you agree with the proverb which says, "It's not stress that kills men, it's worry"?
5. What stressful situations do people often have at work?
6. What are the causes of stress at work?
7. Do men and women deal with stress in different ways? What strategies do they use?
8. What should companies do to reduce the level of stress at work?
9. How do you cope with stress?

Stress is defined as:

Anything that stimulates you and increases your level of alertness;

A non-specific response of the body to any demand placed on it.

Your personality can affect the way in which you experience stress. Aspects of personality that cause stress are:

perfectionism, where extreme or impossibly high standards can cause stress;

excessive self-effacement where constant attention to the needs of others can lead to dissatisfaction when no one looks after your needs;

anxiety when you are concerned that circumstances are out of control.

Causes of stress

Stress is nothing new, but the 20th century has produced many changes that have increased the amount of stress people experience.

- Any changes that upset your accustomed pattern of life can cause stress.

- Advances in technology have increased the pressure on everyone. In the century of speed and instantaneous world wide communication, there is a greater need of quick responses than in the past.

- More decisions have to be made nowadays. The average person has a high degree of responsibility and accountability.

- You have a wider range of choices at all levels of life.

- Overcrowding, noise and pollution have resulted from an increase in population.

- People have started to demand a higher quality of communication and understanding in all their relationships.

- Technology has affected work, leisure, and social relationships. Human contacts are decreasing as a result.

These are simple and effective ways of handling stress

- ✓ Talk about it

- ✓ When it is possible, discuss your problems with your partner or close friend in order to see the situation more objectively.

- ✓ Please yourself

- ✓ Make sure you do something you really enjoy at least once a day.

- ✓ Laugh it off

- ✓ Laughter is a fabulous healer. The act of laughing also increases the oxygen supply to the lungs, stimulates the production of endorphins and can cause a feeling of euphoria. Occasionally it may also open the gates to tears – another positive release.

- ✓ Exercise

- ✓ Burn of the energy that stress generates before it burns u up. A study at the University of British Columbia, Vancouver, shows that 20 to 30 minutes of aerobic exercise that raises your heart rate to about 120 beats per minute at least three times a week can lower depression and anxiety within 12 weeks. Performing some stretching exercises or regular exercise pattern can help you combat stress.
- ✓ Say No
- ✓ Make space for yourself and get some respect. State your options clearly and calmly. Don't wait to be asked, then feel angry and overlooked if you are not.
- ✓ Be creative
- ✓ Women often feel stressed, frustrated and depressed when family or business management pushes creativity out of the picture. Taking up a stimulating new interest helps you to keep an open and progressive mind.
- ✓ Get real
- ✓ Accept your personality, don't try to alter it. Instead, learn to manage your strengths and weaknesses. Likewise, stop chastising yourself for past mistakes. Learn from them – then let them go.
- ✓ Plan and prioritize
- ✓ Organize your life better by tackling important issues early to get them off your mind, and don't take on too much.
- ✓ Think positively
- ✓ Approval-seeking and self-doubt both erode self-esteem. Tell yourself you can do things not merely to stay popular but because you genuinely enjoy them.
- ✓ Be kind to yourself
- ✓ When you are stressed, give yourself physical and emotional support. Treat yourself to your favourite food. Pamper yourself in an aromatherapy bath or book in for a relaxing massage. Make sure that you regularly do things just for fun. It might be as simple as walking in the park, going to movies, or even doing something you would normally consider as childish, such as jumping into a pile of fallen leaves or splashing in puddles.
- ✓ Live “in the moment”
- ✓ Stress experts advise that we should start by learning to live “in the moment” that is being aware of and improving our state of mind in the present. It has been observed that all feelings of anxiety are directed at past or future events, but by making the best of the moment can help us feel better mentally, emotionally as well as physically.

- ✓ Controlling your breathing patterns
- ✓ Breathing patterns are directly related to the stress response and can both indicate and influence your emotional state. Emotional stress leads to shallow chest breathing which makes anxiety worse and reduces your energy level. In order to ensure correct exchange of Oxygen and Carbon dioxide in the lungs you need to learn to breathe more deeply – and use the diaphragm instead of the chest muscles. To practice diaphragmatic breathing, lie flat with one hand on your chest and one on your abdomen. Breathe slowly through your nose, keeping your mouth closed. As you inhale, allow air to push your abdomen up so that your hand rises. Hold in breath for a couple of seconds, and as you exhale feel your abdomen deflate and your hand falls. Repeat a few times.
- ✓ Meditation
- ✓ Meditation techniques allow us to achieve a deep state of calmness and serenity while remaining alert. There are different techniques including the so-called ‘Mindfulness’ Meditation and Visualization. For example, imagine a pleasant, peaceful scene, such as sunny, deserted beach. Close your eyes and concentrate on the colour, smell and sounds. Put yourself in the picture in a relaxed position. Continue imagining for 10-15 minutes. If practiced regularly, it can also lead to a more relaxed general view of life.
- ✓ Letting off steam
- ✓ Letting off steam is another good way of relieving stress or tension. It is best to express your frustration or anger when it occurs, if you always bottle things up, you are more likely to suffer from physical illness associated with stress or to explode with pent-up rage. If you want to yell to let off steam, go somewhere such as a basement or a garden where you cannot disturb others.
- ✓ Change your routine
- ✓ Breaking routine helps to decrease the level of stress that is bound into your personal rituals. Pick up a small gift for yourself or a loved one on the way. And when you arrive, don’t always do the same thing. If you usually sit down in front of the TV with a drink, try doing 10 min exercise and taking a shower first. Similarly, at weekends it is just as important to vary your activities as much as you can.
- ✓ Change your response
- ✓ One of the best but most difficult stress relieving strategies is to change your response to the events around you. You are the only person who can improve your attitude and performance. There is no sense in

blaming other people or past events for everything that goes wrong. You might get sympathy but you will not achieve the results you want.

✓ Identify the myths and accept the realities of life

✓ Stress is invariably the consequence of myths. You are bound to be disappointed if you always expect life to be just to you. Besides, a lot of time will be spent on seeking non-existent answers if you look for clear solutions to problems. Learn to identify the myths and accept realities of life.

4. AT WORK. Quiz.

Do the quiz. Choose the correct answer.

1. _____ is the right combination of working and having a fulfilling personal life, spending time with friends and family etc.

- a) Work-life balance
- b) Job-leisure correlation
- c) Life-job equilibrium
- d) Life-work balance

2. A condition when someone works all the time and finds it difficult to stop is called _____.

- a) workaholism
- b) work addicted
- c) careerism
- d) workaholic

3. Something that's not as important as something else can be described as a _____ issue.

- a) second
- b) second-class
- c) second best
- d) secondary

4. If in a particular workplace there is a culture of working long hours and most people do it, it is considered to be the _____ there.

- a) normal
- b) normality
- c) norm
- d) normalise

5. If you increase _____, you achieve a higher level of output within a certain time.

- a) productive
- b) productivity
- c) produced
- d) reproduce

6. It's easy to tell if someone has _____: they feel both physically and emotionally exhausted all the time.

- a) flamed off
- b) fired away
- c) burnt out
- d) arsonned

5. STRESS AT WORK.

Tips to Reduce and Manage Job and Workplace Stress

1) Read the article and discuss the following problems:

- ✓ Have you ever been under stress? If yes, how do you cope with it?
- ✓ Have you or your relatives or friends ever had any warning signs of being under stress?
- ✓ How to organize your work to minimize or even avoid stress situations?

- ✓ Can life style provoke stresses and can it help to cope with them? Why?
- ✓ How should managers behave in stress situations arising in their teams?

While some workplace stress is normal, excessive stress can interfere with your productivity and impact your physical and emotional health. And your ability to deal with it can mean the difference between success or failure. You can't control everything in your work environment, but that doesn't mean you're powerless—even when you're stuck in a difficult situation. Finding ways to manage workplace stress isn't about making huge changes or rethinking career ambitions, but rather about focusing on the one thing that's always within your control: you.

In This Article:

- ✓ Coping with work stress
- ✓ Warning signs
- ✓ Taking care of yourself
- ✓ Prioritizing and organizing
- ✓ Improving emotional intelligence
- ✓ Breaking bad habits
- ✓ What managers or employers can do coping with work stress in today's uncertain climate

For workers everywhere, the troubled economy may feel like an emotional roller coaster. "Layoffs" and "budget cuts" have become bywords in the workplace, and the result is increased fear, uncertainty, and higher levels of stress. Since job and workplace stress increase in times of economic crisis, it's important to learn new and better ways of coping with the pressure.

Your emotions are contagious, and stress has an impact on the quality of your interactions with others. The better you are at managing your own stress, the more you'll positively affect those around you, and the less other people's stress will negatively affect you.

You can learn how to manage job stress

There are a variety of steps you can take to reduce both your overall stress levels and the stress you find on the job and in the workplace. These include:

- Taking responsibility for improving your physical and emotional well-being.
- Avoiding pitfalls by identifying knee jerk habits and negative attitudes that add to the stress you experience at work.
- Learning better communication skills to ease and improve your relationships with management and coworkers.

Tip 1: Recognize warning signs of excessive stress at work

When you feel overwhelmed at work, you lose confidence and may become irritable or withdrawn. This can make you less productive and less effective in your job, and make the work seem less rewarding. If you ignore the warning signs of work stress, they can lead to bigger problems. Beyond interfering with job performance and satisfaction, chronic or intense stress can also lead to physical and emotional health problems.

Signs and symptoms of excessive job and workplace stress:

- Feeling anxious, irritable, or depressed
- Apathy, loss of interest in work
- Problems sleeping
- Fatigue
- Trouble concentrating
- Muscle tension or headaches
- Stomach problems
- Social withdrawal
- Loss of sex drive
- Using alcohol or drugs to cope
- Common causes of excessive workplace stress
- Fear of being laid off
- More overtime due to staff cutbacks
- Pressure to perform to meet rising expectations but with no increase in job satisfaction
- Pressure to work at optimum levels—all the time!

Tip 2: Reduce job stress by taking care of yourself

When stress at work interferes with your ability to perform in your job, manage your personal life, or adversely impacts your health, it's time to take action. Start by paying attention to your physical and

emotional health. When your own needs are taken care of, you're stronger and more resilient to stress. The better you feel, the better equipped you'll be to manage work stress without becoming overwhelmed.

Taking care of yourself doesn't require a total lifestyle overhaul. Even small things can lift your mood, increase your energy, and make you feel like you're back in the driver's seat. Take things one step at a time, and as you make more positive lifestyle choices, you'll soon notice a reduction in your stress levels, both at home and at work.

Get moving

Regular exercise is a powerful stress reliever—even though it may be the last thing you feel like doing. Aerobic exercise—activity that raises your heart rate and makes you sweat—is a hugely effective way to lift your mood, increase energy, sharpen focus, and relax both the mind and body. For maximum stress relief, try to get at least 30 minutes of heart-pounding activity on most days. If it's easier to fit into your schedule, break up the activity into two or three shorter segments.

Make food choices that keep you going

Low blood sugar can make you feel anxious and irritable, while eating too much can make you lethargic. Healthy eating can help you get through stressful work days. By eating small but frequent meals, you can help your body maintain an even level of blood sugar, keep your energy up, stay focused, and avoid mood swings.

Drink alcohol in moderation and avoid nicotine

Alcohol temporarily reduces anxiety and worry, but too much can cause anxiety as it wears off. Drinking to relieve job stress may also eventually lead to alcohol abuse and dependence. Similarly, smoking when you're feeling stressed and overwhelmed may seem calming, but nicotine is a powerful stimulant – leading to higher, not lower, levels of anxiety.

Get enough sleep

Not only can stress and worry cause insomnia, but a lack of sleep can leave you vulnerable to even more stress. When you're well-rested, it's much easier to keep your emotional balance, a key factor in coping with job and workplace stress. Try to improve the quality of your sleep by keeping a sleep schedule and aiming for 8 hours a night.

Get support

Close relationships are vital to helping you through times of stress so reach out to family and friends. Simply sharing your feelings face to face with another person can help relieve some of the stress. The

other person doesn't have to ret to "fix" your problems; he or she just has to be a good listener. Accepting support is not a sign of weakness and it won't mean you're a burden to others. In fact, most friends will be flattered that you trust them enough to confide in them, and it will only strengthen your bond.

Tip 3: Reduce job stress by prioritizing and organizing

When job and workplace stress threatens to overwhelm you, there are simple steps you can take to regain control over yourself and the situation. Your newfound ability to maintain a sense of self-control in stressful situations will often be well-received by coworkers, managers, and subordinates alike, which can lead to better relationships at work. Here are some suggestions for reducing job stress by prioritizing and organizing your responsibilities.

Time management tips for reducing job stress

- Create a balanced schedule. Analyze your schedule, responsibilities, and daily tasks. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime.
- Don't over-commit yourself. Avoid scheduling things back-to-back or trying to fit too much into one day. All too often, we underestimate how long things will take. If you've got too much on your plate, distinguish between the "shoulds" and the "musts." Drop tasks that aren't truly necessary to the bottom of the list or eliminate them entirely.
- Try to leave earlier in the morning. Even 10-15 minutes can make the difference between frantically rushing to your desk and having time to ease into your day. Don't add to your stress levels by running late.
- Plan regular breaks. Make sure to take short breaks throughout the day to take a walk or sit back and clear your mind. Also try to get away from your desk or work station for lunch. Stepping away from work to briefly relax and recharge will help you be more, not less, productive.

Task management tips for reducing job stress

- Prioritize tasks. Make a list of tasks you have to do, and tackle them in order of importance. Do the high-priority items first. If you have something particularly unpleasant to do, get it over with early. The rest of your day will be more pleasant as a result.

- Break projects into small steps. If a large project seems overwhelming, make a step-by-step plan. Focus on one manageable step at a time, rather than taking on everything at once.
- Delegate responsibility. You don't have to do it all yourself. If other people can take care of the task, why not let them? Let go of the desire to control or oversee every little step. You'll be letting go of unnecessary stress in the process.
- Be willing to compromise. When you ask someone to contribute differently to a task, revise a deadline, or change their behavior at work, be willing to do the same. Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone.

Tip 4: Reduce job stress by improving emotional intelligence

Even if you're in a job where the environment has grown increasingly stressful, you can retain a large measure of self-control and self-confidence by understanding and practicing emotional intelligence. Emotional intelligence is the ability to manage and use your emotions in positive and constructive ways. When it comes to satisfaction and success at work, emotional intelligence matters just as much as intellectual ability. Emotional intelligence is about communicating with others in ways that draw people to you, overcome differences, repair wounded feelings, and defuse tension and stress.

Emotional intelligence in the workplace:

Emotional intelligence in the workplace has four major components:

- Self-awareness – The ability to recognize your emotions and their impact while using gut feelings to guide your decisions.
- Self-management – The ability to control your emotions and behavior and adapt to changing circumstances.
- Social awareness – The ability to sense, understand, and react to other's emotions and feel comfortable socially.
- Relationship management – The ability to inspire, influence, and connect to others and manage conflict.

The five key skills of emotional intelligence

There are five key skills that you need to master in order to raise your emotional intelligence and manage stress at work.

- Realize when you're stressed, recognize your particular stress response, and become familiar with sensual cues that can rapidly calm and energize you. The best way to reduce stress quickly is through the senses: through sight, sound, smell, taste, and touch. But each person responds differently to sensory input, so you need to find things that are soothing to you.
- Stay connected to your internal emotional experience so you can appropriately manage your own emotions. Your moment-to-moment emotions influence your thoughts and actions, so pay attention to your feelings and factor them into your decision making at work. If you ignore your emotions you won't be able to fully understand your own motivations and needs, or to communicate effectively with others.
- Recognize and effectively use nonverbal cues and body language. In many cases, what we say is less important than how we say it or the other nonverbal signals we send out, such as eye contact, facial expression, tone of voice, posture, gesture and touch. Your nonverbal messages can either produce a sense of interest, trust, and desire for connection—or they can generate confusion, distrust, and stress. You also need to be able to accurately read and respond to the nonverbal cues that other people send you at work.
- Develop the capacity to meet challenges with humor. There is no better stress buster than a hearty laugh and nothing reduces stress quicker in the workplace than mutually shared humor. But, if the laugh is at someone else's expense, you may end up with more rather than less stress.
- Resolve conflict positively. Resolving conflict in healthy, constructive ways can strengthen trust between people and relieve workplace stress and tension. When handling emotionally-charged situations, stay focused in the present by disregarding old hurts and resentments, connect with your emotions, and hear both the words and the nonverbal cues being used. If a conflict can't be resolved, choose to end the argument, even if you still disagree.

Tip 5: Reduce job stress by breaking bad habits

Many of us make job stress worse with negative thoughts and behavior. If you can turn around these self-defeating habits, you'll find employer-imposed stress easier to handle.

Resist perfectionism. No project, situation, or decision is ever perfect, so trying to attain perfection on everything will simply add unnecessary stress to your day. When you set unrealistic goals for

yourself or try to do too much, you're setting yourself up to fall short. Aim to do your best, no one can ask for more than that.

Clean up your act. If you're always running late, set your clocks and watches fast and give yourself extra time. If your desk is a mess, file and throw away the clutter; just knowing where everything is saves time and cuts stress. Make to-do lists and cross off items as you accomplish them. Plan your day and stick to the schedule—you'll feel less overwhelmed.

Flip your negative thinking. If you see the downside of every situation and interaction, you'll find yourself drained of energy and motivation. Try to think positively about your work, avoid negative-thinking co-workers, and pat yourself on the back about small accomplishments, even if no one else does.

Don't try to control the uncontrollable. Many things at work are beyond our control—particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

Four Ways to Dispel Stress

- Take time away. When stress is mounting at work, try to take a quick break and move away from the stressful situation. Take a stroll outside the workplace if possible, or spend a few minutes meditating in the break room. Physical movement or finding a quiet place to regain your balance can quickly reduce stress.
- Talk it over with someone. In some situations, simply sharing your thoughts and feelings with someone you trust can help reduce stress. Talking over a problem with someone who is both supportive and empathetic can be a great way to let off steam and relieve stress.
- Connect with others at work. Developing friendships with some of your co-workers can help buffer you from the negative effects of stress. Remember to listen to them and offer support when they are in need as well.
- Look for humor in the situation. When used appropriately, humor is a great way to relieve stress in the workplace. When you or those around you start taking things too seriously, find a way to lighten the mood by sharing a joke or funny story.

Tip 6: Learn how managers or employers can reduce job stress

It's in a manager's best interest to keep stress levels in the workplace to a minimum. Managers can act as positive role models, especially in times of high stress, by following the tips outlined in this article. If a respected manager can remain calm in stressful work situations, it is much easier for his or her employees to also remain calm.

Additionally, there are a number of organizational changes that managers and employers can make to reduce workplace stress. These include:

- Improve communication
- Share information with employees to reduce uncertainty about their jobs and futures.
- Clearly define employees' roles and responsibilities.
- Make communication friendly and efficient, not mean-spirited or petty.
- Consult your employees
- Give workers opportunities to participate in decisions that affect their jobs.
- Consult employees about scheduling and work rules.
- Be sure the workload is suitable to employees' abilities and resources; avoid unrealistic deadlines.
- Show that individual workers are valued.
- Offer rewards and incentives.
- Praise good work performance, both verbally and officially, through schemes such as Employee of the Month.
- Provide opportunities for career development.
- Promote an "entrepreneurial" work climate that gives employees more control over their work.
- Cultivate a friendly social climate
- Provide opportunities for social interaction among employees.
- Establish a zero-tolerance policy for harassment.
- Make management actions consistent with organizational values.

6. FIVE SCIENTIFICALLY PROVEN WAYS TO REDUCE STRESS AT WORK

Read the text and use the underlined words to discuss the ways how to reduce stress at work.

Is stress as much a permanent fixture at your job as the office coffee machine? If so, you've got plenty of company. According to the American Psychological Association, workplace stress costs American companies an estimated \$300 billion annually.

There's been workplace stress as long as there have been workplaces, but if you think you're more stressed now, you're probably right. "Ability to do their job well and therefore keep their job is a major stress for most employees, especially in a fluctuating economy," says Heidi Golledge, co-founder of CareerBliss.

But this doesn't mean you're relegated to spending 40 hours (or more!) each week as a bundle of nerves. Social scientists who study how, when and why our jobs stress us, outline several techniques:

Sit up straight. Your mother probably told you to sit up straight, but she probably didn't know good posture can affect how well you do on the job. "Your posture influences psychology and that influences behavior," says Andy Yap, a post doctoral associate and lecturer at the Massachusetts Institute of Technology. Yap conducted experiments and found that when we sit in tight, contracted positions — like squeezed into a too-small seat or hunched over our phone — we feel more stressed and less powerful. "Power buffers you from stress," he says.

If your desk or workstation is cramped, see if you can move things around to give yourself a little more physical (and mental) breathing room. If that's not an option, periodically strike "power poses," where you take up more space and stretch out a bit.

Get organized. Researchers at UCLA found that just looking at clutter can spur the body's production of stress hormones, so working in a messy office or cubicle can make you stressed even if the work itself isn't high-stress. It's OK to start small. "We know from research that little acts of neatness cascade into larger acts of organization," UC Berkeley sociologist Christine Carter tells CNN. Tackle that pile of papers you never get around to filing, or the overflowing inbox.

“In general, clutter is simply a delayed decision,” says Scott Roewer, who owns organizing company Solutions by Scott & Company. “Start by simplifying the decision process by using these three categories: reference, action, and recycle,” he advises, then subdivide from there. “If you have 10 to 15 pieces of paper on your desk in an action pile, it may work for you, but as the number of action items grows, your system will become less productive. If you group your papers by the type of action, you’ll be able to act on them more efficiently,” he says. Your tasks can be things like “call back,” “file” and “send out.”

Abandon unrealistic goals. Ambition is good, but sometimes we can fall into the trap of setting goals for ourselves that are too high, which just discourages us when we fail to reach them. Peter Creed, a psychology professor at Griffith University in Australia, studied nearly 200 college students and noted how they reacted when faced with an unachievable goal. “When contemplating unachievable goals, those with a higher capacity to adjust their goals... report less distress, more career planning, and more exploration.” Like many other things in life, being able to be flexible is key.

Aim high, but with the understanding that you can go back and change those goals. “Taking pride in everything you do, no matter how big or how small, is key to confidence and success,” Gollodge says.

Try to avoid interruptions. Yes, it can be easier said than done when your phone is ringing and your voicemail light is already flashing, your email inbox is filling up and a co-worker sticks their head in to ask a question. But researchers in Germany found that addressing interruptions rather than staying focused less to stress. “Workflow interruptions had detrimental effects on satisfaction with one’s own performance, the forgetting of intentions, and irritation,” they wrote.

When the inevitable does happen, don’t let it derail you, Roewer says. “If you find yourself interrupted in the middle of a task, write a quick reminder to yourself about what and where you left off,” he suggests. “By using this method, you’ll have a reminder of where to begin when you return, and won’t lose time trying to retrace your steps.”

Embrace your stress. Yep, it sounds crazy. But researchers at Yale University discovered that experiment subjects who were presented with the idea that stress can be beneficial “reported improved

psychological symptoms and better work performance” compared to other subjects who were taught that stress is debilitating. It didn’t take much to change people’s attitudes, either; subjects watched less than 10 minutes of video about stress, and that was enough to change their outlook about stress. Having a positive outlook on stress makes people more likely to rise to whatever challenge they’re facing when stressful situations occur.

7. THE STRESS-FREE DIET

Read the text and do the exercises below:

When a friend told Tony Cozzi that diet was the answer to the stress that he and his staff surfered from, he was skeptical. “Massage, meditation, exercise, all seem likely to reduce stress, but not whether you eat nuts or crisps.”

Despite his scepticism, he went to a nutritionist and signed up the staff for two months of rice, salads, fresh fruit, yoghurts and nuts in place of the usual rolls, crisps, Mars Bars and the like.

The results at ASAP, the design and marketing company Cozzi owns, were miraculous. All the seven staff who took part lost weight; Cozzi started sleeping properly and stopped snapping at everyone. Everyone claims to have more energy, and the number of days when someone is sick has dropped from five a month to one. Only the one individual who went back to his crisps and chocolate seems to get sick these days.

“This is a very stressful job”, says Cozzi. “it’s a great place to work and we all love it, but it’s deadlines, deadlines, deadlines all the time. Everyone is stretched and when one person goes off sick everyone has to work twice as hard. For some time I have been looking for ways of helping us all deal with stress better. Now I have found the answer.”

1. True or False?

- a) If you suffer from something, it’s good for you.
- b) If you are skeptical about something, you believe it.
- c) Massage is a type of written communication.
- d) Meditation is when you try to relax by emptying your mind of all thoughts and feelings.

- e) Exercise is what you get when you participate in sport.
- f) Scepticism is the noun related to “sceptical”.
- g) If you sign someone up to do something, you make an agreement that forces them to do it.
- h) Cozzi enjoyed the idea of stress-free diet at once.
- i) The psychologists worked out a special diet for all the seven staff.
- j) ASAP’s director changed his attitude towards his staff, became kinder and more polite.
- k) All the employees enjoyed their new meal.
- l) Sick leaves are uncommon today at ASAP.
- m) No one seems to like their job at ASAP.
- n) Everyone is stretched because of the diet.

2. Look at paragraph 4. Number the following information about ASAP in the order it appears:

- a) Cozzi believes he has found a way of treating stress among employees.
- b) Cozzi had been looking for a way of treating stress among employees.
- c) Employees have to deal with a lot of time limits for finishing work.
- d) It’s a nice place to work.
- e) People at ASAP have to work very hard.
- f) When a person is ill, the others have to work harder.

8. STRESSED OUT? TAKE CONTROL

1) You are going to read an article about why people get angry, and what happens. Before you read, number the events in the box according to categories 1-3 below.

1 Reasons 2 Consequences 3 Solutions

You start to shout.	<u> 2 </u>
You are irritated with someone.	<u> 1 </u>
You throw things around.	<u> — </u>
You do physical exercise.	<u> — </u>

You are frustrated about something.	___
You feel tense.	___
You try meditation.	___
People criticise you.	___
You distance yourself from the situation.	___

2) Read the article and check.

We all know how it feels to get angry. Sometimes anger is mild, when you are just irritated with someone. But at other times anger can be more extreme, with explosive rages. You start to shout and throw things around. You lose control. Your blood pressure increases, your heart races, and you can't think about anything else. But what exactly is anger?

Anger is a normal response to a situation where you feel you are being attacked, treated unfairly, let down by others, hurt or rejected. Anger can help you to defend yourself, deal with the problem, and let others know how you feel. But anger can also cause problems. If you always lose control, people might start to avoid you. Friends and colleagues may be afraid of your temper and leave you alone. Getting angry might make you feel better, giving you energy and making you feel like you are in control. But it might also leave you feeling hurt, and misunderstood. Also getting angry doesn't usually solve the problem.

So what can you do about your anger?

1 Work out what makes you angry – You need to understand what situations make you angry. Is it when people make comments about your work or criticize you? Is it that you get angry when you are frustrated and can't do the things you want? Do you get angry when you are tired? Understanding what makes you angry can help you to deal with the problem.

2 Understand the signals – Learn to identify the signs that you are getting angry. Do you start to shout and feel tense? Do you pace about the room? You need to recognize your own signs before you can change your behavior.

3 Take control of your mind and body – Try taking a step back and distancing yourself from the situation, both physically and emotionally. Check your breathing and take some deep breaths to slow you down and calm your heart beat. Ask yourself. Am I overreacting? Am I listening to what people are saying? Can you find a way to be

assertive rather than aggressive? Try to speak calmly rather than shout. Try the “Is it worth it?” test. Ask yourself, Will it really matter in one month, one year? Do some physical exercise like going for a run or a swim. Or try some meditation, listen to music or do whatever helps to calm you down.

C Complete the statements with information from the article.

1. When you get angry, your blood pressure _____ and your heart speeds up.
 2. Being angry about something can help others to _____ how you feel.
 3. Getting angry is not usually a good way to _____ problems.
 4. It's a good idea to understand what _____ make you angry.
 5. If you recognize the signs that you are getting angry, then you can start to _____ your behavior.
 6. When you are angry, you should try to _____ yourself from the situation.
 7. Deep _____ will help to calm your heart beat.
- Try to speak _____ rather than shout.

9. DEALING WITH DIFFICULT CUSTOMERS

1) Read the article and discuss the described problem. Then speak on the topics below the text.

The following are examples of strategies you may consider using with difficult Customers

Dealing with customers frustration quickly and professionally are all part of providing a high quality customer service level. Everyone has his or her own personal customer service nightmare story. So it's easy to understand how a customer may perceive things from their side of the counter when they confront you looking for satisfaction. The next time you encounter a difficult customer relation situation either on the phone or in person consider the following steps:

Step 1: Remain Calm Yourself

When a customer begins to vent their frustration it is important to remain calm yourself.

Staff may take things personally and assume that the customer's anger is directed at them and so then it is natural to become defensive.

****Realize that in most situations the customer is likely angry at the situation and not you.***

Step 2: Allow the Customer to Vent Their Frustration:

Do this without interrupting. If you would like to defuse the customer's anger, try apologizing. You could use such phrases as,

- *"I'm sorry you had to go through this."*
- *"I can understand why that would be so upsetting."*

Usually when you apologize, the customer's anger is immediately dissipated. You may feel uncomfortable for apologizing for something that you are not responsible for.

****However, keep in mind that you are apologizing on behalf of the facility not yourself.***

Step 3: Paraphrase The Problem

In your own words, paraphrase what the customer is saying and feeling.

****Show you are truly sympathetic with the customer's problem.***

Step 4: Resolve The Problem

Once you have gained the customers confidence, you are in a position to resolve the problem. It's a common mistake to try to solve the problem while the customer is still angry. The customer is often looking for an apology first, then a resolution to the problem. Record and report the incident to your supervisor. This can assist them in determining if the problem is a common issue for customers that needs possible changes to the operation to avoid future situation and /or if follow up is required with the customer.

****In some circumstance you may not be able to resolve the customers concern. Record the details and forward them to your supervisor for follow-up. This will assure that allthat can be done will be done.***

Here are some further techniques for dealing with an upset customer:

Technique 1: Keep It Impersonal and Professional

It is important not to antagonize the customer by the way you speak to them. For example, if you have to inform them that they did not interpret the swim schedule correctly. Never say, *“You didn’t read it correctly.”* Instead say, *“There are a few reasons the schedule that could be improved upon.”*

**Can you see the difference in the way the message could be sent and received?*

It’s as if the customer was not at fault.

Technique 2: “I Versus You”

Imagine an upset customer trying to explain something to an employee that does not understand. The employee says, *“You are confusing me.”* This statement makes the customer feel more frustrated. Instead of saying, *“Excuse me but I am confused”* or *“Let me see if I have this straight.”*

**Using “I” instead of “you” avoids angering the customer further, and will help, as opposed to hinder, the communications process.*

Technique 3: Avoid Saying, “But It’s _____ Policy”

Nothing frustrates a customer more than to hear the phrase *“It’s our policy”* To the customer this suggests that the organization comes first and the customer comes second. Think how some banks treat customers these days and you will visualize the frustration that your customers will experience with a statement like that.

**Instead take the time to explain why such a decision has been made.*

Technique 4: Take Responsibility

How many times have you experienced an employee say, *“It’s not my job”*, When you ask them a question, or you ask the clerk where a certain item is located in a store, and you are told where you can find it, instead of being escorted to it.

**Always take the steps to ensure the customer’s needs.*

Technique 5: Keep The Customer Informed

Sometimes when a problem arises that cannot be resolved immediately, you can tell them that you or your supervisor will get back to them by a certain time. Even if you don't have that problem solved by that time, call the customer back to advise them that you are working on it.

**The customer will respect you and the facility for keeping in touch.*

Technique 6: "You Have To..."

A customer doesn't have to do anything. The customer is doing us a favor, not the other way around. Instead of saying, "*You have to do this*" say, "*Would you mind doing this so we may resolve the problem quickly*".

**The customer will see that you recognize the importance of resolving the issue quickly and will likely support your request of them.*

In the height of busy times, it is sometimes difficult to follow these steps and techniques, but if you have had a bad experience, review these suggestions and see how you may have handled things differently.

A few words to consider...

Our Customers

- ✓ **Customers** are the most important people ... in person on the phone or by mail.
- ✓ **Customers** are not dependent on us ... we are dependent on them.
- ✓ **Customers** are not an interruption of our work... they are the purpose of it.
- ✓ We are not doing them a favor by serving them... they are doing us a favor by giving us an opportunity to do so.
- ✓ **Customers** are not someone to argue or match wits with. Nobody ever won an argument with a customer.
- ✓ **Customers** are people who bring us their wants. It is our job to handle them profitably, to them and to ourselves.

2) Speak on the following topics

- Strategies and techniques you should use with difficult customers.

- The importance of a customer for the successful performance of a company.

10. CONFUSING SITUATIONS

Role-play the following situations

Student A Role	Student B Role
<p>(1a) You are a working man/woman who has a large family. You are at work. Your boss wants to talk with you.</p>	<p>(1b) You are a manager. You have an employee that hasn't been performing well. He/she is often late. He/she also spends a lot of time checking his/her private emails and strange websites instead of doing work. Yesterday, you caught her/him sleeping at his/her desk. Please fire the employee (in a nice way).</p>
<p>(2a) You are a manager. You are in your office. Your best employee knocks on your door. He/she wants to talk with you.</p>	<p>(2b) You are at work. Please tell your boss that you have accepted a position at another company, so you will be leaving the company in 2 weeks.</p>
<p>(3a) You are a boss. Tell your employees that because of the economic crisis, they will be taking a 20% pay cut. This pay cut actually started last month, but you forgot to tell them. Also, you will need them to come in on the weekends for the next few months, until things get better.</p>	<p>(3b) You are at work. Your lovely boss has an announcement.</p>
<p>(4a) You are the manager of a busy company. One of your employees wants to talk with you.</p>	<p>(4b) Your boss has been forcing you to work more and more overtime every week. You have</p>

	also been given many extra responsibilities that do not fall under your job description. You haven't been able to spend much time with your family, and your husband/wife is threatening to divorce you. Pleasetalktoyourboss.
(5a) You are walking on the street.	(5b) You are on the street. You lost your job last month because of the economic crisis. You also got kicked out of your apartment yesterday because you couldn't pay rent. You are hungry, and essentially, homeless. Convince the other person, who is a stranger to you, to help you.
(6a) You are a doctor. Your patient is very unhealthy due to excessive drinking and smoking (cigarettes). He/she also eats unhealthily and does not exercise enough. Convince him/her to change the way he/she is living, or he/she might die.	(6b) You are at the doctor's office. You have just had a health checkup.
(7a) The family next to your house has a dog. The dog barks loudly every night, and you can't sleep. Tell your neighbor to make his dog quiet. Tell him/her that if the dog doesn't shut up, you'll do something about it yourself.	(7b) Your neighbor comes to talk with you about your lovely dog.

11. ECONOMY PROBLEMS

Discuss in pairs economy problems using the given words.

- **the global slump** - резкий экономический спад по всему миру
- **credit crunch** - кредитный кризис
- **to take a beating** - терпеть убытки
- **a take-over** - поглощение одной компании другой
- **to reduce one's salary** - сокращать зарплату
- **a walkout** - забастовка
- **a redundancy** - увольнение в связи с сокращением штата
- **a redundancy payment** - выходное пособие, которое выплачивается при увольнении в связи с сокращением штата
- **to live for today** - жить одним днем
- **to undergo training** - пройти тренинг
- **to apply for a job** - подать заявление о приеме на работу
- **to borrow from a mortgage lender and buy property** - приобретать недвижимость с помощью ипотеки
- **the ruble's devaluation** - девальвация российского рубля
- **a reduction in a range of goods** - сокращение ассортимента товаров
- **gold and foreign exchange reserves** - золотые валютные резервы
- **gaping budget deficit** - зияющая дыра в бюджете (огромный бюджетный дефицит)
- **stock exchange** - фондовая биржа
- **to adopt measures** - принимать меры
- **to water down financial regulation** - ослабить или смягчить финансовое регулирование
- **Gross Domestic Product (GDP)** - валовой внутренний продукт (ВВП)
- **to grapple with the crisis** - попытаться преодолеть кризис
- **to jump-start growth** - дать толчок росту экономики

Useful phrases:

- **The crisis is affecting us.** - Кризис затрагивает нас/сказываются на нас; мы ощущаем кризис.
- **I'm concerned about currency rate fluctuations.** - Меня беспокоят колебания валютных курсов.

- **He is repaying a mortgage & a consumer loan.** - Он погашает/выплачивает ипотечный и потребительский кредиты.
- **She's made up her mind to make a full early repayment of her mortgage asap.**— Она решила как можно скорее досрочно полностью погасить ипотечный кредит.
- **Our competitors have slashed their annual earnings forecast.**— Наши конкуренты снизили прогноз своей годовой прибыли.
- **Quite a few successful entrepreneurs are now facing crucial problems in their businesses.** - В настоящее время довольно много успешных предпринимателей испытывают очень серьезные проблемы в бизнесе.

12. A QUALITY PROBLEM

Case study

1) Your company makes flat-screen TVs. There is a quality problem in the factory and the CEO is writing an e-mail to all the senior managers. The sentences *a – f* from this e-mail are not in the correct order. Decide which order is the best and write the sentence letters in the numbered boxes.

a This is unacceptable – we are falling a long way behind our competitors in terms of quality.

b I am very concerned about quality levels in our plant over the last quarter.

c I've just been given the figures – defects are up 8% compared to the same period of the last quarter.

d When I have your initial thought by e-mail, I'll write a short report and call a meeting to discuss it in more detail.

e Please give this matter your urgent attention, and replay by no later than the end of next week.

f The situation cannot continue and I want to know your opinions about why quality is so poor.

Correct order

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>

2) Write three e-mails in reply using the information below. Use separate sheets of paper. Expand the ideas and feel free to change details or invent extra details. The maximum length for each e-mail is 100 words.

e-mail 1: You are the plant manager. You think the problem is due to poor industrial relations in the factory. The workers have no motivation. You think more money should be spent on health and safety, improved salaries and sports facilities for the workers and their families.

e-mail 2: You are the head of quality control. You think it is a waste of time trying to motivate the workers. The only solution is more automation using industrial robots, and at the same time reducing the number of workers. Automation is expensive, but in the long term the investment will be justified.

e-mail 3: You are the finance director. You think that the problem is due the plant manager and head of quality control not doing their jobs properly. They should train the workers better, link pay rises and bonuses to improvements in quality, and investigate in detail why the level of defects is so high. Instead of this, they try to avoid any responsibility. Be careful how you make these points in your e-mail.

3) Think of a quality problem in your own company or organization. Answer the following questions.

- a) What is the problem?
- b) Why you think has it happened?
- c) Who do you need to e-mail about this problem?

Now write an e-mail to the person you named in (c). The maximum length for your e-mail is 100 words.

4) Imagine that you are the person who receives the e-mail written in in (3), how would you answer it. Write the reply.

13. OFFICE RUMORS

Case study

1) You are going to participate in a meeting. Choose role-cards and have a ten-minute meeting in your groups.

Role-Play Cards

Manager 1

You've heard that there are rumors circulating in the office that management is cutting costs. While the company is trying to cut costs for things that are a waste, the company will not be cutting salaries and other benefits for the employees. You want the rumors to stop spreading because it's hurting morale.

Duties: You will start and control the meeting.

Goal: To convince the employees in the meeting that their jobs and benefits are secure. To encourage the employees to tell their colleagues that this is not true.

Manager 2

You've heard employees discussing rumors that management is cutting costs, including jobs. You know that these rumors are only half true. The company wants to save money, so they are cutting small things such as the electricity and the expensive candy in the break room, but they will not be cutting jobs or benefits.

Duties: Take notes during the meeting. Ask the employees how the management can help stop the rumors.

Goal: To convince the employees that the management will solve this problem.

Employee 1

You've heard lots of employees say that the management will be cutting jobs. You know that everyone truly believes the rumors are true. The employees are scared, and the moral is low.

Duties: Ask the managers what they will do to stop the rumors from spreading.

Goal: To find a solution to the problem.

Employee 2

You've been helping to spread the rumors that jobs will be cut. You heard from a reliable source in the management that they are worried about money, so you believe the rumors about the job cuts are true. (You don't want to say who told you.)

Duties: Ask the managers to tell the truth. Make sure the managers know that the employees are very worried about their jobs.

Goal: To find out if the rumors are true.

2) Start a class discussion about the results of the meeting. Were both sides happy with the results? Did anyone get angry? What are the results of the meeting?

14. THE CASE FOR MANAGEMENT

After you plan and practice the following role-play, perform it for the class.

Scenario: Juan Carlos Delgado meets the members of the upper management at Delgado Mobiliario to talk over the problems in the company: employees who come to work late, leave early, or don't show up at all; low morale among the workers; and sloppy work habits.

Setting: The President's office in Delgado Mobiliario in Barcelona, Spain.

Goal: Juan Carlos hopes to get feedback from the upper management about the management techniques that he could use to improve the situation at Delgado Mobiliario.

Entertaining

1. ENTERTAINING

Read the text and answer the questions

Nowadays business can be easily considered to be the most important and integral part of our life. A lot of people have their own business and practically all people use the “results” of this or that production or business in their everyday life. So, there is no wonder that different firms compete with each other for every client because their income and reputation depend on it. There are a lot of methods of competition, but in general they can be divided into 2 groups: economic ones and corporate entertaining.

These days corporate entertaining is extremely popular among different companies. They spend enormous money on corporate entertaining for a variety of reasons, but the single, the most important one is that most modern companies operate so called “Customer Relationship Management Programme”. The realization of this program helps them to gain new clients, keep the old ones, sign most of contracts on good terms and conclude profitable bargains.

Corporate entertaining is connected with big investment of money. And it doesn’t matter if you are a small business or you are a multinational one. You need to retain your clients and customers if you want to grow your business, and particularly, the emphasis might be more on small business – it may have fewer clients, so if you lose a big customer it could hurt you quite badly.

People suppose that corporate entertaining is a barometer of the economy. For example, if the economy starts to decline, companies will decline the amount of money they spend on entertaining. That’s no longer true, because it’s equally important to retain your clients in times of economic decline than in times of economic boom.

It is not so easy to entertain a group of businesspeople. You can choose a lot of activities such as historic sites, bars, theatres, concerts, art galleries, horse racing, wine tasting, fishing, golf, football, etc., but you have to satisfy the needs of everyone. That’s why as a rule, in every company there is one person or a group of employees, who are responsible for working out different programs of corporate entertaining.

For example, in the UK the most popular events for corporate entertaining are the following: The Grand Prix, Wimbledon, The Open Golf Championship, The Chelsea Flower Show, Royal Ascot and Henley Regatta. They are so-called “the big six” events. But more and more new events are happening all the time – hospitality at music events is becoming more popular. There are the traditional opera, jazz, rock and pop events where people take and entertain their clients, both inside and outside.

In our country corporate entertaining is rather popular too; the majority of big factories, plants and especially small firms try to entertain their employees and clients. And there are a lot of facilities for it: big sport complexes, good restaurants and bars, beautiful sights, etc. All companies organize different corporate parties, go camping or have barbecues. Sport is very popular in our country so a lot of companies, for example, have their own football or volleyball teams, that take part in different competitions. All these events unite the staff and as a result make the working process of the company more organized and effective.

What concerns foreign businesspeople in our country, there are also a lot of opportunities to entertain them. They can try our national cuisine which is really delicious, go to the theatres, museums, exhibitions, art galleries, go in for sport, visit our restaurants and bars, etc.

So, it’s obvious, that the role of corporate entertaining for successful business is really great. And as our national business is not highly developed, corporate entertaining has to be developed in order to help our businesspeople make national business more successful and prosperous.

- What role does corporate entertaining play in business?
- Why do many companies operate “Customer Relationship Management Programme?”
- Is it equally important for small businesses and global companies to invest money in corporate entertaining?
- Why is corporate entertaining a barometer of the economy?
- In what ways do companies entertain their business partners?
- What are the most popular events for corporate entertaining in the UK?
- If you had to entertain a group of foreign businesspeople, what activities would you choose?

2. THE IMPORTANCE OF CORPORATE ENTERTAINING

Read the text then work with a partner. Point out five the most important, from your point of view, opportunities of entertaining. Discuss the offered ways of entertaining and think of others.

Corporate entertaining is not just party planning. It is an important business tool, an integral element of your corporate branding strategy, and can significantly impact your company's bottom line. In today's highly competitive business landscape a well thought out corporate entertaining plan can differentiate your company from your competition. Don't leave things to chance and miss a fantastic opportunity to:

- Reinforce and enhance your brand
- Build trust in your company
- Reward client loyalty
- Build new relationships
- Motivate and inspire your staff
- Tell your company's story
- Plan and strategize effectively
- Educate
- Celebrate your successes

Events have the expertise to maximize the potential of your corporate entertainment include:

- Client/Staff Appreciation Party
- Annual General Meeting (AGM)
- Product Launch
- Sales and Planning Meeting
- Team Building
- Retirement Party
- Press Release Party
- Corporate Milestone
- Corporate Casino Party
- Holiday/Christmas Party
- Summer BBQ/Picnic
- Cocktail Party

3. ENTERTAINMENT SURVEY

Read the dialogue. Role-play your own variant of the dialogue with the help of the words given below.

Gary: Sam, could you review the results of the survey on leisure sporting activities again? We need to plan out our proposal for this Friday's business meeting.

Sam: Sure, Gary. I've summarized the results in the handout, broken down by consumer age groups and sporting activities. The survey was administered to 550 men and women between the ages of 18 and 55 years old, and the results have been compiled in the following age groups: 18 to 26, 27 to 35, 36 to 45, and 46 to 55. According to the results, the most active group involved in sporting activities are those between 18 and 26 years old, followed by those 36 to 45 years old.

Gary: Okay.

Sam: As far as particular sports are concerned, people in these two groups cited jogging as their favorite recreational sport followed by skiing, tennis, swimming, and cycling.

Gary: And what about these groups broken down by gender?

Sam: Oh, Gary, thanks for bringing that up. Men appear to be slightly more active than women in the 18 to 26 year-old age group, but women seem more active in the other three groups.

Gary: Hmm. Based on what you have said, I think we should consider targeting the 18 to 26 year-old age group more in the future. I also feel we should consider expanding our line of athletic shoes, particularly jogging and tennis footwear. We also have to come up with a more appealing slogan aimed at this age group.

Sam: I see what you mean. However, when these results are compared with the survey carried out three years ago, we can see a growing trend among older consumers--those 46 to 55--who are becoming more conscious and concerned about staying fit. I believe this trend will continue, so we should focus on this group instead.

Gary: I see your point. Well, let's meet again on Wednesday to iron out more of the details of this proposal.

Key vocabulary

- **survey**(*noun*): questionnaire or a detailed critical inspection
 - The company is conducting a survey to find out what new products its customers want.
- **leisure**(*adjective; also noun*): time available for ease and relaxation
 - I try to set aside an hour or so every weekend for leisure activities with my children.
- **summarize**(*verb*): sum up or give a summary of
 - The president doesn't have the time to read the whole report, so you better summarize it for him.
- **break down**(*verb*): to analyse data into different categories; also to stop functioning because of mechanical failure
 - The student population at this school can be broken down into several main groups.
- **compile**(*verb*): put together, collect or accumulate
 - I need to compile the data and write the report by Friday.
- **cite**(*verb*): to make reference to or mention
 - The president cited several reasons for poor earnings during the latter part of the year.
- **target**(*verb*): to aim at or set a goal toward
 - The management has decided to target their new line of laptops at university students.
- **appealing**(*adjective*): able to attract interest or draw favorable attention
 - Changing the decor of the restaurant will create a more appealing atmosphere for older customers.
- **slogan**(*noun*): a favorite saying or motto
 - We need to come up with a new slogan that will better represent our product.
- **iron out**(*verb*): straighten out, settle, or resolve
 - I prefer not to proceed with the plan until we iron out some of the details.

4. HOW CAN ENTERTAINING CLIENTS BENEFIT YOUR BUSINESS?

Read the text and choose three the most important ideas from your point of view then discuss the text with your partner. Try to prove your own point of view.

The Benefits of Entertaining Clients

Entertaining clients with corporate hospitality is seen by critics purely as an expense; but it should instead be seen as an investment in the capstone of any business – the clients.

The popular perception of client hospitality is of lobster canapés served with champagne in an extravagant executive box. However hospitality needn't cost the Earth and there are many options available to suit a range of budgets, whether this is entertaining at a major event, a more participative experience or something completely different.

For any firm considering an investment, it's the bottom line which is the crux. Yes client hospitality requires an investment but with the many benefits it provides, it offers an excellent return on investment.

Here are **7 good reasons** why business of any size can really benefit from entertaining clients.

1. A More Informal Setting

We all know that it's good to get out of the office freeing the mind from the four walls of the workplace away from the pressures of everyday work. Client Hospitality days out are all about getting your key clients or prospective clients out of the office into a more relaxed and informal setting.

Here they will be less mindful of the other pressures of work and free to focus on their relationship with you.

A more informal setting also allows you to build a far more personal relationship with a client. Business relations are about more than just the balance sheet; all clients however hard-nosed they appear are human and will be influenced by personal relationships. What's more, the importance of trust and understanding make personal relationships vital at any level of business.

2. Making a Great First Impression

Entertaining at corporate events is about far more than showing a client a good time. It is a chance to demonstrate your commitment to them as a client and your ability to deliver and to impress.

Businesses relationships are founded on personal relationships and if you are meeting clients face-to-face for the first time, client hospitality provides a more informal setting in which it is easier to get to know clients on a personal level.

3. Nurturing Relationships

Client hospitality is a highly effective way to take a relationship with a client to the next level. Preserving business with existing clients is far less costly than the cost of attracting new clients to replace those who take their business elsewhere.

Furthermore, clients with a stronger relationship with their suppliers are proven to spend more and are also more likely to become an advocate of a firm. Word of mouth is the cheapest and most trusted form of promotion.

4. Maintaining Relationships

In a competitive industry no business can afford to be complacent when it comes to supplier relationships; especially as business becomes increasingly global. Special relationships with a client will wither if not nurtured. While clients are attracted by a value proposal, relationships provide a significant advantage when it comes to retention.

The cost of corporate hospitality pales in comparison to the lifetime value of a key client. Entertaining a client demonstrates your continued commitment to the relationship and signifies their continuing special status to your business. It is also the perfect gesture to thank a client for their loyalty.

5. Differentiating Your Business from the Competition

Even with existing clients it is still important to differentiate yourself as the competition are always ready to offer an alternative should your client's loyalty wane. With price and service provision becoming increasingly homogenised, there is no better way to differentiate your business in the mind of a client than by creating a lasting memory. The experience of first class client entertainment or corporate hospitality is a fantastic way to do this.

Furthermore client hospitality is an opportunity to differentiate your business in terms of commitment, personality, going the extra mile; or for a more established client, demonstrating how well you understand them by hosting the perfect event.

6. Networking Opportunities

It's not what you know... it's who you know that really makes the business world go around. At a professional event you will not only have chance to mix and mingle with your own important clients but you'll also have the opportunity to meet like minded individuals and businesses that may provide you with new and important relationships. The informal setting provides an excellent opportunity to establish new relationships and an enjoyable event provides a memorable way to meet new contacts that will help cement the bonds of a potential relationship.

7. Entertaining Key Staff

Although hospitality is most often associated with client entertainment, all of its principal benefits can be equally applied to an organisation's key staff. The knowledge, skills and understanding that experienced staff have of a business as well as their relationships with colleagues and clients means that it is far more cost effective than to invest in staff retention than to spend time and resources on recruiting and training replacements. Corporate hospitality is an excellent way to thank them for their loyalty and to differentiate the business from other potential employers.

It is also an excellent way to strengthen bonds of personnel with a business and with each other which in turn has valuable benefits for morale, motivation and teamwork.

5. ENTERTAINING FOR BUSINESS SUCCESS

Prosperous Entertaining in Japan

Read the text paying attention to the vocabulary given below:

- An invitation to lunch or dinner is important in Japan. Businesspeople are not likely to accept invitations from people they do not trust. When you are taken out, the host always pays, in accordance with Japanese business protocol.
- It is sometimes acceptable to be late for social occasions. When in doubt, however, arrive on time.
- In a traditional Japanese style restaurant, your host will generally order for you ... but if you are familiar with Japanese dishes, it is perfectly acceptable for you to let the host know what you like.

Expressing gratitude to your host after a meal is an important part of the ritual.

- When taking a Japanese businessperson to lunch, it's best to select a restaurant of your own culture, if possible. Introducing one's culture, and talking about it during the meal, is often an effective way of establishing **rapport** and a personal relationship. Then, it's likely that your guest will invite you to a Japanese restaurant and explain to you some aspects of Japanese culture. People who focus only on work-related matters will find that they cannot make friends or successfully conduct business in Japan.

- During meals use as many Japanese sentences as you can. Bow often, when appropriate.

- In Japanese business culture, bars are popular **venues** for business entertaining, particularly "karaoke" bars where patrons are encouraged to sing along to taped popular songs. Plan on staying out until the early hours of the morning. If you are invited out to a karaoke bar, you will be expected to sing along. It doesn't matter if you can't carry a tune, but remaining **gracious** and co-operative is essential.

- Women guests are not welcome at geisha houses and Sumo wrestling rings.

- If you would like to propose a toast, the standard term is "Kampai" (kahm-pie), which is the equivalent of "Cheers". Then your companions will repeat your toast and clink glasses before taking a sip of sake, whiskey or beer. Traditionally, the host takes the first sip.

- If you are invited to a Japanese home, consider it a rare honour and express sincere appreciation to your hosts. You may be expected to take your shoes off in temples and homes, as well as in some traditional style Japanese inn restaurants. When invited to a Japanese home, you will be expected to remove your shoes and wear the slippers that you are provided.

- When invited to a dinner party, you may be expected **sit cross-legged** or with your legs to the side, around a low table with the family.

- Customarily, **the highest-ranking person** hosting a meal sits at the centre of the table. The most important guest will be seated to the host's immediate right. The "least" important guest will be seated near the entrance or door.

- Customarily, the host is the first to begin eating. Afterwards, the guests may proceed with the meal.

- A standard Japanese meal consists of **a staple** such as grilled fish, along with a bowl of rice, a cup of soup, and a small dish

containing **pickles**. Japanese cuisine includes **delicacies** such as inoshishi (wild **boar**), sakura-nabe (horse meat), shika-no-shashimi (raw deer meat), suzume (sparrow), and uzura (**quail**).

- Many dishes will be served in the course of a dinner party, and you are encouraged to sample everything. If there is something that you absolutely do not want to eat, you will have to make a **plausible** excuse.

- Avoid pointing your **chopsticks** at another person. When your chopsticks are not in use, place them on the provided chopstick rest.

- Use both hands to hold a bowl or cup that you wish to be refilled.

- When you are a guest, wait for another person **to replenish** your beverage. If you don't want anymore to drink, leave the glass or cup partially full or turn it upside down, otherwise, you will get a "refill."

- When finishing a meal, leave a small portion of food on your plate to indicate that the meal was satisfying.

- When tea is served, it is usually a signal that the meal is about to finish.

- Since there is an automatic service charge in restaurant bills, tipping is usually unnecessary.

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

Active Vocabulary

Rapport – взаимопонимание

venue – местовстречи

gracious – любезный

tositcross-legged – сидеть со скрещенными ногами

thehighest- rankingperson – человек, занимающий высокий пост

staple – основной продукт

pickles –соленья

delicacies –деликатес, лакомство

boar – кабан

quail – перепел

plausible – правдоподобный, убедительный

chopsticks – палочки для еды

to replenish – наполнить заново

destination – местоназначения

Prosperous Entertaining in Great Britain

Read the text and answer the questions below:

- The guiding principle must always be St Ambrose's dictum, "When in Rome, do as the Romans do", i.e. follow the lead of your hosts.
- There was a time when managers would frequently go out for an often boozy lunch. Now he or she is more likely to eat more modestly in the staff canteen.
- However, although there is a greater likelihood that you will be invited to a dinner party at a private home in the UK than in any other European country and whilst it is inadvisable to discuss serious business in public, most business entertaining is still done in restaurants, pubs and smarter cafes. The best time for a serious and productive business meal is lunch. Breakfast meetings are not popular (even in London).
- It used to be the case that you did not invite a business associate out until you knew him or her fairly well and that a woman would never invite a man, but such barriers have largely been dismantled (although it is still perhaps advisable for a businesswoman to invite a male colleague out for lunch rather than dinner). Perhaps only **two taboos remain**:
 - invite only people of the same background and professional level (unless, of course, you are entertaining the whole team);
 - do not discuss business (unless, of course, it is a working session or your guests bring up the subject).
- Interminable books have been written on the subject of dining etiquette in the U.K. Most of the rules are archaic and downright silly. Good manners are founded in respect for your fellow humans and are largely universal (or at least prevail throughout any given culture); they do not require instruction manuals. The only sensible rule is to behave in such a way as to cause neither embarrassment nor annoyance
 - If you are a guest, follow the host's instructions and/ or lead; if you are the host, whatever you say goes. Act with confidence and, however bizarre your behavior, the worst that can happen is that your British companions will regard you as an eccentric foreigner.

Prosperous Entertaining in Germany

Read the text and discuss the difference between the entertaining culture of Germany and the habits in your country:

- Breakfast meetings are not part of German business culture. However, when Germans get together for dinners after business, talk often remains about business; especially as Germans generally find it difficult to do small talk with people they don't know well. Business talk mixed with a pinch or two of general personal conversation tends to be the mix with which many German businesspeople are most comfortable. German businesspeople, as a rule, do not make business decisions during mealtimes. Follow the example of your German dining companions and wait for them to initiate any discussions about business.

- Except for a few official dinners, do not expect your German hosts to entertain you with an evening program every day. They will expect you to want to have some time to yourself. This is because Germans themselves clearly separate private time from their professional duties.

- Non-smoking sections in restaurants are still uncommon in most European countries. North Americans, especially, should refrain on exercising their “non-smoker rights” too vocally here, as this can provoke aggression and will be met with very little public support (even from the management).

- Etiquette regarding who should pay at the end of a meal is quite different in German culture. The person who extends the invitation will be the person who pays. It is not at all expected that the guest should even offer to pay.

- Germans do not often entertain business associates in their homes. If you are invited to a home however (which is more common at higher management levels and among academics), consider it a relationship-building gesture. You may be invited to a sit-down dinner in the evening, or a more common invitation is for afternoon “Kaffeetrinken” (“drinking coffee”, which basically means “eating cake”).

- Sit-down dinner parties begin quite punctually. If you must be late for any reason, it's important that you call and notify your hosts. Again, as with all appointments, you should give a plausible explanation for the delay.

6. COFFEE. Quiz

Do the quiz. Choose the correct answer.

1. Coffee is a drink made from the roasted seeds, known as _____, of the coffee tree.

- a) berries
- b) bark
- c) beans
- d) leaves

2. Once the beans have been roasted, they are _____ and brewed to make coffee.

- a) ground
- b) grind
- c) grinded
- d) grounds

3. In automatic coffee makers, hot water drips onto grounds held in a _____ made of paper, plastic or metal.

- a) fitter
- b) filter
- c) cup
- d) mug

4. About half the coffee sold worldwide is _____ trade, meaning that the growers are guaranteed a negotiated price before they harvest the beans.

- a) ground
- b) unfair
- c) far
- d) fair

5. Coffee can have a stimulating effect, because of its _____ content.

- a) caffeine
- b) cafe
- c) caffiene
- d) caffene

6. You are totally wrong about this situation, why can't you just _____ the coffee!

- a) wake up and smell
- b) get up and smell
- c) wake up and taste
- d) get up and taste

7. CORPORATE ENTERTAINMENT

Read the text about corporate entertainment and discuss with your partner the most interesting, from your point of view, entertainments. Offer several more entertainments for a team.

Why is it impossible to get tickets for most major sports and cultural events? Because so many of the tickets are bought by firms to entertain their clients and other VIPs. It is called corporate entertainment, but why do companies do it?

Corporate entertainment is a marketing tool. Companies use it to improve relationships with their customers, suppliers, or staff. "I work for a law firm", says Virginia Allen. "Every year, I invite my best clients to a concert sponsored by the firm. This reinforces their positive feelings towards us." So it is as simple as that. To make a customer feel good, invite him or her to a special event.

The best-known form of entertainment is linked to sport. In the United States it is unusual to invite people to play golf with professional players. If that is beyond your budget, you can invite your contacts to a sports event, and fill them with food and wine. They might not see much of the event, but they will definitely remember the day.

Smaller companies obviously cannot fly people to Monaco for a Grand Prix, or sponsor an orchestra. What they can do, however, is to

invite people to a gallery to see an exhibition, or organize a local event. Denis Jacquemin puts on a huge treasure hunt around the vineyards of Champagne for his customers and their families. “It takes me a couple of weeks to organize, but each year more and more people come. The treasure they are looking for is only worth about 100 Euros but it is the best marketing I do”.

At a recent rugby match I met John Scott. He has not missed an international game for twenty years, and he has never paid for his ticket. “I have used the same transport company for twenty-five years. They are a little bit more expensive than the competition, but they send me two tickets for every international game. It is a nice gesture, which has become a good habit. That’s why I still use them.” This sums up the role of corporate entertainment. It makes people feel good, but costs you about the same price as one advertisement in a national newspaper.

8. CORPORATE EVENT ENTERTAINMENT: A Short Guide

Read the text then work in small groups: plan your event (client/staff appreciation party, annual general meeting (AGM), product launch, sales and planning meeting, team building, retirement party, press release party, corporate milestone, corporate casino party, holiday / Christmas party, summer BBQ / picnic, cocktail party) and discuss all necessary points to make your event successful.

Corporate events are a very important part of any company’s annual calendar, as they help to promote the business internally and externally, as well as reinforcing brand values and corporate messages.

They can also forge links with existing and potential clients and improve staff morale. A lot can hinge on a corporate event – be it a convention, exhibition, awards dinner or conference – including the good name of the company and its reputation.

A successful corporate event will be down to many factors including location, food, atmosphere and, of course, the all-important entertainment.

Entertainment can make or break a corporate event and making the most out of any act, show or performer can be hugely beneficial. Good corporate entertainment can leave guests with a memorable

experience and reinforce a company's image, brand and corporate message. Good entertainment can even attract publicity (of the good sort!).

Deciding on the right entertainment

Corporate event pros will first have to take a few factors into consideration when ensuring that the entertainment 'fits' the event:

- Determine age, social background and sex and choose entertainment accordingly. Attribute to 'one direction' or 'Justin Bieber' may be suitable for a corporate family day event, but not for a black tie gala dinner.
- Venue size and location is a factor that many event planners and organisers forget (or remember at the last minute!). This is important, as it will play a part in deciding whether or not you can have the aerial team you want or full scale swing band!
- Cost. Do you have a strict budget that you have to work within, or is money not a problem? The amount of money a company is prepared to spend on the entertainment will affect the options available.

How to get the most out of your corporate entertainment

There are plenty of acts and performers geared towards the corporate entertainment market, ensuring that businesses 'stand out'. But to get the most out of your corporate entertainment you must make sure that:

- You pursue a wow factor or unique entertainment idea that will impress guests and ensure that the event is talked about.
- If the entertainment you require is for an exhibition or trade-stand, that the acts or performers you book will increase footfall and draw guests to your stand.
- You use entertainment that can incorporate your logo or corporate message.
- You are aware of the latest entertainment trends to appear ahead of the game / up-to-date.

Some corporate planning entertainment ideas

Enquiries for cutting-edge entertainment that use the latest technologies and techniques to impress corporate guests at event are increasing as businesses strive to stand out and stay ahead of the game.

These top corporate entertainment ideas will ensure that you make the most out of your corporate event, and that is talked about for all the right reasons:

- iPad magicians offer cutting-edge magic shows that use the latest iPad technologies and performance techniques (and humour!) to wow corporate audience. Can incorporate products, massages and logos, a definite talking point.
- Corporate percussion groups are geared towards corporate clients and perform using products i.e. ladders, machinery, etc. These shows also have added wow factor, as they are a fast paced, high energy performance.
- LED and laser shows are the here and now of corporate entertainment. This seriously 'in' corporate shows will incorporate logos and even interact with audience. This is an entertainment for businesses that want their event to stand out.
- Walking, talking robots are great for corporate events that include trade shows, exhibitions and conventions, or as great walk around acts who can meet and greet guests. Interactive robots will impress all the right people whatever your corporate event.
- Video mapping dance groups are proving to be a big hit so far for corporate events. New technologies have allowed performers to take their dance / visual performances to the next level as humans and computers merge. These acts can incorporate specific music and graphics, as well as logos and corporate messages.
- Synchronized swimmers – these teams of professional synchronized swimmers perform seamless routines that are popular with product launchers, corporate parties and other corporate events. These acts will create bespoke shows making them unique and individual entertainment option.
- Sand artists have been popular with corporate events since *Ukraine's Got Talent* featured a female sand artist that took the Internet by storm. These talented artists will perform custom made sand animations for a variety of corporate events. These shows have definite wow factor that will ensure your event is remembered!

In conclusion

Corporate event planners must a few key points in mind to ensure that their event is a success.

Entertainment for corporate events needs to be targeted specifically towards the key target audience, ensuring it is suitable for

guests and attendees. Event professional dealing with corporate environment must continually strive to seek out the best entertainment that will make an impact and lasting impression.

The acts, shows or performers must be current, be able to incorporate logos and branding, but most importantly they must be unique. Make sure entertainment is interactive for truly personal experience, and this will go a long way toward your guests.

7. 5 THINGS YOU SHOULD NEVER DO AT A PROFESSIONAL SOCIAL EVENT

Read some pieces of advice which experts in professional communication share and speak about the proper behavior at corporate events using the underlined words

Happy hours, receptions and other after-hours events are great opportunities to network and have a good time. But if you don't know what you're doing they can turn into wastes of time at best and reputation killers at worst.

You've probably heard that you shouldn't drink too much or hit on your fellow attendees, there are other, less-obvious things you should avoid doing at professional social events.

✓ **Arrive Without a Goal**

It's important to go into every event with a goal, says Denise Kalm of KalmKreative. "If you don't know, why you're at this event, you won't know when you have made a useful contact," she says.

Listen to people, see what they have to offer you and ask good questions, she advises. "You're there on a mission to collect a lot of information and then sift thru to see what has value for you."

✓ **Be a Networking Freeloader**

If you're sitting next to someone who offers a professional service, don't ask for advice. "Some feel it's a way to connect and is simply small talk," says job coach and recruiter Kathy Cardozo. "Others are essentially asking for something that many professionals charge for."

When you're talking to an accountant, lawyer, doctor, venture capitalist or similar profession, "unless they specifically offer you tips of their own volition, assume that they have a 'closed for business' sign around their necks and find another way to network," Cardozo says.

Instead, exchange contact information, schedule a time to talk business later and be prepared to pay for their professional services.

✓ **Take Photos Without Asking First**

Back in the day, events might have a photographer on hand to take pictures of attendees for promotional purposes, and people knew when they were getting their pictures taken. But smartphones have changed all that, Cardozo says.

“People feel entitled to snap photos of anyone,” she says. “This is highly inappropriate and an invasion of privacy. Ask first -- and always let the person know if you plan to use the photo publicly.”

✓ **Look For the Next Person to Talk To**

While you want to make as many useful connections as possible, “never look past the person you are talking to find someone ‘better’ to talk to,” says Jill Haseltine of DeliberateNation.com.

“Craning your neck around the human being right in front of you hoping you will find someone more prestigious to talk to is simply rude and you will most certainly leave a negative impression,” she explains. “Who knows, you may be overlooking the prestigious person's son.”

✓ **Be a Lazy Networker**

Make time to make a real connection with people during the social event, instead of just throwing your business card at everyone you can and moving on.

This is a chance to share your vision, says Michelle Ward of *When I Grow Up*. “Don't answer the ‘What do you do?’ question with just your title,” she says. “Instead, use it as an opportunity to share your mission, niche or passion. It's the difference between ‘I'm a financial planner’ and ‘I'm a financial planner that empowers women to learn how to read and manage their portfolio.’”

8. EATING OUT

Eating and drinking

Choose two words for each question, as in the example. One word is left. What is it?

knife sorbet cheese	orange menu	pear cream
------------------------	----------------	---------------

chicken beans glass juice	onions wine beef waiter	fruit salad chef fork cup
------------------------------------	----------------------------------	------------------------------------

- 1 types of vegetable _____
- 2 types of meat _____
- 3 types of drink _____
- 4 dairy products (made from milk) _____
- 5 you use these for drinking _____
- 6 you eat with these _____
- 7 they work in a restaurant _____
- 8 types of dessert _____
- 9 types of fruit _____

Describing Dishes

Read these descriptions of famous dishes from around the world. What are their names?

1. It's a type of sandwich. It is filled with a piece of meat, which is cooked on a grill. The meat is usually topped with mayonnaise and ketchup, and sometimes cheese.

2. They are little creatures with shells, and you find them in the garden in many countries. They are cooked in a garlic and parsley sauce, and served hot, as a starter.

3. The base is a type of bread, made with flour and water. This is topped with a special tomato sauce and grated mozzarella cheese. You can also put pieces of meat or vegetables on top. It's cooked in the oven at a very high temperature.

4. It's usually a main course, and there are many different types of dish. It's made with meat, fish, or vegetables. It's cooked in a sauce made with different spices, and it's often served with rice. It's an Indian speciality.

9. THAT'S NOT RIGHT!

Work with a partner. Look at the things you might say during a business lunch. In each pair of sentences only one is correct. Score out the incorrect sentences each time. Then role-play the three stages of the conversation with one of you reading the odd numbers and the other the even ones.

1A So, shall we take a drink at the bar while we wait for our table?	1B So, shall we have a drink at the bar while we wait for our table?
2A OK. Do you mind if I just have a mineral water?	2B OK. Do you care if I just have a mineral water?
3A Mineral water, sure. Gassy or flat?	3B Mineral water, sure. Still or sparkling?
4A On second thought, I'll have a martini.	4B On second thoughts, I'll have a martini.
5A Good idea. I think I'll join you.	5B Good idea. I think I'll copy you.
6A Great place, by the way. Do you go here often?	6B Great place, by the way. Do you come here often?
7A Quite often. Ah, looks like our table's ready. After you.	7B Quite often. Ah, looks like our table's ready. Behind you.
8A Wow! What a fantastic view of the city!	8B Wow! What a fantastic sight of the city!
9A Isn't it? Now, this is the main menu and those are the particulars.	9B Isn't it? Now, this is the main menu and those are the specials.
10A OK. So, what do you recommend?	10B OK. So, what do you guarantee?
11A Well, you could attempt the rabbit. That's very good here.	11B Well, you could try the rabbit. That's very good here.
12A Actually, I'm not that keen for rabbit.	12B Actually, I'm not that keen on rabbit.
13A Well, the veal is also a speciality.	13B Well, the veal is also a specialism.
14A Mmm, that sounds good.	14B Mmm, that sounds well.
15A So, are you ready to	15B So, are you ready to

order?	command?
16A Yeah, I'm going to have the fillet – I like a good bloody steak.	16B Yeah, I'm going to have the fillet – I like a good rare steak.
17A OK. And shall we have a bottle of red of the house?	17B OK. And shall we have a bottle of the house red?
18A A whole bottle? What about this afternoon's meeting?	18B A whole bottle? How about this afternoon's meeting?
19A Good point. Let's just have a pair of glasses, then.	19B Good point. Let's just have a couple of glasses, then.
20A Fine. Well, I think this morning's presentation went very well.	20B Fine. Well, I think this morning's presentation came very well.
21A Mmm, let's hope this afternoon is just as successful.	21B Mmm, let's hope this afternoon is just so successful.

10. WRITING BUSINESS LETTERS

Study the rules of writing business letters.

- **Plan before you write**
- Look up words you need before you start.
- Note the points you want to make, and order them into logical paragraphs.
- **Tone**
- Write as you would speak in a business conversation. The tone should be friendly and polite.
- **Names**
- Make sure you check the gender of the addressee (the recipient), as well as the correct spelling of the person's name and title.
- Use *Ms.* for women and *Mr.* for men. You can use *Mrs.* For a woman if you are 100% sure that she is married.
- **Dates**
- To avoid any confusion, write the month instead of using numbers (e.g. January 15th, 2016 or 15 January 2016).
- **Be concise and clear. The easier it is to read a letter the better.**

- Keep sentences and paragraphs short and simple.
- Use straightforward vocabulary to avoid any misunderstanding.
- Ask direct questions.
- Rewrite any sentence that does not seem perfectly clear.
- It is preferable to avoid words or expressions that are too technical or complicated.

- **Remember this word order principle**

- Subject Verb Object Manner Place Time
Who Does What How Where When

- For example:

Mr. Brown will travel by plane to London on Monday, June 5th.

A technician will install the equipment in your office on Tuesday.

- **Avoid old-fashioned words**

- Although they are used in legal documents and contracts, words like ‘herewith’, ‘herein’, ‘aforementioned’, etc. are rarely used in letters. The following style of a sentence is preferable:

“You will find more information on our products in the enclosed brochure.”

Writing business letters

Salutation

- Dear Mr. Brown
- Dear Ms. White
- Dear Sir
- Dear Madam
- Dear Sir or Madam
- Gentlemen

Starting

- We are writing
 - to inform you that ...
 - to confirm ...
 - to request ...
 - to enquire about ...
- I am contacting you for the following reason...
- I recently read/heard about and would like to know
- Having seen your advertisement in ..., I would like to ...
- I would be interested in (obtaining /

receiving) ...

• I received your address from -----
and would like to ...

- Thank you for your letter of March 15.
- Thank you for contacting us.
- In reply to your request, ...
- Thank you for your letter regarding ...
- With reference to our telephone conversation yesterday...
- Further to our meeting last week ...
- It was a pleasure meeting you in London last month.
- I enjoyed having lunch with you last week in Tokyo.
- I would just like to confirm the main points we discussed
on Tuesday.

Referring to previous contact

- We would appreciate it if you would ...
- I would be grateful if you could ...
- Could you please send me ...
- Could you possibly tell us / let us have ...
- In addition, I would like to receive ...
- It would be helpful if you could send us ...
- I am interested in (obtaining / receiving) ...
- I would appreciate your immediate attention to this matter.
- Please let me know what action you propose to take.

Making a request

- Would you like us to ...?
- We would be happy to ...
- We are quite willing to ...
- Our company would be pleased to ...

Offering help

- We are pleased to announce that ...
- I am delighted to inform you that ..
- You will be pleased to learn that ...

Giving good news

- We regret to inform you that ...
- I'm afraid it would not be possible to ...
- Unfortunately we cannot / we are unable to

Giving bad news

Complaining

- ...
- After careful consideration we have decided (not) to ...
- I am writing to express my dissatisfaction with ...
- I am writing to complain about ...
- Please note that the goods we ordered on (date)
have not yet arrived.
- We regret to inform you that our order n° --- -- is now
considerably overdue.
- I would like to query the transport charges which seem
unusually high.

Apologizing

- We are sorry for the delay in replying to ...
- I regret any inconvenience caused (by) ...
- I would like to apologize for the (delay, inconvenience)...
- Once again, please accept my apologies for ...
- Thank you for your quotation of ...
- We are pleased to place an order with your company for..
- We would like to cancel our order n°

Orders

- Please confirm receipt of our order.
- I am pleased to acknowledge receipt of your order n°
- Your order will be processed as quickly as possible.
- It will take about (two/three) weeks to process your order.
- We can guarantee you delivery before ...(date)
- Unfortunately these articles are no

longer available /
are out of stock.

Prices

- Please send us your price list.
- You will find enclosed our most recent catalogue and price list.
- Please note that our prices are subject to change without notice.
- We have pleasure in enclosing a detailed quotation.
- We can make you a firm offer of ...
- Our terms of payment are as follows ...
- Our records show that we have not yet received payment of ...

Referring to payment

- According to our records ...
- Please send payment as soon as possible.
- You will receive a credit note for the sum of ...

Enclosing documents

- I am enclosing ...
- Please find enclosed ...
- You will find enclosed ...
- If we can be of any further assistance, please let us know.
- If I can help in any way, please do not hesitate to contact me.

Closing remarks

- If you require more information ...
- For further details ...
- Thank you for taking this into consideration.
- Thank you for your help.
- We hope you are happy with this arrangement.
- We hope you can settle this matter

to our satisfaction.

- We look forward to a successful working relationship in the future.
 - We would be (very) pleased to do business with your company.
 - I would be happy to have an opportunity to work with your firm.
 - I look forward to seeing you next week.
 - Looking forward to hearing from you, ...
 - Looking forward to receiving your comments,
- Referringtofuturebusiness**
- I look forward to meeting you on the (date).
 - I would appreciate a reply at your earliest convenience.
 - An early reply would be appreciated.
- Referringtofuturecontact**
- ◇ Sincerely,}
- ◇ Yoursincerely,} for all customers / clients
- ◇ Sincerelyyours,}
- ◇ Yoursfaithfully,} Inmoreformalletters
- Endingbusinessletters**
- ◇ Regards, for those you already know and/or with whom you have a working relationship

11. WRITING FORMAL LETTERS. Quiz.

Do the quiz. Choose the correct answer.

1. Which of the following is used to start a very formal letter?

- a) Dear John
- b) Hi Suzy
- c) My Dear Elaine
- d) Dear Sir or Madam

2. Which of the following is a way of starting a formal letter?

- a) Thank you for your letter dated 26th August 2005.
- b) Thanks for your letter, it was great to hear from you.
- c) Thank you for your letter about...
- d) Thanks for dropping me a line...

3. Which would be a suitable way to introduce some bad news in a formal way?

- a) I feel really bad about this but...
- b) I'm sorry to have to break the bad news but...
- c) I regret to inform you...
- d) I'm so sorry about...

4. Which of the following is an expression suitable for a formal letter?

- a) Regards to Jane
- b) Please give my regards to Jane
- c) Say hi to Jane
- d) Give Jane my best wishes

5. Which of the following is NOT a suitable final sentence for a formal letter?

- a) I look forward to hearing from you soon.
- b) Hope to see you soon.

- c) Looking forward to a swift response.
- d) Looking forward to meeting you.

6. Which of the following is NOT a suitable way to end a formal letter?

- a) Yours faithfully
- b) Yours sincerely
- c) Best wishes
- d) Love

7. In a formal letter, where should the date go?

- a) At the top right-hand corner of the page, under your address.
- b) At the top right-hand corner of the page, above your address.
- c) At the bottom left of the page.
- d) At the bottom right of the page.

8. Which beginning does NOT go with a letter that ends with 'Yours faithfully'?

- a) Dear Sir
- b) Dear Ms Adler
- c) Dear Madam
- d) To Whom It May Concern

9. How should you end a letter that begins with 'Dear Miss Fahad'?

- a) Your sincerely
- b) Yours sincerley
- c) Your sincerly
- d) Yours sincerely

10. "_____ the documents you requested". Which phrase should you use in a formal letter?

- a) Please find in
- b) Please look inside for
- c) Please find attached
- d) Please find enclosed

11. "_____, Anna". Anna is emailing the CEO of a company. She has never met herface-to-face so she is writing formally. Which is the best way for Anna to end the email?

- a) Love from
- b) Regards
- c) See you
- d) Kisses

12. "I am writing to _____". Which phrase could begin the first line of a formal letter of complaint?

- a) express my dissatisfaction with...
- b) request your assistance with...
- c) inform you about...
- d) demand...

12.7 THINGS YOU SHOULD NEVER WRITE IN A PROFESSIONAL E-MAIL

Read the text. Discuss with your partner what pieces of advice seem to be the most important in your culture and what are of less importance. Prove your choice with examples.

Everyone, at one time or another, has said something they regret. Maybe it was mean, incorrect or it led to a misunderstanding of some sort. It's bad enough when it's spoken, but when it's in email, the breach can be tougher to repair. Your poor judgment and poor grammar can be shared over and over again.

Here are seven things you should leave out of all professional emails.

Informalities

Professional emails should be kept as polished and formal as possible. This isn't the place for all lowercase letters, text language (gr8, lol, thx) or informal greetings such as "Hiya!" Another red flag: emoticons. "This is not high school and this person is not your friend," says AdiBittan, CEO of OwnerListens, a company that encourages private communication between businesses and customers to avoid negative online reviews.

Long Winded Requests and Explanations

Bittan also dislikes long-winded email explanations or requests. People are busy, Bittan says. So keep your comments as brief as possible. No one needs to read the 12 steps that led to your flat tire this morning; just say you're going to be late.

Disagreements

If you are having a disagreement with a coworker, or see potential for one, career coach Farnoosh Brock recommends you take the conversation offline. It's easier to fly off the handle over a keyboard and say things you'd never say in person, plus "the last thing you need is a miscommunication via email to make matters worse."

Anything Negative

Brock also thinks an offline discussion is better for raising any issues or complaints about your coworkers. "This is not just avoiding gossip, which you must always do, in and out of email. This is about never speaking negatively about another co-worker. Leave those [remarks] for in-person conversations."

A Resignation

Resigning from a job via email may feel great at the time, but it's unprofessional and will likely burn some bridges. Brock says it's occasionally fine to accept a job via email, but it is never okay to resign that way. "Be professional and place a call in to your boss to discuss it live so that you save your reputation for possible future business relations."

Extra Words That Undermine Your Message

Often in an effort to be polite and cooperative, people will overdo it and wind up undermining themselves. Filler phrases such as "I'm sorry to bother you, but..." or "I might be completely wrong here, but..." will make you seem unsure of yourself, as if you are lacking skills or experience.

"Never write 'Does this make sense?' in a professional email. That is a question best asked of yourself before you hit send," advises

Emily Konouchi, director of content and communications for Emma, an email marketing company. If you feel your message may be unclear, fix it before sending.

Any Email Lacking the Company Voice

Every company has a unique voice, says Kelly Caldwell, dean of faculty at Gotham Writers' Workshop. Any communications that stray from that voice can be disastrous. Some companies ban all personal discussion or information in emails. "In another corporate environment, however, if you never offer a compliment, check on someone's ailing father, inquire about a stressful project, or exhibit any interest in the personal sides of your coworkers, you will quickly be branded as standoffish, or worse. The consequences of that – distrust and ostracism – can also be dire." Pay attention to your company's voice and don't deviate.

13. CHOOSING THE BEST VENUE

Presentation

- Choose one of the offered venues for your company's annual global meeting (AGM).
- Use the Internet and other sources to find some additional information about the place of the meeting. Make a colourful presentation and try to persuade your listeners that the presented venue is the best.
- Discuss in the group all presented venues to choose the best one for your company's AGM.

Berlin

Germany's capital city is a world center for culture, politics, media and science. With an economy supported by high-tech, pharmaceuticals, biomedical engineering and renewable energy, it's understandable why it ranks among the elite meeting destinations in the world.

Why Berlin?

Extraordinary meeting facilities and great value for money are only two of many advantages of Berlin. Europe's most modern hotel landscape can be found here as well as unique cultural offerings.

Venues

CityCube Berlin Cube can host 10,000, with two main floors, flexible wall partitioning, numerous conference rooms and exhibition grounds nearby. Estrel Berlin, used equally for entertainment, conventions and hotel accommodations, holds up to 6,000 people and is adjacent to a 1,125-room hotel. Waldorf Astoria Berlin, which opened in the fall of 2012, offers 232 guest rooms and nearly 3,600 sq. ft. of meeting space.

Istanbul

Straddling Europe and Asia, Istanbul, Turkey, served as the capital of four empires for nearly 16 centuries: Roman, Byzantine, Latin and Ottoman. Istanbul is still a world center, especially for meetings, with seven purpose-built convention centers, three exhibition centers and 94 five-star and deluxe hotels.

Why Istanbul?

Istanbul offers unrivalled flexibility and the confidence of knowing that all facilities are new and technologically up to date. One of the most visited metropolises of the world, Istanbul offers a vibrant cultural life and world-class accommodations.

Venues

Halic Congress Center offers five state-of-the-art auditoriums and 17 meeting and function rooms spread among four buildings. Istanbul Congress Center, which opened in 2009, features 115 meeting rooms and more than 171,000 sq. ft. of exhibition space. Istanbul Convention & Exhibition Centre has a 2,000-seat auditorium and 81,900 sq. ft. of exhibition space. The Hilton Istanbul Bomonti Hotel & Conference Center, scheduled to open in March, offers 829 guest rooms and more than 128,000 sq. ft. of meeting space. The Hilton is located next to the historic Bomonti Beer Factory.

London

There's nothing like hosting the Olympics to give infrastructure a big jolt. London, England, took center stage during 2012 Summer Games and Paralympic Games. Momentum continues thanks to further investments for new accommodations, greener transportation and regenerated areas full of new attractions and venues.

Why London?

Having put on one of the greatest shows ever, London proved it has what it takes to thrill the world. Added to this is London's unrivalled

heritage: your clients are invited to explore 2,000 years of dazzling living history juxtaposed with some of the greatest new buildings and attractions in the world.

Venues

The May Fair Hotel, with more than 400 guest rooms, offers a screening room with seating for 201. Middle Temple Hall, one of the finest Elizabethan Halls in the country, offers nearly 39,000 sq. ft. of space, with room for 500 for receptions. Banqueting House was built in 1622 and is the last remaining fragment of the Palace of Whitehall. There is 6,050 sq. ft. of event space.

Sydney

The meeting landscape in Sydney, Australia, is expected to launch into the stratosphere in late 2016, when the 50-acre Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP) opens on Darling Harbour. The International Convention Centre Sydney (ICC Sydney) will be a key component of what is being billed as an “innovation hub” designed to reflect the city’s character and energy. ICC Sydney has already secured at least four major international events.

Why Sydney?

For association events, meetings in Sydney offer the chance for global thought leaders to connect and collaborate with the many diverse Australian businesses and institutions that have a reputation for creative thinking and global success. There is a real sense that Sydney is undergoing a transformation, with many new infrastructure developments offering great opportunities for future business events.

Venues

Sydney Exhibition Centre at Glebe Island will house exhibitions and trade shows while the new convention project is under way. It has 214,000 sq. ft. of pavilion-style exhibition space. At Sydney Olympic Park, Sydney Showground is a multipurpose pavilion, with 118,403 sq. ft. of space. It is near 900 hotel rooms and more than 30 restaurants. Doltone House Hyde Park has a ballroom that can accommodate 650 and is next to the five-star Sheraton on the Park Hotel.

Paris

There are so many places to hold events in the City of Light, including 1,000 venues and 600 Paris Convention Bureau business

members, that it may be difficult for meeting professionals to choose. The capital of France also has daily airline connections to more than 526 cities in more than 136 countries and seven train stations linking Paris to the rest of Europe by high-speed train. Oh, and Americans love Paris.

Why Paris?

Paris is regularly voted the world's most coveted and charismatic destination by independent international surveys. The secret of Paris' attractiveness is undoubtedly due to its capacity to surprise by offering professional infrastructures of the first order in a unique setting, combining elegance, culture, history and modernity. Outstanding heritage, art and events that are constantly updated and its romantic image attract 32 million tourists to the Paris region every year.

Venues

Palais des Congres de Paris is a leading international venue, with more than 439,000 sq. ft. of space, including four auditoriums and 85 meeting rooms. The Palais Brongniart, located near the Louvre Museum, is a Greco-Roman-style building that was home to the French Stock Exchange for more than 150 years. It features two auditoriums and has reception space for up to 1,200 at legendary venues, including an old trading room. Les Yachts de Paris, the most elegant fleet of boats on the River Seine, specializes in dinner cruises. Cruising the Seine by boat gives attendees a special way to see the city.

14. TELEPHONING DICTATING AND CHECKING/CLARIFYING PRACTICE

Work in groups of three or four. Dictate things from the list below to your partner(s), speaking as quickly as possible at first. Your partner(s) can interrupt, ask you to speak differently and check what you said as many times as they like, then they should show you what they have written to check. You might want to (secretly) write down the thing that you will dictate before you start speaking, and/ or check with your business card, the internet etc. The useful language for these tasks is below.

- ✓ Home phone, including area code
- ✓ Office phone, including extension number if you have one
- ✓ Mobile phone, including instructions for international dialling

- ✓ Email address
- ✓ Website or particular webpage
- ✓ Postal address
- ✓ Directions to get somewhere
- ✓ Some amounts of money (prices etc, including foreign currencies)
- ✓ A reservation reference number (e.g. for a flight)
- ✓ Some large numbers
- ✓ Some small numbers, including decimals and/ or fractions
- ✓ Some dates and times
- ✓ Some difficult to spell words, e.g. foreign town names

Useful language

- Can I (double) check...?/ Just to (double) check,...
- Can I check that back/ read that back?/ Let me read that back (to check).
- Can you repeat the first part/ middle part/ last part/ whole thing/ from.../...?
- Can you say it again/ one more time (more slowly)?
- Can you spell that/...?/ How do you spell...?
- Could you speak (a little) slower, please?
- Did you mean (to say)...? Did you say... or...?
- Do I need any punctuation (in that email address)? Do you mean... or...?
- I didn't (quite) catch... I guess you mean...
- I understood up to... I'm not familiar with...
- Is that (one word/ B for Bobby/ one five...) (or two words/ V for Virgin/ five oh/...)?
- Is that spelt with a... (or a...)? Is that... as in...?
- So, that's..., right?
- What does... mean?
- Do the same, but this time your partner(s) will compete to ask as many different checking/
- clarifying questions about each one as they can (including wrongly checking things back).
- Do the same, but as complete telephone conversations.

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