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«Белорусский государственный университет культуры и искусств»

Факультет информационно-документных коммуникаций
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УЧЕБНО-МЕТОДИЧЕСКИЙ КОМПЛЕКС
ПО УЧЕБНОЙ ДИСЦИПЛИНЕ

ДЕЛОВЫЕ КОММУНИКАЦИИ И ОСНОВЫ ПЕРЕГОВОРНОГО ПРОЦЕССА НА ИНОСТРАННОМ ЯЗЫКЕ

для специальности 1-21 04 01 Культурология (по направлениям)
для направления специальности 1-21 04 01-02 Культурология (прикладная)
специализаций 1-21 04 01-02 02 Менеджмент международных культурных связей и 1-21 04 01-02 03 Менеджмент рекламы и общественных связей

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СОДЕРЖАНИЕ

1. ПОЯСНИТЕЛЬНАЯ ЗАПИСКА

Знания и умения в сфере деловых коммуникаций – необходимый элемент профессиональной подготовки специалистов любой отрасли, а особенно тех, чье поле деятельности связано с международными культурными связями, рекламой и общественными связями. Изучение основ деловой коммуникации и переговорного процесса закладывает базу для эффективного взаимодействия будущих профессионалов с деловыми партнерами и коллегами, что позволит организовывать продуктивное общение в коллективе, преодолевать коммуникативные барьеры, разрешать конфликты в ситуациях делового взаимодействия.

Учебная дисциплина «Деловые коммуникации и основы переговорного процесса на иностранном языке» направлена на освоение студентами современных паттернов профессиональной иноязычной культуры, приобретение навыков по организации делового коммуникационного процесса, использованию норм служебного и речевого этикета в процессе межкультурной коммуникации.

Цель данной учебной дисциплины – формирование у студентов теоретических представлений о технологиях коммуникации в сфере межкультурного делового взаимодействия и практических навыков ведения переговоров на иностранном языке.

Целевая направленность учебной дисциплины определяет решение следующих ***задач***:

- обеспечить студентов фактическими знаниями о различных видах, формах и средствах деловой коммуникации на иностранном языке;
- сформировать целостную систему знаний о структуре переговорного процесса, основных стилях ведения переговоров, тактиках поведения при ведении переговоров;
- развить навыки устной и письменной коммуникации на иностранном языке в сфере делового общения;
- развить умения эффективного взаимодействия с зарубежными партнерами в сфере международных культурных связей.

Учебная программа по учебной дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» предусматривает актуализацию межпредметных связей с учебными дисциплинами «Иностранный язык (спецлексика)», «История и теория коммуникаций», «Технологии организации международных культурных связей», «Культурная политика зарубежных стран», «Деловой этикет и коммуникации», «Теория международных культурных связей» и др.

Содержание учебной дисциплины «Деловые коммуникации и основы переговорного процесса на иностранном языке» направлено на формирование следующих специализированных компетенций:

СК-26 – Использовать технологии делового общения на иностранном языке;

СК-27 – Применять навыки составления диалога, переписки и проведения переговоров на иностранном языке.

В результате освоения учебной дисциплины «Деловые коммуникации и основы переговорного процесса на иностранном языке» студенты должны ***знать:***

- особенности деловой коммуникации в устной и письменной форме;
- правила ведения деловой корреспонденции на иностранном языке;
- технологии ведения переговорного процесса, его этапы, тактические приемы ведения переговоров;
- этапы и методы подготовки к многосторонним деловым переговорам;
- методы воздействия на партнера в переговорном процессе;
- основные приемы решения проблем и принятия решений в процессе переговоров;
- социокультурные нормы деловых отношений и правила речевого этикета, которые позволяют специалисту эффективно использовать иностранный язык как средство общения в современном поликультурном мире.

Студенты должны ***уметь*****:**

- осуществлять коммуникацию с использованием разговорных деловых клише, с учетом межкультурных различий;
- вести деловую переписку, учитывая особенности стилистики официальных писем;
- правильно выбирать коммуникативные стратегии при общении с представителями различных культур в ходе совещаний, дискуссий, переговоров;
- распознавать манипулятивные тактики и приемы в процессе взаимодействия и противостоять им.

Студенты должны ***владеть*****:**

- навыками оформления речевых высказываний в соответствии с грамматическими и лексическими нормами устной и письменной речи;
- навыками вербального и невербального общения с учетом иноязычной культуры;
- навыками ведения деловой переписки;
- средствами диагностики переговорного стиля собеседника и конкретными тактическими приемами для достижения результата;

- представлениями о том, как аргументированно представлять свою точку зрения по теме переговорного процесса, делать выводы.

В числе эффективных ***методов обучения***, способствующих освоению студентами учебной дисциплины «Деловые коммуникации и основы переговорного процесса на иностранном языке» и приобретению ими вышеуказанных знаний, умений и навыков следует выделить:

– элементы учебно-исследовательской деятельности, реализуемые на практических занятиях;

– проблемные методы и технологии;

– коммуникативные технологии (тематическая дискуссия, «мозговой штурм», деловые игры и др.).

Учебно-методический комплекс (УМК) по дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» создан в соответствии с основными положениями Кодекса Республики Беларусь об образовании от 13.01.2011, Концепцией обучения иностранным языкам в системе непрерывного образования Республики Беларусь, учебной программой по дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» БГУКИ (2023 г.), а также с основными направлениями государственной политики, отраженными в Программе непрерывного воспитания детей и учащейся молодежи в Республике Беларусь.

УМК составлен с учетом следующих педагогических и методических принципов: коммуникативной направленности, культурной и педагогической целесообразности, интегративности, нелинейности, автономии студентов.

Принцип коммуникативной направленности предполагает преобладание проблемно-речевых и творческих упражнений и заданий над чисто лингвистическими, репродуктивно-тренировочными, использование аутентичных ситуаций общения, развитие умений спонтанного реагирования в процессе коммуникации, формирование психологической готовности к реальному иноязычному общению в различных ситуациях.

Принцип культурной и педагогической целесообразности основывается на тщательном отборе тематики курса, языкового, речевого и страноведческого материала, а также на типологии заданий и форм работы с учетом возможного контекста деятельности и потребностей студентов. Формирование собственно коммуникативных и социокультурных умений происходит в соответствии с принятыми в странах изучаемого языка нормами социально приемлемого общения.

Принцип интегративности предполагает извлечение и использование знаний различных предметных дисциплин, одновременное развитие как собственно коммуникативных, так и профессионально-коммуникативных, информационных, академических и социальных умений.

Принцип нелинейности предполагает не последовательное, а одновременное использование различных источников получения информации, ротацию ранее изученной информации в различных разделах курса для решения новых задач.

Принцип автономии студентов реализуется открытостью информации для студентов о структуре курса, требованиях к выполнению заданий, содержании контроля и критериях оценивания разных видов устной и письменной работы. Организация аудиторной и самостоятельной работы обеспечивает высокий уровень личной ответственности студента за результаты учебного труда.

Основной **целью** учебно-методического комплекса по дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» является предоставление системы дидактических средств для формирования у будущего специалиста иноязычной коммуникативной компетенции в сфере делового общения. Учебно-методический комплекс по дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» предназначен для студентов III-V курсов специальности 1-21 04 01 Культурология (по направлениям) для направления специальности 1-21 04 01-02 Культурология (прикладная) специализаций 1-21 04 01-02 02 Менеджмент международных культурных связей и 1-21 04 01-02 03 Менеджмент рекламы и общественных связей I ступени получения высшего образования и преподавателей кафедры белорусской и зарубежной филологии БГУКИ для проведения аудиторных практических занятий и организации самостоятельной работы студентов.

Структура УМК соответствует рекомендациям «Положения об учебно-методическом комплексе на уровне высшего образования», утвержденным Министерством образования Республики Беларусь 08.11.2022 №427 и включает в себя следующие разделы:

Теоретический раздел содержит краткую информацию, посвященную организации устной и письменной деловой коммуникации, описанию субъектов и технологий переговорного процесса.

В **практическом разделе** УМК представлены: содержание разделов учебной дисциплины (английский, немецкий и французский языки); учебно-методические карты дисциплины (английский, немецкий и французский языки); учебные тексты и задания согласно разделам программы по каждому языку отдельно.

Раздел УМК, посвященный **контролю знаний**, содержит методические рекомендации по организации самостоятельной работы студентов; перечень заданий УСР; примерные задания по каждому разделу учебной дисциплины; перечень средств диагностики; критерии оценки различных видов деятельности на зачетах по иностранному языку; требования, предъявляемые при прохождении текущей аттестации; содержание зачета по учебной дисциплине.

Вспомогательный раздел УМК включает в себя список основной и дополнительной литературы и перечень электронных образовательных ресурсов по каждому из языков (английский, немецкий и французский).

Обучение дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» осуществляется на междисциплинарной интегративной основе с учетом взаимодействия компонентов общегуманитарного, социокультурного и профессионального цикла академических дисциплин в соответствии с профильной специализацией университета.

Основными **формами организации учебного процесса** являются:

- аудиторные практические занятия под руководством преподавателя;
- аудиторная индивидуальная и групповая самостоятельная работа студентов, планируемая и управляемая преподавателем в процессе проведения занятий;
- внеаудиторная индивидуальная и групповая самостоятельная работа студентов, выполняемая по заданию и при методическом руководстве преподавателя и контролируемая самим студентом, а на определенном этапе обучения преподавателем.

Согласно учебному плану на изучение учебной дисциплины «Деловые коммуникации и основы переговорного процесса на иностранном языке» отводится 182 учебных часа, из них 86 аудиторных часов для дневной формы получения образования (86 – практические занятия); 20 аудиторных часов для заочной формы получения образования (20 – практические занятия). Учебная дисциплина предусмотрена: для ***дневной формы*** получения образования в 6, 7 семестрах; форма контроля – зачет в 6, 7 семестрах; для ***заочной формы*** получения образования: в 7, 8, 9, 10 семестрах, форма контроля – зачет в 8, 10 семестрах.

2. ТЕОРЕТИЧЕСКИЙ РАЗДЕЛ

Умение общаться, вести переговоры с представителями другой лингвокультуры на иностранном языке является необходимым условием успешной деятельности современного специалиста соответствующего уровня и профиля.

Коммуникация в деловой сфере может осуществляться как синхронно (личные встречи, телефонные и видео звонки, конференции и т.д.), так и асинхронно (письма, электронная почта, социальные сети, голосовые сообщения).

Различают вербальные и невербальные, устные и письменные, онлайн и оффлайн виды коммуникаций, которые могут быть реализованы в разнообразных формах, самыми распространенными из которых являются: совещания, собрания, переговоры, презентации, деловая переписка, имеющая специальную профессиональную направленность.

Устная деловая коммуникация – это процесс взаимодействия деловых партнеров, направленный на организацию и оптимизацию того или иного вида предметной деятельности. Устное деловое общение реализуется в форме деловой беседы, деловых переговоров, деловых совещаний/собраний, публичных выступлений. При этом для представления компании, проекта или продукта для партнеров, инвесторов или же для широкой публики во время форумов, конференций, саммитов, часто используется деловая презентация. Презентация предполагает подготовку, которая касается как информационной части, так и самого построения выступления.

Спецификой делового общения выступает регламент, выражающийся в подчинении установленным ограничениям, культурным и национальным традициям, этическим профессиональным принципам.

Эффективность современных деловых коммуникаций во многом зависит от умения учитывать национальные особенности, традиции и обычаи участников переговоров. Среди деловых культур, как правило, выделяют два полюса – это Восточная деловая культура и Западная деловая культура. К Западным культурам относят американские и западноевропейские деловые культуры, а к Восточным - деловые культуры таких стран как Япония, Китай, Тайвань, Сингапур и страны ислама. Так как особенности ведения бизнеса зависят от культуры страны и отражаются на деловых взаимоотношениях, то изучение ценностных особенностей стран всегда актуально.

Официальная **письменная коммуникация** является важнейшей и неотъемлемой составляющей делового общения. В современном деловом сообществе различают 6 основных видов деловой корреспонденции:

внутренняя, внешняя, торговая, персонализированная, рутинная, циркулярная, в зависимости от цели, содержания, формы написания.

Общепринятыми стандартными требованиями, предъявляемыми к составлению деловых писем, являются краткость и лаконичность изложения, объективность, достоверность и актуальность информации, универсальная грамотность (орфографическая, грамматическая, стилистическая, пунктуационная).

Деловое письмо имеет четкую структуру, включающую обязательные композиционные части: адрес отправителя, дата отправления, адрес получателя, тема письма, приветствие, информативная часть, заключительная форма вежливости, подпись, иногда приложение к письму и постскриптум.

Деловая корреспонденция предполагает и оперирует различными видами деловых писем, каждый из которых имеет свои структурно-смысловые характеристики, особенности грамматического и лексического оформления, аббревиацию. В зависимости от целеполагания наиболее распространены следующие типы деловых писем: письмо-запрос, письмо-заказ, письмо-предложение, письмо-подтверждение, письмо-рекламация, письмо-приглашение, поздравительное письмо, благодарственное письмо, письмо с извинениями, письмо-соболезнование, письмо-извещение и т.д.

Рациональная организация учебного материала, связанная с проблематикой деловой корреспонденции, тщательный отбор терминологии, широкий диапазон деловых штампов и клише, ранжирование творческих и тренировочных заданий создают основу для прочного усвоения учебного материала, направленного на формирование письменных навыков в области деловой корреспонденции.

Субъектное представительство на переговорах может быть достаточно сложным и многоуровневым. К явным субъектам переговоров относят тех, кто выступает в роли лиц, осуществляющих переговорный процесс. Прежде всего, это лица, облеченные полномочиями принимать решения в ходе переговорного процесса и доверием сторон, интересы которых они представляют (правительство, парламент, совет директоров и др.). В качестве субъекта переговоров может выступать народ, акционеры, товарищества, ассоциации и т. п.

Огромное многообразие и разнохарактерность организаций создают существенные трудности для их классификации. Организации, которые, на первый взгляд, можно отнести к одной группе по одному критерию, могут сильно различаться по-другому. Выделяют виды организации по форме собственности: частные; государственные; муниципальные; смешанные. По отношению к прибыли – коммерческие организации, у которых получение и распределение прибыли между учредителями (акционерами) является уставной целью деятельности; некоммерческие организации — основная цель состоит в удовлетворении неких общественных потребностей, а прибыль может быть направлена только на развитие самой организации. По организационно-правовым формам выделяют: товарищества (с разновидностями); кооперативы; акционерные общества (с различными степенями ответственности); дочерние и зависимые общества; фонды; ассоциации; учреждения, некоммерческие партнерства и т.д.

По организационной структуре компания – это комплекс подразделений и система их взаимодействия, в рамках чего происходит распределение задач и обязанностей, по которым определяются полномочия руководителей и должностных лиц. Любое предприятие или организация обладает организационной структурой, разработанной на этапе создания и откорректированной в процессе практической деятельности. Структура предприятия или организации состоит из функциональных единиц: управлений, департаментов, отделов, секторов, цехов, участков и т. д.

Жизнь современной организации невозможно представить без различного рода собраний и совещаний. Совещания – это своеобразный инструмент управления бизнесом, который постоянно нуждается в оценке эффективности и анализе достигнутых результатов. Собрания и совещания играют очень важную роль, так как помогают руководителю постоянно держать бизнес на контроле и быстрее идти к цели. Деловые совещания проводятся для того, чтобы выработать конкретное решение актуальной проблемы или задачи. Помимо этого, на совещаниях сотрудники подразделений могут делиться с руководством своими идеями по возможному решению каких-либо вопросов. Такая форма коммуникации позволяет комплексно увидеть ситуацию в компании, ее слабые и сильные стороны, способствует вхождению новых людей в коллектив, их знакомству с корпоративной культурой и нормами, принятыми в организации. Деловые совещания – это возможность руководства донести основные цели и задачи сразу до всех структурных подразделений, получить обратную связь и на основании полученных данных скорректировать план действий для компании.

Деловые совещания могут быть разными по форме проведения, тематике и присутствующим лицам. Различают: совещания административные (для решения проблемных вопросов), научные (конференции, симпозиумы, семинары, организуемые и проводимые для решения актуальных вопросов в научной сфере), политические (съезды и собрания членов определенных политических движений) и смешанные типы; по масштабу и количеству участников: международные (с привлечением зарубежных партнеров, специалистов, экспертов в определенной сфере), национальные, региональные, городские; по месту дислокации мероприятия: выездные и местные совещания. Помимо представленной классификации совещания можно разделить на проблемные, оперативные и инструктивные.

Для того чтобы совещание было эффективным, необходимо тщательно продумать его основные моменты: цель совещания, основные задачи, этапы мероприятия. Только при таких условиях можно получить выгоду от совещания. Подготовка к совещанию включает в себя решение руководителем ряда задач: постановка цели, составление повестки, определение участников, подготовка раздаточного материала, определение времени проведения.

Повестка — это важный документ совещания. Составленная должным образом, она способна сделать оперативным и содержательным даже такое совещание, тематикой которого владеют немногие. Распространять повестку необходимо до совещания за время, оптимальное для подготовки к нему. Повестка совещания должна быть конкретной и содержательной. Короткая или расплывчатая повестка может существенно снизить эффективность собрания, поскольку не позволит его членам сформировать собственное мнение и заранее подготовиться, например, ознакомиться с необходимыми документами, фактами и цифрами.

Особое значение на деловом совещании имеет председатель (ведущий). Основные функции председателя совещания включают: проведение совещания, вынесение вопросов на обсуждение, подведение итогов обсуждения, формулирование путей реализации решения и др.

Совещания, как неотъемлемый атрибут деловой коммуникации, не могут эффективно проводиться без соблюдения определенных правил. И это относится не только к организационным вопросам, но и к поведению и манере общения участников совещания. Во время проведения совещаний особенно важно соблюдение правил делового этикета.

Профессиональный этикет традиционно понимается как застывшая норма морали. В каждой профессии существуют свои этикетные нормы отношений — с клиентами, партнерами, коллегами. Стиль и традиции ношения специальной одежды, содержания рабочего места, критики действий, обсуждения ситуаций, в частности, в медицине и психологии формируют этику самообладания, уважения партнеров, терпимости и самоконтроля в любой ситуации.

Переговорный процесс в деловом общении можно определить как коммуникационное взаимодействие между сторонами (переговорщиками) для достижения своих целей, при котором каждая из сторон имеет равные возможности в контроле ситуации и принятии решения, которое закрепляется договором.

Основное содержание переговорного процесса может быть представлено четырьмя этапами: подготовительный этап, начало переговоров, поиск приемлемого решения, завершение переговоров.

Стили переговоров, которые используются в течение переговоров, зависят, среди прочих факторов, от контекста и интересов другой стороны. Кроме того, стили могут меняться с течением времени. Можно определить пять стилей переговоров: приспособление, избегание, сотрудничество, конкуренция, компромисс.

В целом, прежде чем садиться за стол переговоров, следует учитывать их содержательный аспект, который предусматривает четкое понимание ситуации; анализ сил, влияющих на неё; определение наилучшей альтернативы обсуждаемому соглашению и вариантов отказа от сделки другой стороны; формирование общего подхода к переговорам, их целей, задачам, позициям; прогноз изменения ситуации и результатов, определение возможных вариантов решения; проектирование благоприятных условий; подготовку предложений и их аргументацию, составление необходимых документов; согласование деталей предстоящей встречи.

Важно также обратить внимание на тактическую подготовку, которая сориентирована на выбор методов и способов ведения переговоров, распределение ролей между участниками команды, на отладку рабочих, деловых отношений с партнёром. И все эти рекомендации, требования и советы, в конце концов, сводятся к воспитанию культуры делового общения, к преобразованию этой культуры в обычные привычки повседневного профессионального поведения.

3. ПРАКТИЧЕСКИЙ РАЗДЕЛ

3.1. Содержание учебного материала

Отбор и содержание учебного материала по учебной дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» обуславливаются основной целью учебной дисциплины и задачами обучения специалистов в сфере менеджмента международных культурных связей и менеджмента рекламы и общественных связей. Профессиональная направленность выступает определяющим фактором в формировании умений и навыков в переговорной деятельности. Овладение основами переговорного процесса и особенностями устной и письменной деловой коммуникации осуществляется в тесном единстве с овладением лексическим и грамматическим материалом.

3.2. Содержание разделов учебной дисциплины

Раздел 1. Устная деловая коммуникация

Национальные особенности деловой коммуникации и ведения переговоров. Этнические нормы и принципы деловой коммуникации: восточная и западная традиции. Выстраивание отношений. Приветствие. Деловая беседа: поддержание разговора. Приёмы установления контакта и активного слушания. Деловое взаимодействие по телефону. Речевые клише делового телефонного разговора. Эффективные техники деловой коммуникации в формате публичного выступления (презентации) на иностранном языке. Структура публичного выступления (презентации). Способы удержания внимания аудитории.

Раздел 2. Письменная деловая коммуникация

Основные типы писем. Общие правила деловой переписки. Общественно значимые письма. Основные типы общественно значимых писем (приглашения, письма-благодарности, поздравления, рекомендации и др.) и их функции. Структура официального письма: оформление адресов, формы обращения к адресату, структурно-графические формы подачи основного содержания письма, оформление подписи. Деловые письма. Основные типы деловых писем (запросы, ответы на запросы, заказы, просьбы, требования, жалобы и их урегулирование) и их функции. Цифровой этикет (культура делового общения в Интернет-пространстве). Выбор цифрового канала коммуникации. Использование асинхронной коммуникации. Онлайн-конференции, видеозвонки, чаты, корпоративные мессенджеры, переписка по электронной почте.

Раздел 3. Субъекты переговорного процесса

Государственные, общественные и коммерческие учреждения, их организационная структура и роль. Функции различных подразделений, названия основных должностей и служебные обязанности сотрудников. Досье компании. Основные сведения о компании, их презентация на корпоративном сайте и в средствах массовой информации. Встречи, собрания, основные формы и организация. Виды собраний. Повестка дня и ведение протокола. Председательство на собрании. Эффективные методы принятия решений. Этикет в деловой коммуникации. Основные принципы профессиональной этики. Профессиональные кодексы.

Раздел 4. Технологии переговорного процесса

Основы переговорного процесса: позиции и интересы сторон. Стратегии и тактика в переговорном процессе. Формулировка вопросов и уточнение деталей переговоров. Подготовка к переговорному процессу. Методы воздействия на участников переговорного процесса и уступки во время переговоров. Решение конфликтных ситуаций и способы достижение компромиса. Переговорные стили и их особенности. Типы переговорщиков.

УЧЕБНО-МЕТОДИЧЕСКАЯ КАРТА УЧЕБНОЙ ДИСЦИПЛИНЫ «ДЕЛОВЫЕ КОММУНИКАЦИИ И ОСНОВЫ ПЕРЕГОВОРНОГО ПРОЦЕССА НА ИНОСТРАННОМ ЯЗЫКЕ»

Дневная форма получения образования

Номер раздела темы	Название раздела, темы	Количество аудиторных часов	Формы контроля знаний
		Практические занятия	
1	2	3	5
1	**Раздел 1. Устная деловая коммуникация**	**20**	
1.1	Национальные особенности деловой коммуникации и ведения переговоров.	4	Устный опрос, проект по теме
1.2	Выстраивание отношений. Приветствие.	2	Устный опрос, симуляция
1.3	Деловая беседа: поддержание разговора.	4	Симуляция
1.4	Деловое взаимодействие по телефону. Речевые клише делового телефонного разговора.	4	Симуляция
1.5	Эффективные техники деловой коммуникации в формате публичного выступления (презентации) на иностранном языке.	6	Презентация
2	**Раздел 2. Письменная деловая коммуникация**	**14**	
2.1	Основные типы писем. Общие правила деловой переписки.	2	Выполнение упражнений
2.2	Общественно значимые письма.	4	Письменный опрос по теме
2.3	Деловые письма.	4	Письменный опрос по теме
2.4	Цифровой этикет.	4	Устный опрос

3	**Раздел 3. Субъекты переговорного процесса**	**24**	
3.1	Государственные, общественные и коммерческие учреждения, их организационная структура и роль. Структура и отделы компании.	4	Устный опрос, презентация по теме
3.2	Досье компании.	4	Проект по теме
3.3	Собрания. Виды собраний.	6	Устный опрос, ролевая игра
3.4	Председательство на собрании. Эффективные методы принятия решений.	6	Ролевая игра
3.5	Профессиональная этика и этикет в деловой коммуникации.	4	Устный опрос дискуссия
4	**Раздел 4. Технологии переговорного процесса**	**28**	
4.1	Основы переговорного процесса: позиции и интересы сторон.	6	Устный опрос, выполнение упражнений
4.2	Формулировка вопросов и уточнение деталей переговоров.	6	Устный опрос, выполнение упражнений
4.3	Методы воздействия на участников переговорного процесса и уступки во время переговоров.	4	Дискуссия
4.4	Решение конфликтных ситуаций.	6	Устный опрос, выполнение упражнений
4.5	Переговорные стили и их особенности. Типы переговорщиков.	6	Ролевая игра
	Всего	**86**	

УЧЕБНО-МЕТОДИЧЕСКАЯ КАРТА УЧЕБНОЙ ДИСЦИПЛИНЫ «ДЕЛОВЫЕ КОММУНИКАЦИИ И ОСНОВЫ ПЕРЕГОВОРНОГО ПРОЦЕССА НА ИНОСТРАННОМ ЯЗЫКЕ»

Заочная форма получения образования

Номер раздела темы	Название раздела, темы	Количество аудиторных часов	Формы контроля знаний
		Практические занятия	
1	2	3	5
1	**Раздел 1. Устная деловая коммуникация**	**4**	
1.1	Национальные особенности деловой коммуникации и ведения переговоров.	2	Устный опрос, проект по теме
1.4	Деловое взаимодействие по телефону. Речевые клише делового телефонного разговора.	2	Симуляция
2	**Раздел 2. Письменная деловая коммуникация**	**4**	
2.1	Основные типы писем. Общие правила деловой переписки.	2	Выполнение упражнений
2.2	Цифровой этикет.	2	Устный опрос, дискуссия
3	**Раздел 3. Субъекты переговорного процесса**	**4**	
3.1	Государственные, общественные и коммерческие учреждения, их организационная структура и роль. Досье компании.	2	Устный опрос, проект по теме
3.2	Собрания. Виды собраний. Председательство на собрании.	2	Устный опрос, ролевая игра
4	**Раздел 4. Технологии переговорного процесса**	**8**	
4.1	Основы переговорного процесса: позиции и интересы сторон.	2	Устный опрос,

			выполнение упражнений
4.2	Формулировка вопросов и уточнение деталей переговоров.	2	Устный опрос, выполнение упражнений
4.3	Решение конфликтных ситуаций.	2	Устный опрос, выполнение упражнений
4.4	Переговорные стили и их особенности. Типы переговорщиков.	2	Ролевая игра
	Всего	**20**	

Английский язык

Unit 1. Verbal formal communication

National peculiarities of business communications and negotiations. Cultural diversity and socializing. Building a relationship. Welcoming visitors. Small talk: keeping the conversation going. Techniques of establishing contact and active listening. Telephone communication. Speech clichés of telephone communication. Taking and leaving messages. Effective business communication techniques in the format of a public speech (presentation) in a foreign language. Structure of public speech presentation. Ways of keeping the audience attention.

Unit 2. Official formal correspondence

Major types of letters. General rules of business correspondence. Social letters. Major types of social letters (Invitations: Accepting and Declining, Letter of Gratitude, Recommendations, etc.) and their functions. Structure of the official letters: address, salutation forms, introductory paragraph, structural and graphic forms of the main part of the official letter, concluding paragraph, complimentary close, signature block). Business letters. Major types of business letters (Inquiry letter, Replies to Inquiries, Orders, Covering Letters, Complaints. Handling Complaints, etc.) and their functions. Digital etiquette. Choice of digital communication channel. Use of asynchronous communication. On line conferences, video calls, chats, corporate messengers, e-mails.

Unit 3. Subjects of the negotiation process

State, public and commercial institutions, their organizational structure and role. Company structure and departments. Functions of company departments and responsibilities of the personnel. Company profile. Presentation of company profile. Information about the company in the corporate web site, in mass media sources. Meetings. Types of meeting. Agenda. Minutes taking. Chairing a meeting. Effective means of decision-making. Professional ethics and etiquette in business communication.

Unit 4. Technologies of the negotiation process

Introduction to the negotiation process. Negotiations: positions and interests. Strategy and tactics of the process of negotiations. Preparing for negotiations. Questioning and clarifying. Negotiations: bargaining and making concessions. Dealing with a conflict and reaching a compromise. Negotiation styles. Types of a negotiator.

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Дневная форма получения образования

Номер раздела темы	Название раздела, темы	Количество аудиторных часов	Формы контроля знаний
		Практические занятия	
1	2	3	5
1	**Unit 1. Verbal formal communication**	**20**	
1.1	Cultural diversity and socializing.	4	Oral speech, project
1.2	Building a relationship. Welcoming visitors.	2	Oral speech, simulation
1.3	Small talk: keeping the conversation going.	4	Simulation
1.4	Telephone communication. Taking and leaving messages.	4	Simulation
1.5	Effective business communication techniques in the format of a public speech (presentation) in a foreign language.	6	Project presentation
2	**Unit 2. Official formal correspondence**	**14**	
2.1	Major types of letters. General rules of business correspondence.	2	Written practice
2.2	Social letters.	4	Written practice
2.3	Business letters.	4	Written practice
2.4	Digital etiquette.	4	Oral speech, discussion
3	**Unit 3. Subjects of the negotiation process**	**24**	
3.1	State, public and commercial institutions. Company structure and departments.	4	Oral speech, presentations
3.2	Company Profile.	4	Project presentation
3.3	Meetings. Types of meeting.	6	Oral speech, role play

3.4	Chairing a meeting. Effective means of decision-making.	6	Role play
3.5	Professional ethics and etiquette in business communication.	4	Oral speech, discussion
4	**Раздел 4. Technologies of the negotiation process**	**28**	
4.1	Negotiations: positions and interests.	6	Oral speech
4.2	Questioning and clarifying.	6	Oral speech
4.3	Negotiations: bargaining and making concessions.	4	Discussion
4.4	Dealing with a conflict.	6	Oral speech
4.5	Negotiation styles. Types of a negotiator.	6	Role play
	Всего	**86**	

УЧЕБНО-МЕТОДИЧЕСКАЯ КАРТА УЧЕБНОЙ ДИСЦИПЛИНЫ «ДЕЛОВЫЕ КОММУНИКАЦИИ И ОСНОВЫ ПЕРЕГОВОРНОГО ПРОЦЕССА НА ИНОСТРАННОМ ЯЗЫКЕ (АНГЛИЙСКИЙ)»

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Номер раздела темы	Название раздела, темы	Количество аудиторных часов Практические занятия	Формы контроля знаний
1	2	3	5
1	**Unit 1. Verbal formal communication**	**4**	
1.1	Cultural diversity and socializing.	2	Oral speech, project
1.2	Telephone communication. Taking and leaving messages.	2	Simulation
2	**Unit 2. Official formal correspondence**	**4**	
2.1	Major types of letters. General rules of business correspondence.	2	Written practice
2.2	Digital etiquette.	2	Oral speech, discussion
3	**Unit 3. Subjects of the negotiation process**	**4**	
3.1	State, public and commercial institutions. Company Profile.	2	Oral speech, presentations
3.2	Meetings. Types of meeting. Chairing a meeting.	2	Oral speech, role play
4	**Раздел 4. Technologies of the negotiation process**	**8**	
4.1	Negotiations: positions and interests.	2	Oral speech
4.2	Questioning and clarifying.	2	Oral speech
4.3	Dealing with a conflict.	2	Oral speech
4.4	Negotiation styles. Types of a negotiator.	2	Role play
	Всего	**20**	

Немецкий язык

Kapitel 1. Mündliche Geschäftskommunikation

Nationale Besonderheiten der geschäftlichen Kommunikation und Verhandlung. Ethnische Normen und Grundsätze der Geschäftskommunikation: östliche und westliche Traditionen. Aufbau von Beziehungen. Begrüßung. Geschäftsgespräche: Aufrechterhaltung des Gesprächs. Techniken der Kontaktaufnahme und des aktiven Zuhörens. Geschäftliche Interaktion am Telefon. Klischees bei geschäftlichen Telefongesprächen. Wirksame Techniken für die geschäftliche Kommunikation im Rahmen einer öffentlichen Rede (Präsentation) in einer Fremdsprache. Die Struktur einer öffentlichen Rede (Präsentation). Möglichkeiten, die Aufmerksamkeit des Publikums aufrechtzuerhalten.

Kapitel 2. Schriftliche Geschäftskommunikation

Grundtypen von Briefen. Allgemeine Regeln der Geschäftskorrespondenz. Briefe von öffentlicher Bedeutung. Grundtypen von Briefen von gesellschaftlicher Bedeutung (Einladungen, Dankesschreiben, Glückwünsche, Empfehlungen usw.) und ihre Funktionen. Aufbau eines offiziellen Briefes: Abfassung von Anschriften, Formen der Anrede an den Adressaten, strukturelle und grafische Formen der Darstellung des Hauptinhalts des Briefes, Abfassung von Unterschriften. Geschäftsbriefe. Die wichtigsten Arten von Geschäftsbriefen (Anfragen, Antworten auf Anfragen, Aufträge, Bitten, Forderungen, Beschwerden und ihre Erledigung) und ihre Funktionen. Digitale Etikette (Kultur der Geschäftskommunikation im Internet). Die Wahl des digitalen Kommunikationskanals. Nutzung der asynchronen Kommunikation. Online-Konferenzen, Videoanrufe, Chats, Corporate Messengers, E-Mailing.

Kapitel 3. Subjekte des Verhandlungsprozesses

Staatliche, öffentliche und kommerzielle Einrichtungen, ihre Organisationsstruktur und Rolle. Funktionen der verschiedenen Abteilungen, Namen der wichtigsten Positionen und Aufgaben der Mitarbeiter. Unternehmensakten. Grundlegende Informationen über das Unternehmen und seine Präsentation auf der Unternehmenswebseite und in den Medien. Besprechungen, Sitzungen, Hauptformen und Organisation. Arten von Besprechungen. Tagesordnung und Protokollführung. Vorsitz in der Sitzung. Effektive Methoden der Entscheidungsfindung. Etikette in der Geschäftskommunikation. Die Grundprinzipien der Berufsethik. Berufliche Verhaltensregeln.

Kapitel 4. Technik des Verhandlungsprozesses

Grundlagen des Verhandlungsprozesses: Haltungen und Interessen der Parteien. Strategien und Taktiken des Verhandlungsprozesses. Formulierung von Themen und Festlegung von Verhandlungsdetails. Vorbereitung auf die Verhandlung. Techniken zur Beeinflussung von Verhandlungspartnern und Zugeständnisse während der Verhandlung. Lösungen für Konfliktsituationen und wie man einen Kompromiss erreicht. Verhandlungsstile und ihre Merkmale. Typen von Verhandlungsführern.

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Дневная форма получения образования

Номер раздела темы	Название раздела, темы	Количество аудиторных часов	Формы контроля знаний
		Практические занятия	
1	2	3	5
1	**Kapitel 1. Mündliche formale Kommunikation**	**20**	
1.1	Kulturelle Vielfalt und Kontaktaufnahme.	4	Mündliche Rede, Projekt
1.2	Eine Beziehung aufbauen. Besucher willkommen heißen.	2	Mündliche Rede, Simulation
1.3	Small Talk: das Gespräch in Bewegung halten.	4	Simulation
1.4	Telefonische Kommunikation. Nachrichten entgegennehmen und hinterlassen.	4	Simulation
1.5	Wirksame Präsentationstechniken.	6	Projekt-Präsentation
2	**Kapitel 2. Offizielle formelle Korrespondenz**	**14**	
2.1	Die wichtigsten Arten von Briefen. Allgemeine Regeln der Geschäftskorrespondenz.	2	Schriftliche Übungen
2.2	Soziale Briefe.	4	Schriftliche Übungen
2.3	Geschäftsbriefe.	4	Schriftliche Übungen
2.4	Digitale Etikette.	4	Mündliche Rede, Diskussion
3	**Kapitel 3. Teilnehmer am**	**24**	

	Verhandlungsprozess		
3.1	Staatliche, öffentliche und kommerzielle Einrichtungen. Unternehmensstruktur und Abteilungen.	4	Mündliche Rede, Präsentationen
3.2	Unternehmensprofil.	4	Projekt-Präsentation
3.3	Besprechungen. Arten von Sitzungen.	6	Mündliche Rede, Rollenspiel
3.4	Vorsitz bei einer Sitzung. Effektive Mittel der Entscheidungsfindung.	6	Rollenspiel
3.5	Berufsethik und Etikette in der Geschäftskommunikation.	4	Mündlicher Vortrag, Diskussion
4	**Kapitel 4. Verhandlungen**	**28**	
4.1	Verhandlungen: Positionen und Interessen.	6	Mündliche Rede
4.2	Fragen stellen und klären.	6	Mündliche Rede
4.3	Verhandlung: Feilschen und Zugeständnisse machen.	4	Diskussion
4.4	Mit einem Konflikt umgehen.	6	Mündliche Rede
4.5	Eine Vereinbarung abschliessen. Typen eines Verhandlungsführers.	6	Rollenspiel
	Всего	**86**	

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1	2	3	5
1	**Kapitel 1. Mündliche formale Kommunikation**	**4**	
1.1	Kulturelle Vielfalt und soziale Kontakte.	2	Mündliche Rede, Projekt
1.2	Telefonische Kommunikation. Annehmen und Hinterlassen von Nachrichten.	2	Simulation
2	**Kapitel 2. Offizielle formelle Korrespondenz**	4	
2.1	Die wichtigsten Arten von Briefen. Allgemeine Regeln der Geschäftskorrespondenz.	2	Schriftliche Übungen
2.2	Digitale Etikette.	2	Mündliche Rede, Diskussion
3	**Kapitel 3. Teilnehmer am Verhandlungsprozess**	**4**	
3.1	Staatliche, öffentliche und kommerzielle Einrichtungen. Unternehmensstruktur und Abteilungen.	2	Mündliche Rede, Präsentationen
3.2	Besprechungen. Arten von Sitzungen. Vorsitz bei einer Sitzung.	2	Mündliche Rede, Rollenspiel
4	**Kapitel 4. Verhandlungen**	**8**	

4.1	Verhandlungen: Positionen und Interessen.	2	Mündliche Rede
4.2	Fragen stellen und klären.	2	Mündliche Rede
4.3	Mit einem Konflikt umgehen.	2	Mündliche Rede
4.4	Eine Vereinbarung abschliessen. Typen eines Verhandlungsführers.	2	Rollenspiele
	Всего	**20**	

Французский язык

Unité 1. Communication d’affaires orale

Caractéristiques nationales de la communication et de la négociation d'entreprise. Normes et principes ethniques de la communication d'entreprise : traditions orientales et occidentales. Construire des relations. Salutations. Conversation d'affaires : poursuivre la conversation. Techniques d'établissement de contact et d'écoute active. Interaction commerciale par téléphone. Discours clichés d'une conversation téléphonique professionnelle. Techniques de communication d'entreprise efficaces sous forme de prise de parole en public (présentation) dans une langue étrangère. La structure de la prise de parole en public (présentation). Façons de garder l'attention du public.

Unité 2. Communication d’affaires écrite

Les principaux types de lettres. Règles générales de la correspondance d’affaires. Lettres publiques. Les principaux types de lettres publiques (invitations, lettres de remerciement, félicitations, recommandations, etc.) et leurs fonctions. La structure d'une lettre officielle: la conception des adresses, les formes d'adressage du destinataire, les formes structurelles et graphiques de présentation du contenu principal de la lettre, la conception de la signature. Lettres d’affaires. Les principaux types de lettres d’affaires (demandes, réponses aux demandes, commandes, requêtes, réclamations, réclamations et leur règlement) et leurs fonctions. Étiquette digitale (culture de la communication d'affaires dans l'espace Internet). Choix du canal de communication digitale. Utilisation de la communication asynchrone. Conférences en ligne, appels vidéo, chats, messagers d'entreprise, correspondance par e-mail.

Unité 3. Acteurs du processus de négotiation

Institutions étatiques, publiques et commerciales, leur structure organisationnelle et leur rôle. Les fonctions des différents départements, les noms des principaux postes et les devoirs des employés. Dossier d'entreprise. Informations principales sur l'entreprise, leur présentation sur le site Web de l'entreprise et dans les médias. Les formes principales et l’organisation des réunions. Types de réunions. Ordre du jour et procès-verbal. Présider une réunion. Méthodes efficaces de prise de décision. L'étiquette dans la communication d'affaires. Principes de base de l'éthique professionnelle. Codes professionnels.

Unité 4. Négociations

Fondamentaux du processus de négociation: positions et intérêts. Stratégies et tactiques dans le processus de négociation. Formuler des questions et clarifier les détails des négociations. Préparation du processus de négociations. Méthodes pour influencer les participants au processus de négociation et concessions pendant les négociations. Résolution des conflits et moyens de parvenir à un compromis. Les styles de négociation et leurs caractéristiques. Types de négociateurs.

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Номер раздела темы	Название раздела, темы	Количество аудиторных часов	Формы контроля знаний
		Практические занятия	
1	2	3	5
1	**Unité 1. Communication d’affaires orale**	**20**	
1.1	Caractéristiques nationales de la communication d'affaires.	4	Réponse orale, projet sur le sujet
1.2	Comment construire des relations. Salutations.	2	Réponse orale, simulation
1.3	Conversation d'affaires: comment maintenir la conversation.	4	Simulation
1.4	Communication d'affaires par téléphone. Clichés d'une conversation téléphonique d'affaires.	4	Simulation
1.5	Techniques de présentation efficaces.	6	Présentation
2	**Unité 2. Communication d’affaires écrite**	**14**	
2.1	Les principaux types de lettres. Règles générales de la correspondance commerciale.	2	Exercices écrits
2.2	Lettres publiques.	4	Exercices écrits
2.3	Lettres d’affaires.	4	Exercices écrits
2.4	Etiquette digitale.	4	Réponse orale, discussion
3	**Unité 3. Acteurs du processus de négotiation**	**24**	
3.1	Institutions publiques et commerciales, leur structure organisationnelle et leur rôle. Structure et départements de l’entreprise.	4	Réponse orale, présentation
3.2	Dossier d’une entreprise.	4	Projet sur le sujet

3.3	Réunions. Types de réunions.	6	Réponse orale, jeu de rôle
3.4	Présider une réunion. Méthodes efficaces de prise de décision.	6	Jeu de rôle
3.5	Éthique professionnelle et étiquette dans la communication d'affaires.	4	Réponse orale, discussion
4	**Unité 4. Négotiations**	**28**	
4.1	Négociations: positions et intérêts.	6	Réponse orale, exercices
4.2	Formuler des questions et clarifier les détails des négociations.	6	Réponse orale, exercices
4.3	Concessions pendant les négotiations.	4	Discussion
4.4	Résolution des conflits.	6	Réponse orale, exercices
4.5	Conclusion du marché. Types de négociateurs.	6	Jeu de rôle
	Всего	**86**	

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Номер раздела темы	Название раздела, темы	Количество аудиторных часов	Формы контроля знаний
		Практические занятия	
1	2	3	5
1	**Unité 1. Communication d’affaires orale**	**4**	
1.1	Caractéristiques nationales de la communication d'affaires.	2	Réponse orale, projet sur le sujet
1.4	Communication d'affaires par téléphone. Clichés d'une conversation téléphonique d'affaires.	2	Simulation
2	**Unité 2. Communication d’affaires écrite**	**4**	
2.1	Les principaux types de lettres. Règles générales de la correspondance commerciale.	2	Exerrcices
2.2	Etiquette digitale.	2	Réponse orale, la discussion
3	**Unité 3. Acteurs du processus de négotiation**	**4**	
3.1	Institutions publiques et commerciales, leur structure organisationnelle et leur rôle. Structure et départements de l’entreprise.	2	Réponse orale, projet sur le sujet
3.2	Réunions. Types de réunions. Présider une réunion.	2	Réponse orale, jeu de rôle
4	**Unité 4. Négotiations**	**8**	
4.1	Négociations: positions et intérêts.	2	Réponse orale, exercices
4.2	Formuler des questions et clarifier les détails des négociations.	2	Réponse orale, exercices
4.3	Résolution des conflits.	2	Réponse orale
4.4	Conclusion du marché. Types de négociateurs.	2	Jeu de rôle
	Всего	**20**	

3.3. Материалы, рекомендуемые для использования на практических занятиях

3.3.1. Английский язык

Unit 1. Verbal formal communication

Text 1

Read the text below. Identify the basic message implied by the text.

Building a Relationship. Cross-Cultural Understanding. Eye Contact.

In many Western societies, including the United States, a person who does not maintain "good eye contact" is regarded as being suspicious, or a "shifty" character. Americans unconsciously associate people who avoid eye contact as unfriendly, insecure, untrustworthy, inattentive and impersonal. However, in contrast, Japanese children are taught in school to direct their gaze at the region of their teacher's Adam's apple or tie knot, and, as adults, Japanese lower their eyes when speaking to a superior, a gesture of respect.

Latin American cultures, as well as some African cultures, such as Nigeria, have longer looking time, but prolonged eye contact from an individual of lower status is considered disrespectful. In the US it is considered rude to stare – regardless of who is looking at whom. In contrast, the polite Englishman is taught to pay strict attention to a speaker, to listen carefully, and to blink his eyes to let the speaker know he or she has been understood as well as heard. Americans signal interest and comprehension by bobbing their heads or grunting.

A widening of the eyes can also be interpreted differently, depending on circumstances and culture. Take, for instance, the case of an American and a Chinese discussing the terms of a proposed contract. Regardless of the language in which the proposed contract is carried out, the US negotiator may interpret a Chinese person's widened eyes as an expression of astonishment instead of as a danger signal (its true meaning) of politely expressed anger.

1. Read the text again. Comment on the following:

1. observations about many people from the United States;
2. observations about the English;
3. an observation about Japanese children;
4. the meaning of lowering one's eyes in Japan;
5. why looking at someone for a long time can be considered disrespectful;

6. the meaning of widened eyes in Chinese culture.

2. Read the list of the important issues before meeting business partners from other countries or travelling on business. Say why these issues are important.

*The actual political situation
*cultural and regional differences
*religion(s)
*the role of women in business and society as a whole
*transportation and telecommunication systems
*the economy
*the main companies
*the main exports and imports
*the market for the business sector that interests you
*competitors

You might also want to find out:

*which topics are safe for small talk
* which topics are best avoided

If you are going to visit another country, find out about:

*the conventions regarding socializing
*attitudes towards foreigners
*attitudes towards gifts
*the extent to which public, business and private lives are mixed or kept separate
*conventions regarding food and drink
*the weather at the relevant time of the year
*public holidays
*the conventions regarding working hours
*leisure interests
*tourism
*dress
*body language
*language

Text 2

Read the article and answer the questions.

1. What things are people from different countries in an organisation:

a) likely to have in common

b) likely not to have in common?

2. What is 'cultural awareness'?

Standard Bank overcomes culture shock It is increasingly common for multinational businesses to send employees on international assignments, but without the right cross-cultural skills, staff will often struggle. Wayne Mullen. Head of Learning and Development at Standard Bank, discusses the impact that cultural challenges can have on employees relocating to another country. In order to be successfully transferred. employees must understand the host-country culture, he argues. Colleagues from different countries might share similar professional knowledge and skills within a single international organisation, but their ways of working, social skills, body language and ways of doing business are likely to be completely different. They may have different patterns of behaviour, which need to be understood and appreciated in order for everyone to work together successfully. For example, while it may be acceptable for Chinese office workers in Hong Kong to use the door-close button on a lift no matter how many people are also getting in, doing such a thing in London would make people extremely angry. It is common for South Africans to ask personal questions of their counterparts shortly after being introduced, while a British colleague may perceive this as impolite and inappropriate. Latin Americans' need for personal space is much less than that of their British colleagues. Global companies should never underestimate the effect that culture can have on international assignments. Cultural awareness is much more than simply knowing about a country's history and geography. It is about understanding how and why cultures work differently. It is also important to understand your own cultural make-up in order to work more effectively, maximize teamwork and strengthen global competence. The Standard Bank group operates in 38 different countries, and its London office alone has 56 nationalities. This wide range of nationalities needs to communicate effectively in order to work as one team. The bank recognized that in order to harmonize working practices within its culturally diverse office, it needed to provide foreign workers with a meaningful understanding of British business culture and communication styles. It also needed to offer practical support, which allowed employees to cope with the challenges of living and working in an unfamiliar environment; their reactions to day-to-day issues such as the weather, public transport and social etiquette are often the most visible manifestations of culture shock. Standard Bank has engaged Communicaid, a European culture and communication skills consultancy, to design a tailored training solution, which introduces delegates to some of the key cultural differences that they are likely to face in the UK.

1. Decide which of the following (1-5) are:

a) referred to in a positive way in the text

b) referred to in a negative way in the text

c) not referred to at all.

1 understanding the culture of the country you are living in

2 asking British colleagues personal questions when you meet them for the frst time

3 hiring staff who are flexible and tolerant

4 providing staff with practical support

5 looking at the role of the spouse (husband or wife) in the selection of candidates for overseas postings.

2. Write a paragraph using information from the article and giving tips to people doing business in the UK.

Text 3

Read these notes on Chinese business protocol. How does each piece of advice compare with the situation in your country?

Chinese Business Protocol and Etiquette

Greetings.

*You must greet the oldest person first.

*You don't have to be serious all the time. The Chinese have a great sense of humour. You should be ready to laugh at yourself sometimes.

*You mustn't move to a first-name basis until advised to. You should address the person by an honorific title and their surname.

Business cards.

*You should exchange cards after the initial introduction.

*You should hold the card in both hands when offering it.

*You mustn't write on someone's card unless asked to.

Gift-giving.

*You shouldn't give flowers, as many Chinese associate these with funerals.

* You mustn't give four of anything, as four is an unlucky number.

Entertaining at home.

*It is a great honour to be invited to someone's home. If you cannot accept the invitation, you must offer a very good excuse.

*You should arrive on time, remove your shoes, bring a small gift and eat well to show you are enjoying the food.

*You don't have to eat loudly, but if you slurp or belch, it shows that you are enjoying your food.

Text 4

Study the two cases when something went wrong and do the exercises that follow:

Doing Business Internationally

Case 1: Tim Collins goes to Saudi Arabia

Tim Collins, Sales Manager, travelled to Riyadh to present his company's TV sets to Karim Al-Jabri, president of a retail group. The meeting, arranged for Monday, was postponed two days later. When Collins finally met Al-Jabri, he was surprised that several other Saudi visitors attended the meeting. He turned down Al-Jabri's offer of coffee, and when asked about his impressions of Riyadh, said that he had been too busy dealing with paperwork to see the sights. During the meeting, Al-Jabri often interrupted the conversation to take telephone calls. Collins wanted to get down to business, but Al-Jabri seemed to prefer to talk about English football teams. When Collins admired a painting on the office wall, Al-Jabri insisted on giving it to him as a gift. Collins was very embarrassed. Two days later, Collins presented his company's new products. A large number of staff attended and asked technical questions which Collins couldn't answer. The following day, Collins asked Al-Jabri if he wanted to place an order for the TV sets. 'If God pleases: was the answer. Collins thought that meant 'Yes'. Collins did not secure the contract. When he e-mailed Al-Jabri a month later, he was informed that Mr Al-Jabri was away on business.

Case 2: Carson Martin visits Japan

Carson Martin, Managing Director of a Canadian golf equipment company, travelled to Osaka to meet Vasuo Matsumoto, General Manager of a sports goods business. Martin arrived punctually for his meeting with Matsumoto. He hoped it would be with Matsumoto alone, but some of Matsumoto's colleagues were also present. After introductions, they exchanged business cards. When Martin received Matsumoto's card, he put it away in his wallet. However, Matsumoto examined Martin's card closely for some time. After a short discussion, Martin said, 'Well, are you willing to be an exclusive agent for us or not?' Matsumoto looked embarrassed, then he said, 'It will be under consideration.' Martin was not clear what Matsumoto meant. Matsumoto went on to say that he had to consult many colleagues in other departments before they could make a decision. After the meeting, Matsumoto invited Martin to join him for dinner. Matsumoto complimented Martin on his ability to use chopsticks. Later, Martin gave Matsumoto two gifts: a guidebook for Ontario, Canada, wrapped in red paper, and a bunch of beautiful white water lilies for his wife. 'I hope they appreciate my gifts: he thought. He did not hear from Matsumoto for some while. However, six months later, he received an e-mail from Matsumoto: 'Please return to Osaka as soon as possible. We would like to meet you to discuss the agency agreement.'

1. Work in two groups.

Group 1. Discuss case1.Tim Collins made several mistakes because he lacked knowledge of the local business culture. Note down the mistakes.

Group 2. Discuss case 2. What mistakes did Martin make when he: a) exchanged business cards? b) asked the question about an exclusive contract? c) gave Matsumoto's wife white water lilies? Note down your ideas to report them.

2. Draw up a list of advice you would give a visitor like Tim Collins and Carson Martin. Use the following grammar tips in your answer.

*We can use *should* and *shouldn't* to give or ask for *advice*: *Global companies should never underestimate the effect that culture can have*.

*For *strong advice*, we can use *must* or *mustn't*: *You mustn't invade a British colleague's personal space too soon.*

*We often use *must* when the *obligation* comes from the person speaking or writing: *We must show more cultural understanding.*

*We use *mustn't* to say something is *prohibited* or is not allowed: *You mustn't smoke inside any building*.

*We often use *have to* to show that the *obligation* comes from another person or institution, not the speaker: *You have to get a visa to enter the country*. (This is the law.)

**Don't have to* and *mustn't* are very different. Don't have to = it is not necessary: *You don't have to hurry*. *We have plenty of time.*

Text 5

Watch the video https://www.youtube.com/watch?v=EafujAXpXHE

Read the dialogue and memorize the underlined phrases. Make your dialogue changing details about companies.

Pleased To Meet You

Sam: Hello, <u>I don't think we've met</u>. Sam Eriks.

Victor: Victor Tang. <u>Pleased to meet you.</u>

Sam: <u>What company are you from</u> Mr. Tang? / (<u>Which company do you represent/ What's your line of business?)</u>

Victor: Ocean Wide. I am the sales representative for this region.

Sam: Ah, yes, <u>I know your company. Your business is expanding very rapidly at the moment</u>.

Victor: Yes, we're doing quite well. And yourself, who do you work for?

Sam: Actually, I work for myself. I'm the C.E.O. of a small export and packaging company. We specialize in seafood.

Victor: It's a growing market.

Sam: Yes, but a very competitive one, Mr. Tang.

Victor: Please, call me Victor.

Sam: Sam. Victor, let me introduce you to someone.

Lin, this is Victor Tang. He is the regional rep. for Ocean Wide.

This is Lin Chan, my sales manager.

Lin: How do you do, Mr. Tang.

Victor: How do you do. Nice to meet you, Ms. Chan.

Text 6

Watch the video *https://www.youtube.com/watch?v=5gfXcY39y1k*

Read the dialogue, memorize the underlined phrases and answer the questions: What are safe topics for the first contact? What are ice breakers in this conversation?

Getting Acquainted (Ice Breakers, Small Talk)

Sue: Excuse me, is anyone sitting here?

Walter: No, please have a seat.

Sue: That's better. My feet are killing me.

Walter: Have you been here long?

Sue: No, I just flew in this morning and I haven't had a chance to sit down since then.

Walter: Oh, where have you come from?

Sue: From Manila.

Walter: Is this your first visit to Australia?

Sue: No, I have been once before, but it was a long time ago.

Walter: And have you been to Sydney before?

Sue: No, it's an amazing city!

Walter: Yes, it has its points. But you're lucky to live in Manila! It's a fascinating city!

Sue: What about yourself? Do you live in Sydney?

Walter: No, I live in Melbourne. I am just here for the conference.

Sue: I'm going to Melbourne later. What's the weather like there?

Walter: Not too good in winter. But at the moment it should be okay.

Pause…-So, how's your hotel?

Sue: It's good, very convenient, just near the harbor.

Walter: Have you seen the Opera House yet?

Sue: Yes, we've flown right over it.

Walter: Excuse me, there is someone I must talk to. It's been very nice to meet you. I'm Walter, by the way.

Sue: You too. I'm Sue. Perhaps, we'll meet later.

Walter: I hope so.

1. Practice the dialogue with your partner. Think about your "legend" properly. The conference takes place in Minsk. One of you flew from a foreign country.

2. Complete the idioms in the sentences below with the words in the box

End eye eye fire ~~ice~~ foot water water

Consider the context of each idiom and decide which of them have positive meaning, which have negative meaning.

Small talk is one way to break the ice when meeting someone for the first time.

I was thrown in at the deep ………. when my company sent me to run the German office. I was only given two days' notice to get everything ready.

We don't see eye to …………… with our US parent company about punctuality. We have very different ideas about what being 'on time' means. It's a question of culture.

I got into hot . ... with my boss for wearing casual clothes to the meeting with the potential Japanese customers.

I really put my .... in it when I met our Spanish partner. Because I was nervous, I said 'Who are you?' rather than 'How are you?'

I get on like a house on .... …. with our Polish agent; we like the same things and have the same sense of humour.

When I visited China for the first time, I was like a fish out of ……. Everything was. so different, and I couldn't read any of the signs!

My first meeting with our overseas clients was a real ………..-opener. I hadn't seen that style of negotiation before.

Match the idioms from the sentences above (1-8) to the correct meanings :

a) given a difficult job to do without preparation

b) quickly have a friendly relationship with someone

c) feel uncomfortable in an unfamiliar situation

d) say or do something without thinking carefully, so that you embarrass or upset someone

e) disagree with someone

f) an experience where you learn something surprising or something you did not know before

g) make someone you have just met less nervous and more willing to talk

h) get into trouble

3. Work in pairs or small groups. Discuss the following.

1 What tips do you have for breaking the ice at meetings with new clients/people from other cultures?

2 Talk about a place you have visited which was a real eye-opener.

3 Describe a situation when you

a) put your foot in it

b) felt like a fish out of water

c) got into hot water

d) were thrown in at the deep end

Text 7

Watch the video https://www.youtube.com/watch?v=ByMEOK2lg3c

Read the dialogue, memorize the underlined phrases. Make a similar dialogue changing some details.

Socializing

Sam: Look, we're having a small dinner for some of our clients and friends after this. Why don't you join us?

{Perhaps you could join us/ It would be great if you could join us/ Would you like to join us?}

Victor: That's very kind of you. {*Thank you/ That sounds good*}

I'll just check with my associate whether they have other arrangements for us.

Sam: Yes, would you like to join us?

Walter (Victor's associate): Unfortunately I have another engagement but thank you for the invitation. *{I'm afraid I have another commitment/ I can't I'm sorry. Perhaps another time?}*

Sam: Well, perhaps you could join us after that for a drink? {*Perhaps you could join us later/ Perhaps you'd be interested in meeting us for breakfast / Perhaps we could meet later in the week?}*

Walter: Sounds great! I'll be happy to. {*Sounds good, I'd love to*} Where shall we meet?

Sam: How about the lounge bar here? At about ten?
Walter: I'll see you then.
Sam: Lin, Victor is joining us for dinner.
Lin: Oh, wonderful!
Victor: I hope you don't mind.
Lin: Of course, not you're most welcome!
Sam: Well, shall we make a move?
Lin: Would you mind if I just say goodbye to a few people?
Sam: No problem- we'll see you outside in a few minutes.
Lin: Okay.

1. Work in pairs. In what business situations would you use these expressions?

Congratulations!	I don't mind	I'm afraid ...	After you
Cheers!	Excuse me	Yes, please	That's no problem
Help yourself	It's on me	That sounds good	
Make yourself at home		Sorry. Could you ... ?	

2. What would you say in the following situations?

1 You don't hear someone's name when you are introduced to them.
2 You have to refuse an invitation to dinner with a supplier.
3 You are offered food you hate.
4 You want to end a conversation in a diplomatic way.
S You have to greet a visitor.
6 You have to introduce two people to each other.
7 You offer to pay for a meal.
8 You have to propose a toast.
9 Your colleague has been made redundant.
10 You arrive half an hour late for a meeting.

3. In your opinion, which of these items of advice for a successful conversation are useful and which are not?

1 Listen carefully.
2 Ask questions.
3 Give only 'yes' or 'no' answers.
4 Stay silent.
5 Interrupt a lot.
6 Keep eye contact.
7 Be polite.
8 Be friendly.

4. Read the tips of how to change an arrangement politely and complete the sentences with words from the box.

If you want to change an arrangement, it is polite to give a concrete reason for doing so: *I'm afraid something has come up. One of my clients has brought forward our appointment.*

The phrase *something has come up* means that something unexpected has happened and it is probably not something you can control.

Here are some ways to suggest or ask about changing an arrangement:

So I wanted to ask you if we could meet a bit earlier in the morning. I was wondering if we could reschedule our appointment. Could we possibly postpone the presentation? Would it be possible to meet a bit later?

bit	changed	delayed	lasted	missed	possible
possibly	postponed	wanted	wondering		

1 I was ______ if we could meet on Friday instead. My client has ______ our schedule. 2 I ______ to ask if we could meet tomorrow instead of today. I've ______ my flight and I'm afraid I'm going to arrive very late.

3 Could we cancel our appointment? My meeting ______ longer than I expected.

4 Could we meet a later? I'm afraid my customer has ______ our meeting.

5 Would it be to reschedule our meeting? My train has been____________.

Text 8

Read the text and say why business phone etiquette is important for every company.

Phone Etiquette for Business Calls

(1) The method that you choose to communicate should be appropriate to the audience, situation, and nature of the message that needs to be communicated. Often a call is the best way to communicate. Other times your task will be best accomplished with an instant message or SMS. And, even email sometimes is the way to go (though it is too often abused). Telephones play a major part in the daily operations of many businesses, as you need them to call and contact employees, vendors, business associates, and more. Business calls are valuable because they open the door for communications with customers.

(2) Good business phone etiquette is vital. It’s often the initial communication point between you and your customers that forms a first impression, and it can help boost customer loyalty. Answering calls swiftly and taking messages displays competency, and lets your customers feel cared for. Listening attentively before

responding conveys patience and authenticity; which improves customer relationships. Asking the right questions forms part of good phone call etiquette too, and helps you ascertain whether or not your customers are satisfied.

(3) When you receive a business call follow the following rules:

1. Pick up the phone within three rings to show the caller you are available and willing to answer questions. Use the appropriate greeting when picking up the phone. Say, "Good morning" when answering the phone before noon and "Good afternoon" when answering after 12 p.m. If you work in the evening after 6 p.m., say, "Good evening." State your name, and ask, "How may I help you?" This is a professional way to begin a call.

2. Allow the caller to give his name and what company, if any, he represents. If he fails to do so, prompt him with, "May I ask who's calling?" Then say, "From what company are you calling?" or "How may I help you today?" While the caller is talking, access his computer file if pertinent to search for the needed information.

3. Ask for his account number if he has a billing question. Tell the caller he will be placed on hold if you need a minute to research his account. Promise to return quickly. Find the information needed and pick up the call. Thank the customer for his patience and give the answer to the question.

4. Finalize the phone call by asking the customer or associate if he has any other questions. Answer the additional questions as before and give one final thank you before hanging up. Say, "Thank you for calling the Widget Store. Have a nice day/evening."

(4) When you make a business call you might find the following ideas useful:

1. Gather the necessary information before making the call. Place any script, call list or data before you and review the information. Have ready a pen and notebook for note-taking. These will help you stay on point when making the call and collecting information.

2. Wait for the other party to pick up the call. Identify yourself politely by saying, "Good morning. My name is Lisa Jones from XYZ Corporation. May I speak to Mrs. White?" This method is the most effective because it gives the caller all the information he needs up front.

3. Explain why you are calling when the proper party gets on the line. Give short bursts of information and don't talk too quickly or slowly. Let the speed of the other person dictate your speed. Allow the other caller to respond appropriately to questions and don't interrupt.

4. Solicit answers by using open-ended questions that encourage conversation. Share information about your product or service but don't be too pushy. Ask the other party if he has questions you can answer.

5. Conclude the phone call by finalizing an appointment or sale or by verifying the information you have gathered is correct and up to date. Remind the customer or associate when you will call again and what you will discuss next. Say, "Thank you," and use the person's name. For example, say, "Thank you, Mr. Jones."

(5) Business advisors give the list of telephone don’ts if you want to make phone calls a useful business tool:

* Don’t answer the phone when eating, chewing, or drinking. If a person has anything in his or her mouth it should be swallowed or removed before picking up the phone to either answer it or place a call.

* Never say the words, “I don’t know” when talking with someone on the phone. The ideal response to a question where there is not a definite answer is to say “I’ll check on that for you.”

* When talking to a client or a customer never say anything that can be taken as rudeness. The person who answers the phone should always talk to the caller in the way that he or she would like someone to speak to them.

* A person should never use slang when speaking to a caller.

*Do not transfer a call without informing the person on the phone and asking permission to do so.

(6) Customers often hang up when their calls are not answered rapidly, sending them to your competitors instead. When a customer calls and you don’t take a message if the person they’re looking for is unavailable, you may lose the customer. Not answering politely with a proper greeting displays bad business phone etiquette, and may discourage callers from conducting business with you. Ending calls prematurely is also bad phone call etiquette, potentially leading to disgruntled customers. If you are unable to speak for the duration of the call, request a convenient call-back time from the customer instead.

(7) Satisfied customers often spread the news about great customer service via word-of-mouth, which could lead to more business for you. Alternatively, if they've experienced bad service, they may share that experience and hinder your profits. Your business may also receive either good or bad customer service reviews on social media or online. Negative online publicity could damage your company’s reputation, and you could lose both current and prospective customers, thus hindering your revenue. In fact, continuous bad business phone etiquette could lead to a business shut down. Good online publicity is similar to effective advertising. It attracts new business opportunities and customers, and bolsters business and revenue from existing customers.

1. Put the following headings for each paragraph of the text in the correct order:

* Choosing the right way to communicate – 1
* Inbound Calls
* Telephone don’ts
* How Business Phone Etiquette Impacts Revenue
* The Importance of Business Phone Etiquette
* The Risks of Poor Business Phone Etiquette
* Outbound calls

Text 9

What advice would you give to someone to help them telephone successfully? Work with a partner to make a list of tips. Then read the article and discuss the questions.

Successful Telephoning

Phone calls can often be challenging in your own language, but when you’re speaking a foreign language they are even more difficult. There's no body language to help you, the audio quality is not always perfect, and there is more time pressure than in a face-to-face conversation. Below are some tips to make telephoning in English less stressful.

1. If you have to make a difficult phone call, spend a few minutes preparing first. Think about what you want from the phone call. What might the other person say? Make notes of English phrases you can use during the call.

2. Try to relax. Make sure you have enough time for the call, and don't hurry. It's better to have a successful ten-minute call than an unsuccessful five-minute call.

3. Sometimes receiving an unexpected call can be very stressful. To give yourself some time to prepare for the call, you might want to tell a 'white lie' (I’m sorry. I’m actually in a meeting right now. Can I call you back in ten minutes'?) and call back when you feel more confident.

4. It’s important to make a little small talk with the other person before you talk business, but don’t spend too long chatting. Get to the point of the call quickly. If you're talking to a native English speaker listen for words like *well*, *so*, and *anyway* – these are signals that it’s time to talk business.

5. Speak more slowly and at a lower pitch than you would during a face-to-face conversation. It makes you sound confident, helps the other person to understand you, and calms you down if you are nervous.

6. Don’t be afraid to ask a caller to repeat something (I'm sorry, I still didn’t catch that. Could you say it again more slowly?). It’s better for the caller to repeat

a piece of information five times than for you to write down the wrong information.

7. Smile! Although it sounds strange, the other person can hear if you are smiling – it makes your voice sound friendlier.

1. Answer the following questions.

1. What is the thing you find most difficult on the telephone? How could you make it easier?

2. Can you think of five things you could do to improve your telephoning skills in English? For example, record English calls and listen to them with your English

Teacher, or telephone an English-speaking friend for practice.

Text 10

Watch the video with instructions

https://www.youtube.com/watch?v=YXmL_VY4V_Y

Memorize phone clichés and make a similar dialogue changing some details.

Phone Calls

-Wilson & Wilson. Can I help you? (*How can I help you?)*

- Yes. This is Lin Chan *(name)* from Acme Appliances *(company)*. I'd like to speak to Mr. Wilson if he is available please?

- I'll see if he's available. Hold the line please.

{*To Mr. Wilson*- It's Lin Chan from Acme Appliances}

I'm sorry; Mr. Wilson is in a meeting at the moment. May I take a message?

- Yes, could you ask him to phone me please? My phone number is 2311 *(double one)* 5654.

- I'm sorry. I didn't catch your name.

- Lin Chan. Acme Appliances

- Could you spell it, please?

-Yes L-I-N C-H-A-N)

-I'll check the number. 23115654.

-That's right.

- I'll pass that message on. Thank you.

- Thanks. Bye.

……….

- Acme Appliances. Lin Chan speaking.

- This is Tom Wilson returning your call.

- Ah, yes, Mr. Wilson. Thank you for calling back! I wanted to set up a meeting with you to discuss your requirements for next year.

- Yes, certainly. How about Thursday at 2:30?

- That would be fine.

- Okay, I look forward to seeing you then.

- Thursday 2:30. See you then.

- Good bye!

Text 11

Are you a good listener? Why / Why not? Read the text and say how you can improve your listening skills.

Active Listening Strategies

Active listening strategies can help you to communicate more effectively on the telephone.

*When listening, say words like *right*, *uh huh*, *got you*, *yeah* every few seconds to show that you are paying attention. The other person feels more relaxed because it's clear that you are there and actively listening to them.

*Check each piece of information that the other person gives you – even if you think you have understood everything perfectly, you might have actually misunderstood something the other person said. You can do this by:

• Echoing, in other words by repeating what the other person said, to make sure you understood correctly:

A We can deliver on Tuesday.

B Tuesday. Right.

• Asking for clarification:

A Our address is 40 George 5street.

B Sorry, did you say 40 or 14?

• Reading numbers and other important pieces of information back to the other person:

A My number is 2389 5354.

B Let me just read that back to you. So that's 23895354 .

You can also ask the other person to read a number back if they don't do it themselves: *Can you just read that back to me?*

1. Complete these extracts from a telephone conversation with words from the box.

And your name was	Did you say	Let me just read that back to you
So that's	Sorry, was that	To Poland

Inessa. Well, first of all, how long would it take to ship a consignment to Poland?

George. ___________________ (1)? I would say between a week and ten days by sea. We could also send a shipment via air freight, but that would naturally be more expensive.

Inessa. _____________________ (2) a week to ten days?

George. Yes, that's right.

Inessa. So that's 58 for Gdansk, then 61 345 3.

George. ____________________ (3) 3453 or 245 3?

Inessa. It's 34 53.

George. Right. ________________ (4). It's 00 48 5861 3453.

Inessa. Yes, that's right.

…………………………………………………………

George. Great. _________________ (5) Inessa ... ?

Inessa. Jakubik. That's spelt J-A-K-U-B-I-K.

George. ________________________ (6) Inessa Jakubik. J-A-K-U-B-I-K. Got you.

2. Check that you have understood correctly. Ask about the highlighted information, as in the example. More than one answer is possible each time.

1 I would like to order 50 units. *Sorry. did you say 50 or 15 units? / OK so that's 50 units.*

2 Our address is 98 King Street, Hull. __________________________

3 My phone number is 0912103885. ___________________________

4 The meeting is on Thursday. _________________________________

5 My name is Oliver Prentice. _________________________________

6 The new price is €72.90. ____________________________________

3. Work with a partner to practise spelling. Write a list of place names. Spell names in your list for your partner and write down the names your partner spells for you.

4. Work with a partner to make two phone calls. Look at the useful phrases below before you read information to prepare your phone calls.

Opening the call

I'm calling about ...
I have a question about ...
I wanted to ask about ...
Are you the right person to ask?
Exchanging information
What was your question?
What would you like to know?
Could you tell me ... ?
Checking information
Would you like me to spell that for you?
Did you say ... ?
Sorry, I didn't catch that.
Let me just read that back to you. Let me just check that .

Partner 1.

Call 1

You work for Vector Petroleum. Someone will call and ask about prices and telephone numbers. Look at these extracts from your current price list and internal telephone list and give them the information they need. (The price list is also available on your website www.vec-petroleum.com.)

Price list:

6N148 Optocoupler £0.90

UGN3505W Magnetic Sensor £4.00

75AC965 Transceiver £1 .85

TD2002V Audio Amplifier £5.40

PIC-101 SCL IR Receiver Module £3.00

Contact numbers:

Marketing department +44 193221 676040 Production department +44193221676050

Quality department +44193221676060 Customer service department +44 193221 676070

Purchasing department +44 193 221 6760 80

Call 2 .You work for Alfa Pharmaceuticals. You have received an order from NFT Inc. but you don't have a delivery address. Call NFT Inc. to get the information. You would also like the email address and mobile phone number of the person who placed the order in case you have any more questions.

Partner 2

*Call 1.*You would like to buy some electronic components. Call Vector Petroleum and ask about their prices. (Perhaps they can also send you a price list.)

You also have a problem with a component you bought from Vector Petroleum last month – ask for the telephone number of the customer service department:

TD2002V Audio Amplifier

75AC965 Transceiver

Call 2. You work for NFT Inc. Two days ago you placed an order with Alfa Pharmaceuticals. Someone from Alfa will call and ask about an address. Your business address is: 1207 Huntington Avenue, Suite 142 San Francisco, CA 94090

The address for deliveries is: 1209 Huntington Avenue San Francisco, CA 94090

Your email address is: purchasing@nft-corporation.com Your cell phone number: +1 (202) 841-4588.

Text 12

Read the text about a presentation structure and do the exercises for each part of information

Structuring a Presentation

(1)

Most formal – and many informal – presentations have three main parts and follow the formula:

1. Tell the audience what you are going to say = Introduction.
2. Say it = Main part.
3. Tell the audience what you said = Conclusion.

There are several ways to tell the audience what you are going to say:

*would like + infinitive: Today I'd like to tell you about our new plans. This morning I'd like to bring you up to date on our department.

*going to + infinitive: I'm going to talk to you today about new developments in the R&D Department. This afternoon I'm going to be reporting on the new division.

* will + infinitive: I'll begin by explaining the function. I'll start off by reviewing our progress. After that, I'll move on to my next point.

*will be + verb –ing: I'll be talking about our guidelines for Internet use. During the next hour we'll be looking at the advantages of the system.

(2)

The purpose of the introduction is not only to tell the audience who you are, what the talk is about, and why it is relevant to them; you also want to tell the audience (briefly) how the talk is structured. Here are some useful phrases to talk about the structure:

I've divided my presentation into three (main) parts: a, b, and c.

In my presentation, I'll focus on three major issues.

First (of all), I'll be looking at …, second …, and third … .

I'll begin / start off by explaining… .

Then/ After that/ Next, I'll go on to … .

Finally, I'll offer some solutions.

The most common way to structure a presentation is to have three main parts, and then subdivide them into smaller sections.

The final part of the introduction deals with the organization of the talk: how long it will last ,whether there will be handouts, and how the questions will be handled.

Timing:

My presentation will take about 20 minutes.

It should take about 30 minutes to cover these issues.

Handouts:

Does everybody have a handout/ brochure/ report? Please, take one and pass them on.

Don't worry about taking notes, I've put all the important statistics on a handout for you.

I'll be handing out copies of the PowerPoint slides at the end of my talk.

I'll email the PowerPoint presentation to you.

Questions:

There will be time for questions after my presentation.

If you have any questions, feel free to interrupt me at any time.

Feel free to ask questions at any time during my talk.

1 (for part 1). Complete sentences 1-8 with the correct form of the verb and a sentence ending from below:

~~-you an overview of our present market positions~~
-you on the proposed training project
-you up to date on SEKO's investment plans
-you how the database works
-at business opportunities in Asia
-on our financial targets for the division
-by telling you about what Jane's group is working on
-about EU tax reform

1. give Today I'd like to give you an overview of our present market positions.
2. show I'll best showing____.
3. talk During the next two hours we'll be_______________________________.

4. bring I’d like to____
5. report This afternoon I’m going to _______________________________
6. update Today I’d like to _______________________________________
7. look This morning we”ll be __________________________________.
8. begin Today I’ll ____.

2 (for part 2*)*. Complete the sentences with the words given below, translate the sentences into your native language in written form:

After all areas divided finally start then third

1. I’ll be talking to you today about the after-sales service plans we offer. I’ll ______ (1) by describing the various packages in detail.______ (2).I’ll go on to show you some case studies. ______ (3), I’ll discuss how you can choose the best plan to meet your customers’ needs.

2. I’ve ______ (4) my talk into three main parts. First of ______ (5), I’ll tell you something about the history of our company.______(6) that I’ll describe how the company is structured and finally, I’ll give you some details about our range og products and services.

3. I’d like to update you on what we’ve been working on over the last year. I’ll focus on three main ______ (7): first, our joint venture in Asia, second, the new plant in Zhodino. And ______ (8), our redevelopment project.

3 (for part 2). Complete the sentences with prepositions:

About at for into on of to with

1. Thank you ______ coming all this way.
2. I’ve divided my presentation ______ three parts.
3. First of all, I’ll give you an overview ______ our financial situation.
4. First, we’ll be looking ______ the company’s sales in the last two quarters.
5. In the first part of my presentation I’ll focus ______ the current project status.
6. Point one deals ______ APG’s new regulations for Internet use.
7. Secondly, I’ll talk _______ our investment in office technology.
8. After that I’ll move on ______ the next point.

4 (for part 2). Match the two parts to make typical sentences from the introduction:

1. For those of you who don’t know me,
2. Feel free to
3. This won’t take more
4. I’ll be passing out
5. This part of the presentation will take
6. I’ll start off by giving you
7. There’s no need
8. There will be time

a. to take notes. Everything is on the handout.
b. about 10 minutes.
c. I’m Steve Evans in charge of the software division.
d. ask questions at any time.
e. for questions after my talk.
f. an overview of our product range.
g. handouts in a few minutes.
h. than 20 minutes of your time.

Text 13

Read the text about getting the audience attention and do the exercises that follow.

Getting the Audience Attention

Experts say that the first few minutes of a presentation are the most important. If you are able to get the audience’s attention quickly, they will be interested in what you have to say. Here are a few techniques you can use to start your talk.

Ask a rhetorical question.

Is market research important for brand development?

Do we really need quality assurance?

Start with an interesting fact.

According to an article I read recently, central banks are now buying euros instead of dollars.

Did you know that fast food consumption has increased by 600% in Europe since 2002?

Tell a story or an anecdote.

I remember when I attended a meeting in Paris…

At a conference in Madrid, I was once asked the following question…

Give them a problem to think about.

Suppose you wanted to set up a new call center. How would you go about it?

Imagine you had to reorganize the sales department. What would be your first step?

1. Match the techniques to the examples.

a) tell a story or an anecdote

b) start with an interesting fact

c) ask a question

d) state a problem

1. I wonder if anyone of you here know the answer to this question: What's the most popular holiday destination in Europe for people under the age of 25?

2. When I was on holiday a few years ago in Greece, the owner of the tavern told me that in 20 years' time, the little village where he lived would be a popular tourist resort.

3. Let me give you a statistic: 92% of Americans don't have a passport. Think about the opportunity this presents to the travel industry.

4. We are facing a crisis with our market share. What are we going to do about it?

2. Match items from the three columns to make attention-grabbing openings. What presentation topics could you use each of the openings below for? Choose one of the openings and use it to practice the introduction of a talk.

1.Did you know that	that can't is a four-letter word	Who would you tell first?
2.I read in an article somewhere	Compete with the Chinese?	By eliminating one olive from each salad served in first-class?
3. Imagine	American Airlines saved 40,000 dollars in 1987	Of course we can!
4.Can we really	You won a million euros	I tend to agree with that!

3. Read the presentation situation below. Prepare four different openings using the techniques above. Practice the openings with the partner.

Your company is developing a small car aimed at women. Audience: a group of car dealers.

Text 14

Read the text and say which opinion(s) about presenting visuals you agree with.

Presenting Visuals

Karen Hamilton, Marketing Manager: I think to be effective a good visual must focus on only a few points. It's important not to have too much information on one slide or transparency. Slide overload is bad because people will then spend time reading the slide rather than listening to the presenter. I normally use bullet points to structure information – I never write complete sentences. Headlines are also important.

Keith Saller, Real Estate Manager: In my opinion the presenter is the focus of the presentation – not the visuals. The key purpose for using a visual aid is to help the audience understand the topic better. So the visuals should only be used to support the presenter's message. A process-flowchart slide, for example, helps people understand visually what you are describing verbally. If a visual distracts the audience's attention from what you are saying, it's useless.

Susan Fei, Export Manager: Above all, a slide or an overhead must be readable. If the audience can't read the slide, they will soon give up. That's why font size is very important. It should be as large as possible. I'd say at least 24. And sometimes it's a good idea to use different colours to highlight some points. Using many different colours can be confusing though.

Barbara James, Market researcher: What you say and what you show should always go together 100%. So when you're not talking about the slide, it shouldn't be visible. I always switch off the display when I'm talking about something that has nothing to do with the slide. If people are busy looking at the slide, they aren't listening to what you're saying. It's better to use the B-key to return to a black screen or replace the slide with some form of "wallpaper" such as a company logo.

Javier Sanchez, Financial Analyst: For me it's very important that the presenter *speaks* to the audience and *doesn't read* to them! The speaker must make eye-contact and not watch the monitor or screen while he or she is talking.

I think it's extremely boring when someone just reads slides word for word as if it were an essay or something.

Tony Benetti, Media Consultant: It's called "Death by PowerPoint" when people use so many sound effects and animations that the audience's attention is completely taken away from the delivery of the message. I think PowerPoint is a fantastic tool, but just because it has so many effects you don't have to use them all. Overuse is overkill here.

1.What kinds of tools and visuals do you normally use in your presentation? What tips can you think of for using visuals effectively?

2. Draw an example of the following visuals in your notebook.

1. bar chart
2. table
3. technical drawing
4. flow chart
5. map
6. (line) graph
7. pie chart
8. organizational chart/ organigram

Which of these visuals would you choose to describe: a. your company's market share b. the steps you should follow from order placement to delivery of a product c. your company's new organizational structure?

3. Study the verbs that can be used to describe graphs and bar charts, read the example text and fill in the gaps in the text that follows:

to go up / to go down
to increase (steadily, rapidly)/ to decrease
to rise / to fall
to climb (slightly) / to decline
to get better / to get worse
to stay the same
to reach a peak / to reach a low

This bar chart shows sales of Samson phones from January to June last year.

In January last year, Samson sold 50,000 phones. In February, sales rose to 175,000. Sales in March fell from 175,000 to 100,000 units. In April, sales increased by 200,000 units to 300,000 units and in May they stayed the same. Then in June, sales went up by 250,000 units to 550,000 units.

Complete the text describing the bar graph.

Sales of Samson mobile phones from July to December last year.

In July last year, Samson sold 400,000 phones. In August, sales (1)........... 250,000. Sales in September (2)............In October, sales increased (3)............50,000 units to 300,000 units and in November they rose (4) ....300,000 (5)..........350,000 units. Then in December, sales went (6)............by 250,000 units to 600,000 units.

4. Study useful expressions to talk about visuals and match the two parts to make sentences.

Talking about Visuals:

Let’s now look at the next slide that shows…

First, let me quickly explain the graph.

You can see that different colours have been used to indicate…

The key in the bottom left-hand corner shows you …

Highlighting information:

I’d like to start by drawing your attention to…

What I’d like to point out here is…

I think you’ll be surprised to see…

I’d like you to focus your attention on …

Let’s look more closely at…

1. Let's now have a look 2. The black line gives us 3. Each line on the graph indicates 4. In the upper right-hand corner 5. The graph on the following slide 6. Now I'd like you to take 7. The names of the new models are listed 8. You can see the test results in the 9. This aspect of the problem is illustrated 10. I’d like to draw your	a. shows our revenues since 2004. b. the next pie chart. c at how the new division will be structured. d attention to the figures in the left-hand column. e you can see the specifications for the TP model. f the sales figures for the VW Fox. g table on the right. h a look at the next slide. i the production output of a different product. j across the top.

Text 15

Read the American presentations guru Charlie F. Elroy’s strategies for good presentation conclusions and answer the questions that follow:

Strategies for Good Conclusions

1. Make a good last impression!
2. Don’t forget that last impressions are just as important as first impressions.
3. I personally think the end of your talk is even more important than the beginning because people tend to remember most the last thing that they are told.
4. Make them listen!
5. When you move from the main part to the conclusion, use a sentence that signals to the audience that now they really have to sit up and listen!
6. Make a lasting impression!
7. Your conclusion is the place to make sure that you have planted the key ideas of your talk in your listeners’ minds. Don’t miss this opportunity!

Here are some of my strategies for effective conclusions:

1. Summarize the main points

This is the most widely used method but boring! However, sometimes you will find it's the best strategy. Just sum up the main points you have covered in the middle section.

2. Quote a famous person

Quote something from a famous person that fits the content of your talk and use it as a final statement. You can find lots of quotations on the Internet. If you can’t find one, make it up. As long as it fits, no one will ever know.

3. Ask a provocative question or make a surprising statement

Ask a question which surprises, shocks or provokes your audience – anything to make them think and to make a lasting impression. Or you can just say something unusual, unexpected, or even shocking to help support your key points.

4. Use the ‘sandwich’ technique

Think of your presentation as a sandwich with two slices of bread (introduction + conclusion) and the cheese in the middle (main part). The ‘sandwich’ strategy means that you have a connection between the beginning and the end of your talk. If, for example, you start telling a joke or (funny) story in the introduction, stop at an exciting moment and move on to the main part. Then finish the story/joke in the conclusion.

5. Thank the audience

Forget standard phrases such as 'Thank you very much for your attention’ or ‘Thank you for listening’. After a good presentation, it is the audience who should be thanking you!

1. Answer the questions:

Which tips do you think are the most useful? Which are not useful at all? Why do you think that?

Can you think of any other strategies for making good conclusions?

How might cultural differences between you and the audience affect the way you end a presentation? Do you remember a conclusion you found particularly effective? What did the presenter do?

Text 16

Before you read work with a partner. Ask each other the questions below and make a note of the answers. Then tell the class what you found out.

Dealing with Questions

1. Do you prefer questions during or after the presentation? Why?
2. How do you feel about the question period at the end of a presentation?
3. How do you prepare for the question period?
4. How do you deal with questions you don't want to answer?
5. What do you do if you can’t answer the question?
6. How do you deal with dominant participants?
7. Do you remember a presentation in which questions were handled well/badly? What do you think went right/wrong?

Study useful information about dealing with questions and do exercises that follow

*Asking for clarification

If you do not understand the question, politely ask the person to repeat or explain it.

I’m sorry. Could you repeat your question, please?

I’m afraid I didn’t quite catch that.

I’m afraid I don’t quite understand your question.

*Avoiding giving an answer

Sometimes you may not want to answer a question, perhaps because it’s the wrong time for it or the question is irrelevant. When avoiding giving an answer, make sure that your tone of voice is friendly and your reply is polite.

If you don’t mind, I'd prefer not to discuss that today.

Perhaps we could deal with this after the presentation/at some other time.

I'm afraid that's not really what we're here to discuss today.

*Admitting you don't know the answer

If you don't know the answer to a question, be honest and say so. Offer to find out or name a person who can answer the question.

Sorry, that's not my field. But I'm sure Peter Brett from Sales could answer your question.

I'm afraid I don't know the answer to your question, but I'll try to find out for you.

I'm afraid I'm not in a position to answer that. Perhaps Olga could help.

*Dealing with interruptions

Sometimes you may be asked questions during the presentation, even if you have asked the audience to wait. Whereas some questions can and should be answered quickly (for example, when a participant hasn't understood something you've said), you might prefer to postpone unwelcome questions or comments.

If you don't mind, I'll deal with this question later in my presentation.

Can we get back to that a bit later?

Would you mind waiting with your questions until the question and answer session at the end?

After answering questions, especially those that require a longer answer, it is sometimes necessary to remind the audience what you were talking about before the interruption.

Before we continue, let me briefly summarize the points we were discussing.

So, back to what I was saying about.

*Reforming questions

It is sometimes necessary to reformulate a question (i.e. say it in another way) before answering it. This not only gives you time to think, it also allows you to make sure you have understood the question. With a large or noisy audience, it allows the other participants to hear the question (again) and finally, it gives you the chance to change.

You can use the following phrases and the techniques in the table below to reformulate questions:

I see. So, what you're asking is:...

If I understand you correctly, you want to know...

OK, let me just repeat your question so everybody can hear it.

If I could just rephrase your question...

The question is:	You reformulate to make it:	By:
negative *Isn't there a better*	positive *What would be a*	leaving out negative words such as *no, never,*

solution?	*better solution?*	*none*
aggressive *Do you honestly believe we can get the contract?*	neutral *You're asking whether I think it is possible to get the contract*	avoiding words which sound aggressive or have a negative meaning such as *honestly, really, disaster*

*If you know your topic well and know who your audience is. it is possible to anticipate most of the questions that will be asked. When preparing your presentation, always try to make a list of questions you expect to be asked. Some of the most common questions will be something like:

What has to be done? *How long does it take?*
How much does it cost? *Is there a deadline?*
What are the alternatives? *Do we get support?*
Who will be responsible? *What can go wrong?*

1. Match the parts to make sentences:

1. Good point, but I'd prefer	a) your question please?
2. Perhaps we could	b) deal with this at some other time.
3. Could you repeat	c) off the top of my head.
4. I'm afraid that's	d) not to discuss that today.
5. I'm sure Ms. Major	e) answer your question?
6. Sorry, I don't	f) not my field.
7. I'm afraid I don't know that	g) could answer that question for you.
8. I'm afraid I'm not	h) in a position to comment on that.
9. Does that	i) quite understand your question.

Now decide which of the sentences above you can use to

a) *ask for clarification:*
b) *make it clear you don't want to answer the question:*
c) *admit you don't know the answer:*

2. Reformulate the following questions using the techniques and phrases in the text above.

1. *Are you really sure we can meet our deadline?*
2. *Do you honestly think we can rely on them?*
3. *Won't we get support from headquarters?*
4. *Isn't there a better way to reduce costs?*
5. *Do you really think this will work?*

Text 17

Read the text about presentation mistakes and prepare a list of tips to prepare a good presentation.

10 Most Common Presentation Mistakes

1. Lack of Preparation

Too often a good presentation is ruined because the speaker has not taken the time to prepare. Preparation involves attention to both the personal and professional aspects of the presentation. Personal elements include body language, voice, and appearance. Professional aspects include researching the subject, organizing the content, and preparing the visuals. So, whether your presentation lasts for five minutes, five hours, or five days, you owe it to yourself and your audience to prepare thoroughly.

2. Poor Use of Visuals

Visuals should enhance your presentation, not detract from it. Most business people around the world today have learned how to use PowerPoint technically, but not professionally. Slides are overcrowded, unattractive, and inconsistent. They are loaded with lengthy, unnecessary words, written in sentences, instead of bullets. They include detailed information that should be provided to participants in the form of handouts. They underutilize the power of images. By taking the time to learn how to create powerful visuals, you will have a creative edge over the competition.

3. Inappropriate Humor

Off-color jokes could doom your presentation, because you are taking the risk of offending someone in the audience. Humor is culture-sensitive. What is considered funny in one part of the world may be considered private and taboo in another. So, avoid using humor in professional presentations, and consider other ways of breaking the ice and establishing rapport with your audience members.

4. Inappropriate Dress

The best advice is to dress conservatively so that the audience can pay attention to what you are saying, not what you are wearing. In your private life, feel free to express your individuality. In professional arenas, it can be disastrous to show your true colors. Like it or not, professionals around the world expect to see you dressed a certain way. It is best not to surprise them; otherwise they will be concentrating on your unusual appearance instead of your worthwhile message. Women in particular should be extra careful to present a professional appearance, and stay away from low necklines, short skirts, jangly jewelry, wacky hairstyles, and flashy colors.

5. Not Knowing the Audience

Find out the size and demographics of your audience beforehand. What are the ranks and positions of the people who will be attending? Who are the decision-makers? How much knowledge do they have of the subject you will be presenting? What is their native language? What other cultural expectations or protocol should you be aware of? By considering such factors beforehand, you increase the effectiveness of your presentation dramatically.

6. Non-Functioning Equipment

Since so much of our business world is dependent on technology, always check your equipment beforehand. There is nothing more frustrating than malfunctioning equipment, which can cause unnecessary delays and frustration. One solution is to have a printout of your visuals for yourself. That way, you will have the necessary information you need to deliver a presentation, even if you do not have the necessary equipment. If you solve the problem in this way, you will also gain the empathy and appreciation of the audience, who may have been in your shoes at some point in their own professional careers.

7. Starting or Ending a Presentation Late

Like you, the members of the audience have time restrictions. Respect them. In the United States and Canada, the mark of a professional is one who starts and finishes the presentation on time. However, time is viewed differently in eastern and western cultures. When traveling or presenting in an international context, consult a local partner or colleague to find out what is considered “normal”, even if it seems strange or differs from your own practices back home.

8. Using a Monotone Voice

Your voice is the primary means of communicating with your audience. No matter how interesting your material, if you speak in a monotone voice, you will lose your audience. An effective voice should be vital, audible, and clear. Of course, voice will be affected by age, gender, physiology, health, motivation, and past experience. Nevertheless, people of all kinds can learn how to make their voices more effective by learning about voice production, breathing techniques, vocal exercises and voice care. If necessary, work with a voice coach to learn how to improve your voice.

9. Too Much Material in Too Short a Time

If you have too much material, cut back or cut out. It is annoying and pointless for a speaker to try to rush through a presentation. If you have strict time restraints, be selective about what information to include. Pass on extra information in the handouts. Remove a number of detailed slides and keep only the most basic ones. Allow for the fact that you may have less time available to make your presentation due to interruptions, malfunctions, delays or other circumstances.

By restricting the information flow, you will have a greater impact on your audience. They will remember more and be in a better position to speak to their superiors or take action on your recommendations.

10. Not Clarifying the Topic

Make sure you know clearly what you are expected to speak about. Second, don’t assume the audience knows what you are going to speak about. To avoid confusion, always include information about the topic of your presentation in your introduction. Get into the habit of saying, “Today, I’ll be explaining…” or ”My presentation today will show…” Do this without exception. Some members of your audience may also be global learners, who need to know the destination before they can follow along the detailed path of your presentation.

Unit 2. Official formal correspondence

2.1. General rules of business correspondence. Structural elementants of an official business letter

Communication is more than just a matter of speaking and hearing, especially within a business setting. Written communication is no less important than a verbal one. Official formal correspondence is an essential part of any business.

<u>Business correspondence</u> *is the form of written communication used for business purposes. It is the formal way of exchanging information with the help of which professional relationships are maintained between organizations, employees, and clients.* Business correspondence is crucial in realizing organizational goals. Meeting people personally can be quite a time-consuming job hence business correspondence helps business affairs.

In the business community there are six most common kinds of business correspondence: *internal*, *external*, *sales*, *personalized*, *routine and circulars*, based on different goals, the content and the form of business letter writing.

One of the most important forms of non-verbal written communication in business is business letter writing.

<u>A business letter</u> *is a legal document between the interested parties. It is a message written in formal language to a person or a group within a professional setting. It is usually used for business-to-business, business-to-client, or client-to-business correspondence. Business letters serve only one purpose that is why there* *are many types of business letters, for example an inquiry letter, the letter of offer, the letter of order, the letter of complaint and many others.*

Business letter writing has its own rules, the implementation of which helps to maintain a business reputation and establish effective communication.

Business letters should be

- ***Clear***. Both the structure and the content of the letter should be quite understandable.

- ***Complete***. Business letters should be brief but at the same time get straight to the point.

- ***Concrete*****.** Don't say, "The large order that we requested has not arrived." Say, "The order for 10,000 basins that we requested on May 3, 2021, hasn't arrived in fixed time as of June 2021."

- ***Correct*****.** Correct grammar, spelling and punctuation help to avoid misunderstanding and serve as the keys to effective communication.

There are three commonly used format styles:

- **Full block format** – Every part of the letter starts at the left margin, with spaces between each part. Full block format is the simplest and the most widespread.

Use the link below to see the sample business letter written in block format [http://www.savvy-business-correspondence.com/BlockBizLetter.html];

- **Modified block format** –The return address, date, complimentary closing and the signature line are placed slightly to the right of the center of the paper.

Use the link below to see the sample business letter written in modified block format [http://www.savvy-business-correspondence.com/ModifiedBlockBizLetter.html];

- **Semi-block format** – It is not really popular in the business world, as the structure is rather complex.

Use the link below to see the sample business letter written in modified block format [http://www.savvy-business-correspondence.com/IndentedBizLetter.html]

The structure of a business letter

I. Sender's address contains

- the writer's name or the name of the organization
- the street address
- city, state and zip code
- country
- *email address (optional)*
- *website address (if any)*
- *Telephone Number (optional)*
- *Trade Mark or logo of the business (if any)*

II. ***Letter date*** is written just below the sender's address, and lets the recipient know when exactly the letter was written. The standard date-line in the USA is month / day / year (March 15, 2011). In Europe, however, the most widely used format is day / month / year (15 March 2011). But in general the date may be written in any of the following ways:

- 4th July 2005
- July 4, 2005
- 4/6/2005
- 4-6-2005
- 4.6.2005

III. ***Inside/recipient's address*** includes:

- the name of the person you are writing to
- job title of the recipient
- the name of the company
- the street address
- city, state and zip code, country

IV. ***Subject of the letter*** – It is a brief statement mentioning the reason for writing the letter. It should be clear, eye catchy, short, simple, easy to understand.

It attracts the attention of the receiver immediately and helps him to know quickly what the letter is about.

V. ***Greeting or salutation*** contains the words to greet the recipient. People don't usually get upset if you don't address them with the proper salutation, but they notice and appreciate it when you do. The greeting ends with a colon (:) or a comma (,). There are different ways you can greet a person depending on the type of relationship between you.

- Dear Elizabeth (John);
- Dear Elizabeth Smith (John Read);
- Dear Mr. Read;
- Dear Miss Smith (is used when addressing a girl or unmarried woman);
- Dear Mrs. Smith (is used when addressing a married woman);
- Dear Ms. (z) Smith (is used in front of the surname of a married or unmarried woman);
- Dear Sir(s);
- Dear Madam(s):(may be followed by title, such as Dear Madam Chairperson);
- Ladies and Gentlemen;
- Dear Personnel Director;
- Dear Sir / Madam (if you don't know whether the recipient is a man or woman);
- To Whom It May Concern.

VI. **Body of the letter** is the main part of the letter. This is the place where you will share information and ideas with the person to whom you are writing. Body of the letter has at least three paragraphs.

- ***Opening part*** - It is the introductory part of the letter. In this part, attention of the reader should be also drawn to the previous correspondence, if any.
- ***Main part*** - This part states the main idea or the reason for writing. It must be clear, precise, complete, and to the point.

- ***Concluding part*** – It shows the suggestions or the need of the action. The closing of the letter shows the expectation of the sender from the recipient.

VII. **Complimentary close** is a polite way of ending a letter, written in accordance with the salutation. Notice that only the first letter is capitalized, and it is always followed by a comma. The most generally used closings for business letters are the following:

- Perfectly yours,
- Best wishes,
- Best regards,
- Cordially (yours),
- Sincerely,
- Yours truly,
- Very truly yours,
- Faithfully yours,
- Respectfully,
- Yours,

Pay attention to the fact that

"*Sincerely*" can be used in a letter only if it starts with the surname of a person you are writing to;

"*Yours faithfully*" is used only in British English, when you don't know the person's name.

VIII. **Signature block.** Usually, you type your name four lines below the complimentary close, and sign your name in between. Include your title or the name or the position you hold just below your name.

IX. **Enclosures** – show the documents attached to the letter. Those can be cheques, draftы, bills, receipts, invoices, etc.; usually listed one by one.

- Encl: Resume
- Encl: Curriculum Vitae
- Encl: Current Price List

X. Copy Circulation – it is needed when the copies of the letter are sent to other people. It is denoted as “cc”, for example:

- Cc: The Chairman, Electric Supply Corporation
- Cc: The Director, Electric Supply Corporation

XI. Postscript (optional)

The "PS" highlights additional information that might have been placed in the letter but for some reason was not. Often used in sales, promotional or personal letters, the postscript can emphasize a request for action or consideration. It is often the first thing the recipient reads. Postscripts are especially effective in sales letters (a letter sent to potential customers to introduce certain products) or form letters (a circular letter, for example an invitation letter or a reminder of payment).

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1st May 2022

Calista Merritt
HR manager
Southeastern Louisiana University
5470 Posuere Ave
Hammond LA 58520
USA

Subject: Invitation to Liberal Arts department workshop

Dear Calista Merritt,

I am writing this letter to inform you about the Liberal Arts department workshop which is going to be held on April 19th, 2019. With this workshop, the employees under the Liberal Arts department will have the opportunity to interact with important business leaders in our locality.

This workshop will be conducted at the Plaza Student Center at Delhi University. This event will start from 10 a.m. and will last for 3-4 hours. A table can be reserved for the interested employees before the workshop upon doing the registration.

Thank you for your time and hoping to hear from you sooner.

Sincerely,

Zephaniah Sanders
Zephaniah Sanders
PR manager

- ✓ ***Sender's address contains***
- ✓ ***Letter date***
- ✓ ***Recipient's address***
- ✓ ***Subject***
- ✓ ***Salutation***
- ✓ ***Body***
- ✓ ***Complimentary close***
- ✓ ***Signature block***

1. Match six most common kinds of business correspondence to their definitions.

1. ***internal correspondence***
2. ***external correspondence***
3. ***sales correspondence***
4. ***personalized correspondence***
5. ***routine correspondence***
6. ***circulars***

a) the correspondence between two legal institutions or individuals who are not of the same organization, such as a customer and suppliers, banks, educational institutions, government departments, etc.

b) the correspondence related to the sales such as discount letters, sales letters, sales reports, invoices, confirmation of orders, delivery letters, statement of accounts, etc.

c) the correspondence based on emotional factors such as letters of request, recommendation letters, congratulations, letters of gratitude, appreciation notes, etc.

d) the correspondence on routine manners. Such correspondence is generally made for inquiries, orders, replies, acknowledgments, invitations, or appointment letters.

e) the correspondence related to common matters and addressed to a large number of people, or firms such as notices of tenders, changes in contact information, an opening of a new branch, an introduction of new products, etc.

f) the correspondence between employees, departments, or branches of the same company. It can be formal or informal. For example, a formal request for approval, a memorandum, etc.

2. Decide which category each type of business correspondence belongs to. Pay attention that some types can belong to 2 categories.

1. internal correspondence ***2. external correspondence*** ***3. sales correspondence*** ***4. personalized correspondence*** ***5. routine correspondence*** ***6. circulars***	a) memorandum b) contract c) sales letter d) fax e) letter of order f) appointment letters g) discount letter h) letter of gratitude i) notice of tender

	j) congratulation letter k) University promotion letter l) notices of change in contact information

3. Arrange all the parts of the letter properly.

a. Kevin Green, Human Resources Manager

Florida Cafeteria
446 E Sugarland Hwy
Clewiston, FL <u>33440</u>

b. Food For The Poor is one of the largest international charity organizations based in the U.S. Established in 1982, our goals are to improve the health, economic, social and spiritual conditions of the men, women and children in the whole world. Our organization currently operates four shelters serving 75 young people each night. Our major goal is to convince these young people to continue education, become employed, and return home.

c. Dear Mr. Green:

d. 

Stephen M. Kearney
Chief Financial Officer

e. With regard to your advertisement in Clewiston News of January 15th, 2012 we would ask you if you still have any vacancies in your cafeteria.

f. Would you please inform us if it is possible to employ any of our youngsters? Any position you suggest will do. Your prompt answer would be appreciated.

g. Food For The Poor

6401 Lyons Road
Coconut Creek, FL 33073

h. We know that your company's views on charity and volunteer work coincide with ours. By working together, we can help people in need. We believe that our common activity will inspire and give faith to the lost regardless of race or status.

i. February 1, 2012

j. Respectfully,

4. Read the letter below and comment on its layout, structure and style (formal / informal). Which structural components are missing? Is the content clear and complete? Is the information concrete? Are there any grammar, spelling and punctuation mistakes?

Fine Foods Ltd.
10 Bridge Street
London
SW10 5TG

Hello Mr. Roger Jones:

I got the letter you sent on 1st September, and the stuff about the stock control system you make. It sounds great for us, but I want to check some things before we buy it. You said the system is bang up-to-date, but what happens if you update it again soon? Do we get money off the new one? You said it takes 3 weeks to install the system – that's too long! Can't you do it any quicker? Hope you can reply soon, we're in a bit of a hurry.

Thanks,

Janet Brown

Rewrite an inappropriately informal business letter in a more appropriate formal style.

2.2. Social letters

Social letters are integral part of the business correspondence. ***<u>Social letters</u>*** *are the letters written on the occasion of a special event. Even though the social letters are not directly concerned with business, they are important as they maintain and improve good relationships between employers and employees as well as between business contacts.*

There are a lot of different types of social letters. For example, anniversary letters, congratulations and thank you letters, apology letters, appreciation letters, invitation letters, condolence letters, retirement announcement letters and so on.

A social letter is a business letter and therefore has the same basic structural elements.

Invitation letters

<u>Invitation letters</u> *are used for all but the most formal of occasions – weddings, graduations, formal dinners, conferences. They can be formal, semi-formal and informal in style. Whatever the form, it is essential, for the desired impression, that an invitation contains the following elements – date, time, purpose, and degree of formality – which let the recipient know what is to be expected of him or her.*

A formal invitation, usually in the form of a letter or a printed card, is written in the third person. It should, in addition, includes the R.S.V.P. notation. This abbreviation stands for ‘respondez s’il vous plait’ or ‘please, let us know if you plan to attend’.

The ability to make invitations, as well as to respond to them appropriately is very important. Moreover, understanding how to decline invitations with grace and politeness helps to navigate social situations without causing misunderstanding or offence.

Sample letters

Invitation letter

Accepting an invitation

Refusing an invitation

> Dear Mr Odensa,
>
> Our Chairman thanks you very much for the kind invitation you sent to attend the reception being held next month at your embassy.
>
> Although he would have liked to have come, he will be in America at that time. However, he sends you his best wishes and apologies for not being able to attend, and hopes that you will send another invitation at some future date, when he does not have any commitments.
>
> Yours sincerely,

Congratulation letters

<u>Business congratulation letter</u> *is a letter written to a person or a firm congratulating for achieving success in the industry or a new venture. The occasions for congratulatory messages are numerous: promotions, appointments, awards, marriages or graduation days. The motive or aim for writing such a letter is to appreciate and congratulate the concerned person and to express his gratitude as well as to show a sign of good gesture. On the other hand, the recipient feels special, praised and motivated after reading the letter. Congratulations can be formal and informal.* They are best given directly, not by someone on your behalf.

The body of the letter of congratulation should begin with the expression of congratulations, mentioning the reason for it and expressing goodwill at the end.

Dear Mr Carrington,

I would like to offer my congratulations on your being elected chairman of our Trade Association.

No one has done more to deserve the honour, or has worked harder to promote our interests. You can count on me and my company to give you any assistance you require in your term of office, and I wish you every success for the future.

Yours sincerely,

Letters of Thanks

<u>Letters of thanks</u> *are written to express your appreciation when a customer, a supplier, or some other business contact has sent you a gift, done you a favor, shown you the hospitality and etc. Thank-you letters, if well written, are an excellent opportunity to further fruitful business relations and friendship.*

The body of the thank-you letter should begin with the reason for thanking the person, making it clear that you appreciate her or his sincere compliment, and to end with the expression of a desire to continue joint business relations in future.

Dear Mr Deksen,

Thank you very much for assisting Michael Hobbs while he was in Oslo.

I know he has already written to you expressing his gratitude, but I would like to add my own appreciation. The introductions you made for him and the contacts and information he gained will be extremely useful in our Scandinavian export programme.

If I can offer you any similar service in the future, please contact me.

Yours sincerely,

1. Read the invitation and fill in the chart below.

Dear Ginette Hughes: The company is having a buffet dinner at 6 P.M. next Friday 20 December for the Christian employees and their friends. So I immediately thought of you. Please come and join in the fun. Don't bring anything but yourself and be prepared to sing the whole night long because David is going to bring his guitar to back us. Let Julia know by Tuesday if you can make it so that she will have an idea of how much stuff to order. Thank you. Sincerely, Richard Davies R.S.V.P.

1. Who is the letter addressed to?	__________________
2. Who wrote the invitation?	__________________
3. Is it a formal or an informal invitation?	__________________
4. What occasion does the letter mention?	__________________
5. Who else was invited?	__________________
6. Details:	
• date	__________________
• time	__________________
• degree of formality of the party	__________________

2. Put the parts of this letter of congratulation on a promotion (a – e) in order (1 – 5):

a) My fellow directors and me are delighted that the many years of service you have given to our company should at last have been rewarded in this way.

b) Sincerely yours, Fred Vargas

c) Dear Dr. Roberts,

d) I would like to convey my warm congratulations on your appointment to the Board of Electrical Industries Ltd.

e) We all join in sending you our very best wishes for the future.

3. Complete Mr. Schulz's thank-you letter to his Qatari host by putting one phrase (a – h) in the correct gap (1 – 9). One gap doesn't need anything:

Dear Mr Amin, **(1___)** for a most enjoyable visit to Doha. **(2___)** to see the city and the fort and **(3___)** the meal in your beautiful restaurant along the Corniche. **(4___)**. All of your staff were extremely courteous and **(5___)** with their knowledge of irrigation technology. **(6___**) to see the destination plant. **(7___)** to Mr Ashraf Zanaty for taking so much time to guide me around. **(8___)** in due course regarding your decision on our irrigation equipment. **(9___)** for making my stay in Qatar such a pleasant experience. Yours truly, Helmut Schulz	**a)** Finally, thank you once again **b)** I am writing to thank you **c)** I especially enjoyed **d)** I look forward to hearing from you **e)** I was also very interested **f)** I was most impressed **g)** It was most interesting **h)** Please extend special thanks

4. Write a letter making use of one of the situations:

✓ You are a former high school student trying to organize a reunion with classmates of ten years ago. Write a letter inviting them to the event. Include the following notes:
Venue – Queen's Hotel
Date – Saturday, 12 September
Time – 8:00 p.m.
Dress – formal

✓ An annual event was recently held in your area. Now you want to write to the organizers of this event congratulating them on a successful production. In your letter give the details of the event, mention what you liked the most about the event, make a polite criticism of something you thought could be improved. Begin your letter as follows: Dear Sir or Madam,

✓ You are on the committee of a local charity organization which recently held auditions for its annual fund-raising variety concert. You have been asked to write a letter to one of the groups who auditioned, thanking them for taking part and expressing your opinion of their performance.

2.3. Business letters. Main types of business letters and their functions

A business letter is a medium to exchange and relay information with and to clients, customers, and other external parties. The ability to communicate effectively in writing is essential in business. There are various types of business letters. Based on the purpose of a business letter, the following types are the most common: inquiry letters, letters of offer, order letters, acknowledgment letters, letters of complaint, adjustment letters and apology letters and etc.

Inquiry Letters

The most common business letters are inquiries and replies to them.

A letter of inquiry *is a kind of document sent to an individual, or a company requesting additional, or some specific information about a product, service, or promotional materials. In such kind of letters, the sender always expects the feedback from the recipient to be shared.*

An inquiry (also spelt enquiry) is sent when a businessman wants:

- to get more information concerning a product or service;
- to know if the goods are available right now;
- to specify delivery dates;
- to get information about the terms of payment and discounts, the methods of transportation and insurance;
- to get the catalogues and samples of goods.

When you ask for catalogues and brochures it is not necessary to give a lot of information about yourself or your company. When you ask about goods or services or you want to learn more about companies you are planning to do business with, be prepared to write a long message specifying exactly what you want.

Sample Inquiry Letter

ABVS Inc.
1228 Sherbrooke Street West
Montreal, Quebec H3G 1H6
Canada

January 10, 2022

Jeff Allen, Export Manager
Wines of California, Export Marketing Company
11777 San Vicente Blvd.
Los Angeles, CA 90049

Dear Mr. Allen:

I am writing in reply to your sales letter to inquire some information about your products.

We are a large store in the Center of Montreal and are interested in importing wine from California. We are mostly interested in Cabernet Sauvignon, Chardonnay, Merlot, Pinot noir and Sauvignon blanc.

Would you kindly quote your prices and terms of delivery?

If your prices are competitive we will order regularly. There is a large market here for your products.

I would appreciate a prompt reply.

Yours,

Fiona McDuff

Fiona McDuff
Chief Buyer

Structure of the body of the letter of inquiry:

Body	*Examples*
1. Indicate where you've learnt about the company and its goods or services.	I am writing in reply to your sales letter (advertisement). I am writing with reference to the advertisement in … Regarding your advertisement (ad) in ... With regard (reference) to your advertisement in … of…, we would ask you… We read your advertisement in… We have seen your current catalogue showing … You were recommended to us by Kim Conrad. We have heard of your products from… Some of my business partners spoke very highly of you.
2. Give some information about your company.	There is a large market here for your products… We are a developing company… Our company is a subsidiary of Mini World Trade Organization and we specialize in … We are one of the main producers of industrial chemicals in Russia, and we are interested in… Our company is mainly concerned with…
3. State the purpose of your letter.	I am writing to inquire information about … We are interested in buying (importing)… We would like to have further details about… We would be grateful for detailed information about .... We are planning the reorganization of our e-business and would like some information about… Please send us samples of your products. Please send us your catalogues (leaflets)… Could you please send me a course catalogue and schedule? Would you please inform us if it is possible to deliver…? Please let us know what quantities you are able to deliver till… Would you kindly quote your prices and terms of delivery (terms of payment)? Please inform us (let us know) as soon as possible … I would be grateful if you could send me some information about ...
4. Express hope for further cooperation.	If your prices are competitive we will make regular orders with your company. If the samples meet the standards we will order from you. If your equipment meets our requirements we will regularly order from your company. We look forward to your early reply. I look forward to hearing from you (= receiving your reply). I look forward to meeting your colleagues next week. I look forward to receiving a catalogue from you. Your prompt answer \ reply will be appreciated. We would be grateful for an early reply. An early answer would be appreciated. Thank you for your attention. We hope to hear from you in the near future.

Letters of Offer

In reply to your inquiry about a particular kind of product or service, you will receive an offer from the supplier, if he/she has the goods you are interested in. Usually an offer is accompanied by samples, brochures, catalogues and pricelists.

Sample Letter of Offer

Wines of California, Export Marketing Company
11777 San Vicente Blvd.
Los Angeles, CA 90049

January 13, 2012

Fiona McDuff, Chief Buyer
ABVS Inc.
1228 Sherbrooke Street West
Montreal, Quebec H3G 1H6

Dear Ms. McDuff:

We thank you for your letter of January 10th, and are glad to inform you that all the items listed in your inquiry are in stock. It is good for you to take so much interest in our products as California wine has gained world recognition for many fine wines due to the wealth and variety of soil conditions and micro climates that exist here.

Our company is one of the largest suppliers of wine in the USA and therefore our prices are lower than those of our competitors'. We are glad to inform you that we can quote you a discount of 7% for orders over a 1000 bottles, increasing to 12% on orders over 2000 bottles. I call your attention to the fact that the price covers packing and transportation expenses. Please find enclosed our catalogue with the latest price-list. Moreover, we are enclosing details of our terms of payment.

We can guarantee delivery to Montreal in 2 weeks' time after placing an order with our company. If you require the items urgently, we will send them by air, but this will, of course, result in higher freight charges.

We would be pleased to add you to our list of customers and could promise you excellent products and prompt supplies. Please do not hesitate to contact us if you need any further information.

Hope for future cooperation.

Respectfully yours,

Jeff Allen
Export Manager

Encl: Catalogue, price list

The body of a standard offer usually contains the following parts:

	Examples
1. Introductory part in which the sender thanks his correspondent for an inquiry.	Thank you for your letter of May 19 in which you... Thank you for your inquiry of May 22, 2011 regarding our new course of Business English. I am writing in reply to your letter of May 22 in which you asked if we …. As to your inquiry of … we are informing you that… We were pleased to learn your interest in… We are most pleased that you want to buy… We are glad to say that … It is good for you to take so much interest in our work.
2. Informative part in which the sender answers all the questions of the potential buyer, providing basic information on prices, terms, conditions and etc. As a rule, a seller never misses a chance to make some additional offers.	We enclose our catalogue with the latest price-list. We are pleased to enclose our current catalogue. We have pleasure in enclosing our current price-list. Please find enclosed a brochure. I am enclosing a report. Enclosed you will find our catalogues with current price list for retailers. Our detailed catalogue will demonstrate the wide range of our products. The price covers packing and transportation expenses. As you can see from our price-list, our prices are at least 3% lower than market prices. We can give you a 5% discount. We take pleasure in sending you the desired samples and offer… All our products can be delivered at the shortest possible time. I especially call your attention to… We draw your attention to pp.14-17 in our catalogue where … Besides the above-mentioned goods our company also produces… The model … will meet most of your requirements. I regret to say that we no longer produce the model you refer to. I am very sorry we cannot be of help to you. I hope that we may be of more help in the future. I regret to inform you that… I must inform you with regret… To my great regret I must inform you that… We would be happy to pay you a visit to discuss further details. Please do not hesitate to contact us. If you have any further questions, please do not hesitate to get in touch with us. Please do not hesitate to get in touch if you need any further information.
3. Conclusion in which the sender encourages the customer to place an order with his company.	We would be pleased to add you to our list of customers and could promise you excellent products and prompt supplies. We ask to consider our proposal once more and let us know if we can expect your order. I encourage you to place an order as soon as possible as the quantity of the product you've requested for is limited at our warehouse. We would appreciate if we get the order from you as soon as possible. If you are not happy with our proposal please let us know why. We are looking forward to hearing from you. Hope for future cooperation. We are grateful for your cooperation.

Letters of Order

If the buyer is interested in the proposed goods or services, he writes ***the letter of order*** in reply to the seller's offer. Order forms usually indicate the following information: the quantity of goods, their description, prices, the terms of payment, the date of delivery, discounts.

In return the supplier sends an order acknowledgement promptly to thank his customer for the order. If prices or delivery times have changed, the customer must be notified. If the goods ordered are no longer available, a substitute may be offered.

Sample Letter of Order

ABVS Inc.
1228 Sherbrooke Street West
Montreal, Quebec H3G 1H6
Canada

January 16, 2012

Jeff Allen, Export Manager
Wines of California, Export Marketing Company
11777 San Vicente Blvd.
Los Angeles, CA 90049

Dear Mr. *Allen:*

We thank you for your letter of January 13, 2012, in which you enclosed your latest price list and a catalogue of your finest wines.

We were impressed by your detailed catalogue demonstrating the wide range of your products.
As it is our trial order we suggest that the payment is to be made by a letter of credit. The terms of delivery are CIF (Cost, Insurance, Freight) Montreal. We hope that you can meet our delivery deadline of February 1, 2012.

Please, find enclosed our official order form № 123-ASD for:
Torres Marimar Chardonnay
Echo Falls Chardonnay
Miwok Ridge Sauvignon Blanc
Gallo Family Vineyards Merlot Rosé
Jacktone Ranch Pinot Noir Reserve

We look forward to receiving our order and doing further business with you in future.

Respectfully yours,

Fiona McDuff

Fiona McDuff
Chief Buyer

Encl: Order Form

<u>**Body**</u>	**Examples**
1. Introductory part where the sender refers to the previous letter of offer in which he got information about products or services.	In reply to your letter of offer of January 20, we would like to … In response to your fax of January 22, we thank you for… Thank you for your letter of May 9 quoting prices and delivery terms for … We thank you for your letter of March 31 with the detailed price list, catalogue and payment conditions which you sent us. Referring to your offer from September 29, 2011, we are pleased to place the following order with you: Many thanks for sending information we asked for.
2. Informative part in which the sender repeats the provided information on prices and discounts, terms of delivery, quality and so on. And then places an order.	We examined the samples and are satisfied with their quality. We are satisfied that quoted terms are acceptable. We would like to thank you for a 15% discount. We would like to confirm that the payment is to be made by a letter of credit. We hope that you can meet our delivery deadline of June 30, 2011. We enclose an order form for 35 flat screen monitors. Please, find enclosed our order № 45-G78 for 100 mobile phones Nokia C5-03. We are pleased to enclose our order № … We accept your offer and have pleasure in placing an order with you for…
3. Conclusion in which the sender expresses hope for fruitful cooperation.	We are particularly interested in long term working relations. We would be grateful if you confirm our order as soon as possible. We would appreciate if we get the confirmation of our order in the near future.

Letters of Complaint

Mistakes may occur in day-to-day business, and these give cause for complaints.

<u>A letter of complaint</u> *is a kind of letter, or a document mostly being sent in the business related environment in situations when the sender is not satisfied with the provided services, or the quality of products.* There are various situations when a formal complaint can be raised. Such situations can include: damaged goods, bad quality of goods, delay in delivery of goods, quantity of the goods ordered, defective packing.

Such kind of letter is being sent when another forms of communication cannot be applied (such as phones, email, etc.). Complaint letters should be direct but tactful and always professional. ***Adjustment letters*** are normally sent in response to a claim or a complaint.

Sample Letter of Complaint

ABVS Inc.
1228 Sherbrooke Street West
Montreal, Quebec H3G 1H6
Canada

January 10, 2012

Jeff Allen, Export Manager
Wines of California, Export Marketing Company
11777 San Vicente Blvd.
Los Angeles, CA 90049

Dear Mr. Allen:

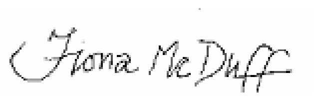
I am writing to you to complain about the quality of your goods.

We regret to inform you that your wines don’t meet our high standards. On checking the bottles immediately after arrival, we found that some of them were cracked, some of them had scratches. It is not acceptable for us.

We have tried to contact you by phone but couldn’t get anyone to give us a reasonable answer. Frankly speaking, we are not interested in any explanations. We are mostly concerned with getting a compensation for our expenses and having our money refunded.

I look forward to hearing from you soon.

Yours,



Fiona McDuff
Chief Buyer

The body of the letter of complaint includes the following parts:

Body	**Examples**
Introductory part where the sender describes the problem including key dates, sums of money spent, number of his\her order form.	I am writing to you to complain about the service… I am writing to complain about the low quality of the goods you've supplied. I have received your invoice № 4354-AZ for $1,467 but noticed that a number of errors have been made. We would like to inform you... We regret to inform you that we were not at all satisfied with your service. This is the third time this mistake has occurred and we are far from being satisfied with the service you offer. On checking the goods immediately after arrival, we found that the goods were badly damaged. We regret to say, that you did not keep your promise of prompt delivery. We regret to inform you that the quality of the goods is unacceptably low. There seems to be some misunderstanding regarding the terms of discount.
2. Informative part in which the sender ✓ **identifies what action he\she has already taken to have the problem fixed** ✓ **ask for explanations of not fulfilling their obligations; ask for compensation of the expenses** ✓ **outline the steps you will take if you and the seller cannot resolve the problem** ✓ **attach a copy of any supporting relevant documentation such as a receipt or invoice.**	We have tried to contact you by phone but nobody gave us reasonable explanation. We contacted your representative in London, but unfortunately without any success. We tried to solve this problem, but we didn’t manage to do this. Therefore I look forward to hearing your comments. We would be interested to know if you can offer an explanation for the poor quality of your service. Will you please come to inspect the damage and arrange for your specialist to fix it next week? The best solution for me would be to return the wrong items to you. I feel we deserve some sort of compensation for this such as... We insist that you have to cover our expenses. We insist on … We would like to have our money refunded. We refuse to accept the goods because of late delivery. We will keep the goods until … Unless we receive a satisfactory answer, we will be forced to let our solicitors deal with this matter. Unless you can fulfill our orders efficiently in the future, we will have to consider other sources of supply. Please send us the replacement of the goods. The mistake must be corrected as soon as possible. We enclose a report on the damage...
3. Conclusion in which the sender asks for a response within a reasonable time.	I look forward to hearing from you. We look forward to your dealing with these questions without delay.

1. Complete the reply to Mr. Vernon using the words and phrases below (a – h):

a) I am afraid that
b) Please contact me again if
c) Thanks for your letter of
d) Please find attached
e) Sincerely
f) I look forward to meeting you
g) I am writing to
h) I would be delighted to

Dear Mr Vernon,
(1___) May 21st. **(2___)** give you details of the arrangements for your visit. **(3___)** show you around the technical department when you arrive. I have arranged a visit for Monday, June 12th at 11:00 a.m.
(4___) Sven Elmqvist will not be here when you come, but his deputy, Anders Karlsbad, will be happy to meet you.
(5___) a list of hotels near the office. I recommend the Sheraton, where most of our visitors stay. **(6___)** we can help in any way.
(7___) in June.
(8___) yours,
Katarina Hendrickson

2. Arrange all the parts of the letter of offer properly and divide the message into paragraphs:

a) January 20, 2012

b) Dear David Lee:

c) Enclosed you will find 4 catalogues with current price lists for retailers. We draw your attention that the prices cover packing expenses. All our products can be delivered at the shortest possible time.

d) Tiffany & Co. Jewelry

727 Fifth Avenue
New York, NY 10022
USA

e) Once again, thank you for your interest in our company. Please do not hesitate to contact us if you need any further information. We would be pleased to add you to our list of customers and could promise you excellent products and prompt supply.

f) Sincerely yours,

g) David Lee

Chief Product Officer
Garrard
24 Albemarle Street
London W1S 4HT
England, UK

h) Many thanks for your letter of April 21 inquiring about our range of women’s and men’s watches, sunglasses, handbags and scarves. It is good for you to take so much interest in our goods as they are of the finest quality.

i) 

Paul S. Otellini
Sales Manager

j) Besides the above-mentioned goods Tiffany & Co. is known for its high quality jewelry. There are many categories that make up Tiffany Jewelry: engagement rings, earrings, bracelets, men's jewelry, pearls and of course diamonds. It is all life long fully guaranteed.

k) Encl: Current Catalogues with Price Lists

l) We are looking forward to hearing from you.

3. Match the two columns.

1. Trial order	(a) The customer places one order for a certain quantity of goods to be delivered at regular intervals, e.g. 500kg of coffee on the first day of each month.
2. Firm order	(b) The second order placed with a company.
3. Standing order	(c) The customer orders a small quantity of goods to test the quality.
4. Initial order	(d) The customer commits himself to buying the goods.

	This type of order may have a fixed delivery date.
5. Follow-up order	(e) The first order placed with a company.
6. Merchandise on call	(f) The customer orders the goods a long time before he needs them or a long time before they are available.
7. Advance order	(g) The customer orders goods in large quantities.
8. Bulk order	(h) The customer orders exactly the same goods as before.
9. Repeat order	(i) The customer places one order for a quantity of goods which he has delivered in parts as and when he needs them.

4. The following letters are from people who have just returned from holiday. What each of them is dissatisfied and complaining about? Match the letters (1 – 3) to the complaints (a – c):

a) hotel staff
b) a hotel room
c) a travel delay

Letter 1	**Letter 2**	**Letter 3**
I am writing to express my disappointment regarding the standard of accommodation that your company arranged for my holiday in Malta last month.	I am writing to express my total dissatisfaction and frustration with the amount of time I had to wait for my flight to Barcelona last week.	I am writing to complain about the level of customer service at your hotel during my stay last weekend

What is each holiday maker personally complaining to? Match the same letters (1 – 3) to the businesses (d – f):
d) package holiday company
e) hotel
f) airline
In what way did they express their feelings and emotions?

5. Choose one situation from the given below and compose a letter.

➢ **Your boss at ChemTech left you a note. Write an enquiry to International Chemicals using your boss's instructions:**

Please send an enquiry to Steven Thomas at International Chemicals.

Tell him a few facts about ChemTech:

✓ largest chemical company in Europe
✓ more demand from customers
✓ need new suppliers

Ask for the following:

✓ a brochure
✓ discount if we order next week
✓ amount in stock
✓ delivery within five weeks

➢ **Your company is a textile importer. Write a letter offering your wholesale customers your old season's stock at reduced prices, and explaining why you are able to do so.**

➢ **Marie Wolpert bought a suitcase at a large department store. She is unhappy with it and would like to return it. Here are the notes for the letter of complaint to the department manager she is writing to. Read them, cross out any unnecessary details, and create a letter of complaint of your own if you occur in such a situation.**

- Skyway suitcase
- 300 x 450
- light blue
- purchased June 3
- paid cash
- reduced from $50 to $42
- handle broke on trip to Chicago
- called the store
- spoke to the manager on July 1
- manager said no refunds or replacement on sale items
- would like to exchange suitcase

2.4. Digital etiquette

Business communication in the digital environment of the Internet

Digital etiquette, also known as netiquette, is the set of rules and social norms that govern appropriate behavior when communicating in the digital environment of the Internet through social media, email, instant messaging, during online conferences or via video calls.

Observing digital etiquette in business is crucial both in oral and written online communication. Digital etiquette is important for a number of reasons. Firstly, it helps to maintain a sense of professionalism and create a positive and respectful online environment. Secondly, digital etiquette helps to prevent misunderstandings and conflicts.

General digital etiquette rules:

1. Treat every online interaction as though you were in public. Treat a digital conversation as you would a real-time conversation.

2. Choose a communication channel convenient for everyone.

3. Use respectful language. Don't humiliate, embarrass, mortify or shame others.

4. Respond to emails and letters promptly and don't ignore your incoming messages. This will save the other person from uncertainty and feelings of anxiety.

5. Prepare for video online meetings and conferences in advance.

6. Remember that a workday has an end, so don't disturb your partners with phone calls or instant messages after office hours.

7. Proofread your messages and letters. Check them for grammar, punctuation and correct spelling.

Asynchronous communication
Digital communication channels

Communication is essential in business environment. Among the different types of communication, the two major types are synchronous and asynchronous communication. ***Synchronous communication, or sync***, *refers to interactive real-time communication, for example in-person meetings, video calls or conferences,* *phone calls etc.* ***Asynchronous communication*** *refers to any kind of communication that that does not happen in real-time. This means that you and your recipient do not communicate simultaneously, and there is a lag time between sending and receiving messages*. Communication through letters, emails, interaction via online forums and social media, leaving voicemails are the most basic forms of asynchronous communication.

Email correspondence

Business correspondence went through many changes especially in the recent years, in the way of information sharing. Internet, emails and the social media contributed to an easier way of sharing the data among organizations and companies. Typical electronic business correspondence mainly includes email communication. Electronic mail, or e-mail, has become an extremely popular form of written communication in the international business world.

Using emails as the means of communication has both advantages and disadvantages. Speed and convenience are the primary advantages. Such kind of correspondence allows two parties to communicate between each other quickly, to share the information needed for various projects, details of the contracts, drafts, or additional information needed. Electronic correspondence can also serve as evidence to some facts in certain cases. E-mailing is a cheap way of communication which has become a preferred tool for communicating with overseas partners but the lack of privacy and security cause rather serious inconveniences as well as spam e-mail or junk mail.

A well-written email is a powerful tool that can make or break job offers, deals, and inter-office communications.

The structure of a standard email:

1. Name of a sender
2. Name of a recipient
3. Cc: Name of a person (people) who will also receive the email if it is not addressed directly to them
4. Bcc: Name of a person (people) who will receive a copy confidentially
5. Subject of the email
6. Salutation
7. Body of the email
8. Closing

9. Signature (your name, title or position, the full company name, company address, your phone number, e-mail address, fax number, website address)

The layout of e-mails has some elements that differ from formal letters and, therefore require additional comments.

Subject Lines

The subject line is the first thing your reader will see, so it must be relevant, clear and straight-to-the point, eye catchy and short.

The **subject line** should show clearly why you have written and whether any action or response is required. Write

- “REQ” if you require something;
- “URGENT” only if it really is;
- “FYI” (for your information) if you do not expect a reply, but add a few comments about the subject of the e-mail – “FYI” alone won’t make someone want to open it.

The subject line should be brief. Don’t use too many punctuation marks or capital letters; otherwise your e-mail could be mistaken for spam. If you are responding to or forwarding an e-mail, make sure the subject line is still relevant.

Here are some examples of bad and good subject lines:

BAD	GOOD
Trip	London trip planned for 10 Sept.
HELP	REQ: Pls send image
URGENT	URGENT: Resend report on Russia
FYI!!!!! ;)	FYI: Susan liked web design

EOM: If you have a very short message, write it all in the subject line. You can add (EOM) or <EOM>, meaning “end of message”, to show that the reader does not need to open the e-mail.

• Hotel booking confirmed (EOM)

• RE: Meeting Thursday at 10 – OK <EOM>

Signatures

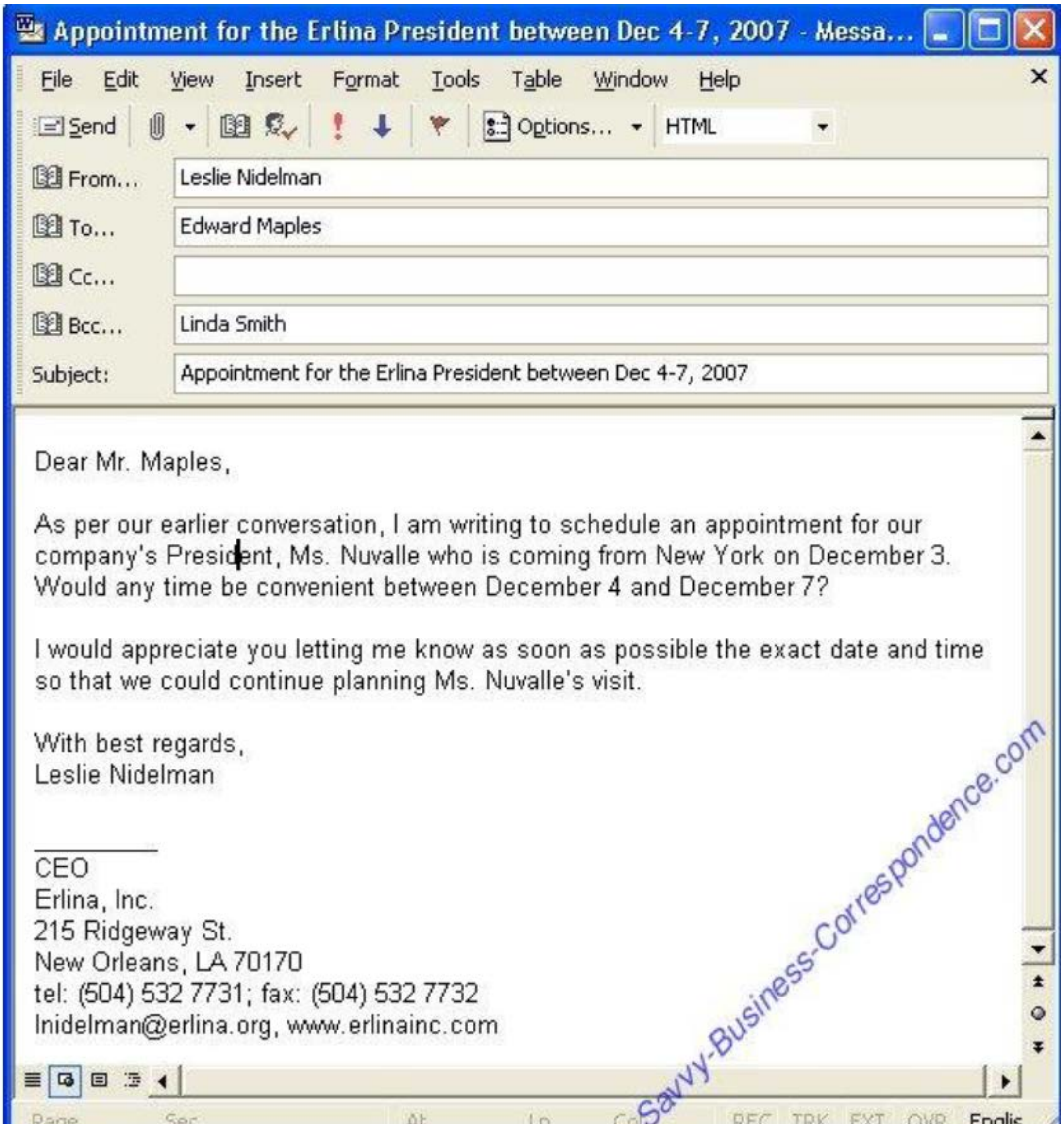
Today, all email messages should include a professional signature. Your signature should contain

- ✓ your name
- ✓ title or position
- ✓ the full company name

- ✓ company address
- ✓ your phone number
- ✓ e-mail address
- ✓ fax number
- ✓ website address

- -
Susanne Fisher
Key Account Manager
Growth Energies House Ltd
22 Thatcher Street
London SW2
United Kingdom
Tel: +44 (0) 20 7987 9035
e-mail: s.fisher@growthenergynoreply.co.uk
http://www.growthenergynosite.co.uk

Include a signature automatically at the end of each email – it's easier to delete it from a message than to add it manually.



Appointment for the Erlina President between Dec 4-7, 2007 - Messa...

File Edit View Insert Format Tools Table Window Help

Send Options... HTML

From... Leslie Nidelman

To... Edward Maples

Cc...

Bcc... Linda Smith

Subject: Appointment for the Erlina President between Dec 4-7, 2007

Dear Mr. Maples,

As per our earlier conversation, I am writing to schedule an appointment for our company's President, Ms. Nuvalle who is coming from New York on December 3. Would any time be convenient between December 4 and December 7?

I would appreciate you letting me know as soon as possible the exact date and time so that we could continue planning Ms. Nuvalle's visit.

With best regards,
Leslie Nidelman

CEO
Erlina, Inc.
215 Ridgeway St.
New Orleans, LA 70170
tel: (504) 532 7731; fax: (504) 532 7732
lnidelman@erlina.org, www.erlinainc.com

Email etiquette reflects those rules that dictate what is and isn't appropriate when sending email correspondence. Email etiquette is important as it speaks volumes about you as an employee, employer, or business contact – especially when emailing somebody for the first time.

Email Etiquette

- Don't send an e-mail if the matter is complicated or confidential.
- Be polite and respectful.
- Don't flame. If you think someone is being rude, don't be rude back. You may have misunderstood the message. Call the person.

- Refrain from humor and sarcasm. In professional interaction, it's better to leave humor and especially sarcasm out of emails.

- Be aware of cultural differences. Miscommunication can easily happen due to cultural differences. So you should try to familiarize yourself with the recipient's culture when you are emailing someone abroad.

- Use your professional email address. It doesn't matter whether you work for a company or you are self-employed, a professional email address should be used for all business communications.

- Keep e-mails laconic and concise.

- Avoid all-caps (capital letters), exclamation points, emojis and slang.

- Use classic fonts in business correspondence (for example Calibri, Courier, Times New Roman) and maintain clear, consistent styling that is easy to understand. When it comes to the colour of the font, black is the only choice.

- The right size is either 10-point or 12-point, depending on the length of your email.

- Respond timely and appropriately. Responding to your emails promptly helps to keep everyone's work on schedule. As a rule, you should respond to your teammates during the same day, other colleagues within 24 hours, and for people outside your organization by the end of the workweek unless it's urgent.

- Reply to all your emails. It's good email etiquette to respond to every email addressed to you. Even if the e-mail has clearly been sent to you by mistake, send it back to the sender or forward it to the intended recipient.

- Be mindful with attachments. One of the most important email etiquette rules regarding attachments is that you shouldn't attach large files to your emails. The best way to send, for example, a presentation or video is to upload the file to a cloud service like Google Drive or Dropbox and provide the recipient with a link that allows them to access it.

- Reread the e-mail before you send it, and use a spellchecker. Double check everything including your message, spelling, grammar, and your signature. Make sure you've attached and/or linked and documents noted in your email.

1. Read the situations and choose the correct preposition in each of them below.

You want to:

a) introduce your company to / for a prospective client.

b) complain about / of the service at a hotel you stayed in.

c) give instructions of / on how to get to your office.

d) confirm an appointment for / on tomorrow morning.

e) sum off / up what was agreed at a recent meeting.

f) deal with / about a complaint from an important customer.

g) follow up with / on a sales presentation you made.

h) raise the subject with / of a salary increase with your boss.

i) thank someone you stayed with for / on their hospitality.

j) ask with / for a signature on a contract.

k) send off / out a job application and CV.

l) share a joke you found on the Internet with / about a friend.

Look at the modes of communication available and decide which you would choose in a variety of situations.

- writing a letter
- speaking to the person face to face
- sending an email
- sending an sms
- making a phone call
- sending a fax
- arranging a meeting

2. Read the job application email. Match each part of the email to its correct title using the letter on the left side of the email.

1. complimentary close and signature
2. greeting / salutation
3. closing statement
4. introductory paragraph
5. main content

6. subject

To: normanbooth@travelwellhotel.org

From apeterson@gmail.com

a) Receptionist Position
b) Dear Mr. Booth,
c) I am looking for employment and would like to apply for the position of a receptionist at your hotel which was advertised on the Getajob website.
d) I am a 22-year-old hospitality graduate with a degree in hotel management. I have experience working in hotels, both in the UK and abroad, in a variety of different roles. I am fluent in French and German and speak conversational Spanish too.

I believe I would be a suitable candidate for the job as I enjoy working with people. I have excellent communication skills and work well in a busy environment.

e) I look forward to hearing from you.
f) Yours faithfully,
Alice Peterson

3. Read the email responding to the advertisement below and circle the mistakes.

Wanted!
Full-time manager for busy London sports equipment store. Experience and good communication skills essential. Send CV and photo to davidpercy@sportstuff.org

To: davidpercy@sportstuff.org

From: jerry.jones@gmail.com

Subject: I really, really want this job.

Hey David,

I'm writing about the ad for a store manager for Sportstuff listed on the Findajob webside. I'm 21 and I've just FINISHED high school! I'm fluent in English and French and have several year's retail experience.

I think I'd be a good candidate for this job because I'm hardworking and enjoy interacting with customers. I'm also knowledgeable about sports and athletic equipment.

See you later.

Yours Jerry

4. Choose one situation from the given below and compose a formal email.

1. You spoke to your supplier on the phone about changing the terms of delivery. Write an email to her confirming that you would like 20 days instead of 30 days.

2. You have considered changing the supplier. Write an email to a potential supplier enquiring about the price and discount policy.

Unit 3. Subjects of the negotiation process

State, public and commercial institutions

1. Study the table and read the descriptions of most common company types. Answer the questions below:

Based On The Number Of Members	**Based On The Liability Of The Members**
1. Public Limited Company 2. Private Limited Company 3. One Person Company	1. Companies Limited By Shares 2. Companies Limited By Guarantee 3. Unlimited Company
Based on control	**Other types**
1. Government company 2. Holding company **3.** Subsidiary company	1. Limited liability company 2. Foreign company 3. Nonprofit company **4.** Cooperative

Common Business Structures

A company or a business enterprise may be organized as a sole or single proprietorship, a partnership, or a corporation.

Sole proprietorship/ Sole trader/

A sole proprietorship /Sole trader/ is easy to form and gives a complete control of a person’s business. One person sets up and runs the company. The person provides all the capital and has unlimited liability for business debts, even if this means selling personal assets.

Limited company

In a limited company (AmE – corporation), the capital is divided into shares, which are held by shareholders. Shareholders have limited liability, but they can vote at the Annual General Meeting to elect the Board of Directors.

There are two types of limited company.

1) In ***a private limited company***, all shareholders must agree before any shares can be bought or sold

2) In a ***public limited company***, shares are bought and sold freely, for example on the stock exchange

Partnership

Partnership is a business owned by two or more persons voluntarily associated as partners. À group of people provide the capital, set up the company and manage it together. There are two common kinds of partnerships*: **limited partnerships (LP) and limited liability partnerships (LLP).***

Limited partnerships have only *one general partner with unlimited liability*, and all other partners have limited liability. *Limited liability partnerships* are similar to limited partnerships, but give *limited liability to every owner*. An LLP protects each partner from debts against the partnership, they won't be responsible for the actions of other partners.

Limited liability company (LLC)

An LLC lets take advantage of the benefits of both the corporation and partnership business structures. LLCs protect a person from personal liability in most instances, your personal assets — like your vehicle, house, and savings accounts — won't be at risk in case your LLC faces bankruptcy or lawsuits.

Joint Venture

Joint ventures are arrangements where two parties agree to pool together their resources and efforts to achieve a common task or goal, according to Investopedia. A sole proprietorship, corporation, LLC, or partnership could all participate in a joint venture.

Government Company

The company whose at least 51% paid up share capital is owned by Central Government/State Government, or partly by central and partly by the state government. Further, it also covers a company whose holding company is a government company.

Holding Company

A parent company that owns and controls the management and composition of the Board of Directors of another company (i.e. subsidiary company) is termed as a holding company.

Subsidiary Company

A company whose more than 51% of its total share capital is owned by another company, i.e. a holding company either itself or together with its subsidiaries, as well as the holding company also governs the composition of Board of Directors is called the subsidiary company.

Nonprofit corporation

Nonprofit corporations are organized to do charity, education, religious, literary, or scientific work. Because their work benefits the public, nonprofits can receive tax-exempt status, meaning they don't pay state or federal income taxes on any profits it makes.

Cooperative

A cooperative is a business or organization owned by and operated for the benefit of those using its services. Profits and earnings generated by the cooperative are distributed among the members, also known as user-owners. Typically, an elected board of directors and officers run the cooperative while regular members have voting power to control the direction of the cooperative.

1. What are the three main business structures a company or a business enterprise may be organized?
2. How can a sole trader get the capital to set up a business? Think of possible methods.
3. What types of limited companies are there? What is the difference between private limited company and public limited company?
4. What are the advantages of a public limited company? Think of three.
5. If a limited company has 5000 shares and each share is worth £2.50, what is the capital of the company?
6. What are the advantages limited liability partnerships?
7. What is the difference between a government company and a holding company?
8. What is the purpose of nonprofit corporations?
9. Do regular members have voting power to control the direction of the cooperative?

2. Make ten common business expressions with the words below. For example, sleeping partner, annual general meeting. Use some words more than once.

Annual, company, assets, unlimited, board, debts, business, directors, exchange, general, liability, limited, meeting, partner, personal, private, public, sleeping, sole, stock, trader

3. Complete the sentences below with the words and phrases in the box.

head office	market share	net profit	parent company	share price
subsidiary	turnover	workforce		

1 The amount of money a company receives from sales in a particular period is called its ___________ .

2 The money a company makes after taking away its costs and tax is its __________.

3 A company which owns another company is called a ___________.

4 The employees in a particular country or business are called the ___________.

5 The percentage of sales a company has in a particular market is its _____________.

6 The main building or location of a large organisation is its ________________ .

7 The cost of a company's shares is its _______________ .

8 A company which is more than 50% owned by another company is called a ______________ .

4. Complete the extract from a company report with appropriate words or phrases from the box in Exercise 3.

Financial performance

I am pleased to say the *1) parent company* has continued its excellent performance. We are changing, growing and doing well at a difficult time for the industry. *2)*............ was €57 .2 million. An increase or 15% on last year, and *3)* .... rose by 5% to €6.4 million. We are a highly competitive business. We have increased our *4)*........... to 20%.

Consequently, our *5)* .... has risen and is now at an all-time high or €9.6. Increased production and strong demand have had a positive effect on our cash now, so we are able to finance a number or new projects. We have successfully moved to our new *6)*………….. in central London. We are now planning to start full production at the recently opened Spanish *7)*…………….. in October.

Finally. thanks once again to our loyal and dedicated *8)* ……….. Our employees will always be our most valuable asset.

5. Match the words and phrases (1-8) to their definitions (a-h).

1 subsidiary

2 factory/plant

3 call centre

4 service centre

5 headquarters

6 distribution centre
7 warehouse
8 outlet

a) an office where people answer questions and make sales over the phone
b) a building from which goods or supplies are sent to factories, shops or customers
c) a place through which products are sold
d) a place where faulty products are mended
e) a company which is at least half-owned by another company
f) the main office or building of a company
g) a building for storing goods in large quantities
h) a large building or group of buildings where goods are made (using machinery)

6. Complete the chart with the information in the box below. Then write sentences about the companies.

e.g: Cisco SystemS" is an American company which supplies Internet equipment.

American Express	container-ship operator	fashion/retail	Finnish		
Japanese	Korean	Nokia	oil and gas	pharmaceuticals	Toyota

Company	**Main activity**	**Nationality**
Cisco Systems	Internet-equipment supplier	American
	Car manufacturer	
Inditex		Spanish
	Travel and financial services provider	American
Roche		Swiss
Samsung	Electronic-goods maker	
	Telecommunications	
Hapag-Lioyd		German
Petrobras		Brazilian

7. Can you name a company (give an example) in each of these business sectors? What business structure are they? Is there one that you would like to work for in the future?

e.g Kommunarka LLC is one of the largest manufacturers of confectionary in Belarus.

- Telecommunications/ Media
- Banking and finance
- Food and drink
- Retailing
- Another service industry
- IT/Electronics
- Tourism

8. Discuss the following:

1. Which of these companies do you or would you like to work for? Why?

a family-owned company / a multinational company / your own company (be self-employed) /big holding company

2. Companies should be owned by their employees. Why? / Why not?

Company structure and departments.

1. What do the following departments of the company do? Match these activities (a-k) to the correct department (1-11) Can you add any other activities to any of the departments?

e.g In R&D, people research and develop new products. They also deal with … .

1 R&D (research and development)	a) deal with complaints
2 Customer Services	b) run advertising campaigns
3 Human Resources	c) keep records
4 Sales and Marketing	d) draw up contracts
5 Production	e) transport goods and
6 Finance	f) carry out research
7 Administration	g)issue press releases
8 Legal	h) install and maintain systems equipment
9 Logistics	i) train staff
10 Public Relations	j) operate assembly lines
11 IT	k) prepare budgets/ accounts

2. Match the job positions to job descriptions from the ads. What departments of the company they most probably work?

Accountant advertising executive assembly person chauffeur clerk computer operator draughtsperson motor mechanic personnel officer R&D Manager receptionist salesperson

1. You will be in charge of a team of highly creative individuals delivering new quality products and enhancing our existing range.
2. With particular responsibilities for recruitment and selection. Communication and a pragmatic approach to problem solving essential.
3. With mechanical design experience to work as a member of a team producing design and drawings for production.
4. Experience of our product range is not essentialities include filing, mailing, relief reception and other general office work.
5. Needed for night shift. Clean modern factory. Varied work. Good eyesight essential.
6. Reporting directly to Managing Director. You will take over financial control for all aspects of daily operations.
7. Sober habits, clean driving license, able to be on call 7 days per week at times. Uniform supplied.
8. Must be experienced in the repair and maintenance of heavy duty vehicles. References must be provided from previous employers.
9. You are the first person our clients will meet so you need to be friendly, stylish and efficient.
10. Some experience in the above-mentioned software is essential but training will be given to the successful applicant.
11. You will be an essential member of an agency responsible for some of the country's top accounts. You will be responsible for the administration of local and national promotions.

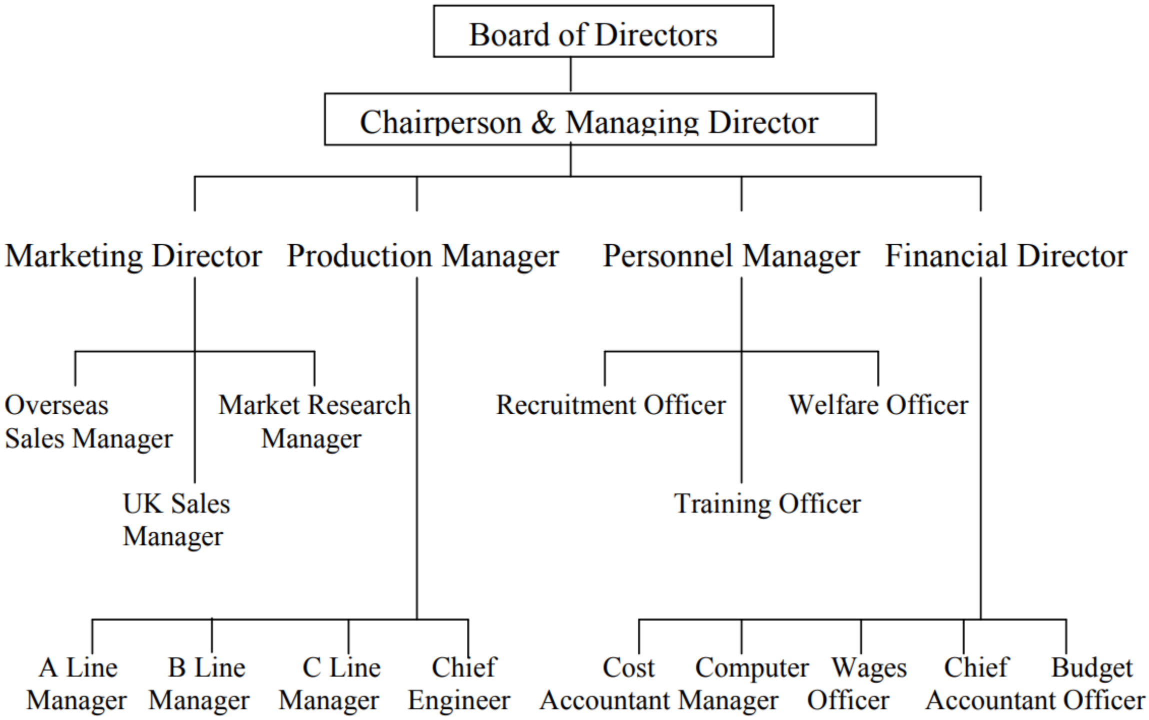
3. Match the names of the company departments and their Russian equivalents:

1. Customer service	a. Отдел по работе с общественностью
2. Finance department	b. рассылка
3. Public relations	c. отдел продаж
4. Personnel department	d. консалтинг
5.Sales department	e.производственный отдел
6.Dispatch	f. отдел кадров
7.Production	g. финансовый отдел
8.Legal/law department	h. правовой отдел

4. Suggest the Russian equivalents for the following occupations. What are their responsibilities in the company:

Accountant, apprentice, brand manager, branch manager, caretaker, clerk, consultant, lawyer, personnel manager, plant manager, sales manager, sales representative, trainee, chairman

5. Romford Engineering is a public limited company and its shares are quoted on the London Stock Exchange. The chart below shows the lines of communication and command between the company's senior officials.



After studying the chart you are required to answer the following questions:

1. Who are the Marketing Director, the Production Manager, the Personnel Manager and the Financial Director (in other words the Departmental Heads) subordinated to?
2. From whom do the Line Managers and the Chief Engineer take orders?
3. If the Managing Director and the Production Manager had a meeting, what do you think they might discuss?
4. How many executive directors are there in Romford Engineering?
5. If the Computing Manager was sending information to the Managing Director should he send it through the Financial Director? Why?
6. How many immediate subordinates does each of the Departmental Heads have?
7. In what circumstances do you think the Marketing Director and the Production Manager might have conflicting interests?

8. Would you expect the Chief Engineer to be paid more or less than the Production Manager? Why?
9. What sort of work would you expect the Wages Officer to do?
10. If there was a dispute between one of the line managers and the Chief Engineer how would you expect it to be settled?
11. If there was a dispute between the Marketing Director and the Financial Director how would you expect it to be settled?

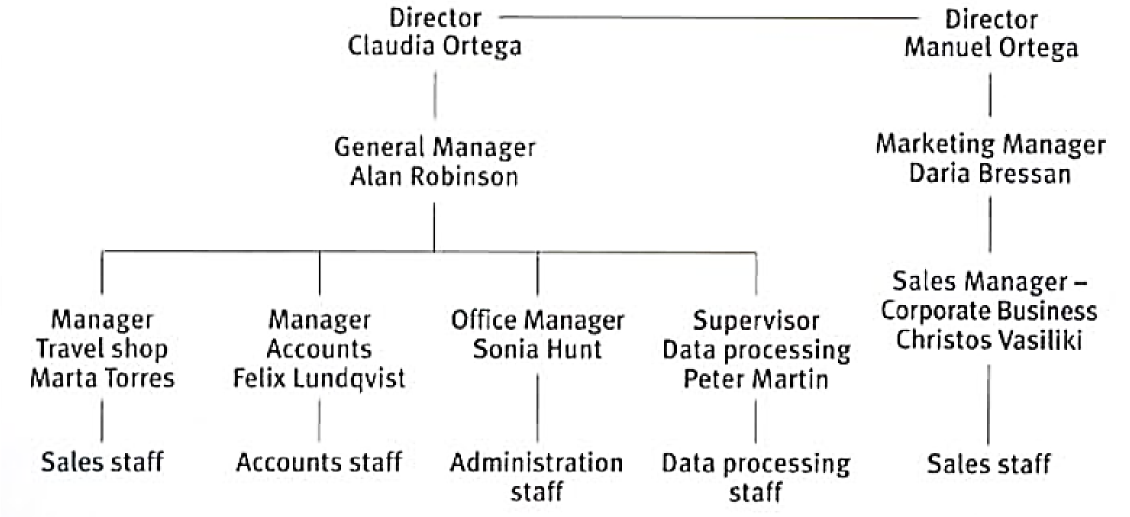
6. Case-study “Faredeal Travel Agency”

Faredeal Travel Agency was founded by its owners, Claudia and Manuel Ortega. It is now one of the largest travel agencies in the City, the financial centre of London. In a few months time it plans to open branch offices in Birmingham and Edinburgh. Almost 60% of profits come from its corporate business accounts. Its goals and philosophy are set out in its mission statement:
Our objective is to provide an outstanding travel service to the City of London.
Our strategy is to rapidly expand our corporate business and to steadily develop our Travel Shop.
Our main asset is our employees. We aim to provide them with secure interesting and well-paid work, in a pleasant working environment.
Although the firm is doing well, the Ortegas know that it could be more profitable if ***it was better organised***.
A consultant has done a study of the agency, and recommends ***reorganisation in three areas:*** *1) management structure 2) office layout 3) working conditions.*
Faredeal's directors have created work groups to consider the reorganisation.

1) Stage one. Work in pairs. Discuss what action to recommend for ONE of the three problem areas:
1) Working conditions
2) Management structure
3) Office layout
2) Stage two. Form groups of three. Your group should include someone from each of the pairs in stage one. Discuss your recommendations for all three problem areas and decide how to reorganise the company. Then compare the decisions made in each group.
Working Conditions: Staff survey
1. 72% want better facilities and more opportunity to express their opinions to the Ortegas.

2. 65% find their work 'interesting' and 'enjoyable'. 35% say their work 'lacks variety', mostly in Accounts, General Office and Data Processing. Absenteeism in these departments is high.
3. 58% would prefer flexitime so that they can avoid travelling to and from work during the rush hour.
4. 62% think their pay is adequate. 38% (mostly in Accounts, the Travel Shop and the General Office) think they are underpaid by at least 10%. They want more perks, for example, discounts on travel and more company social events.
5. Sales staff say they do too much unpaid overtime to complete their paperwork. There are too man complicated forms.
6. Sales staff in the Travel Shop complain that people in the Corporate Business section earn 30% to 40% more than them, and have a better office. They also receive end-of-vear bonuses.

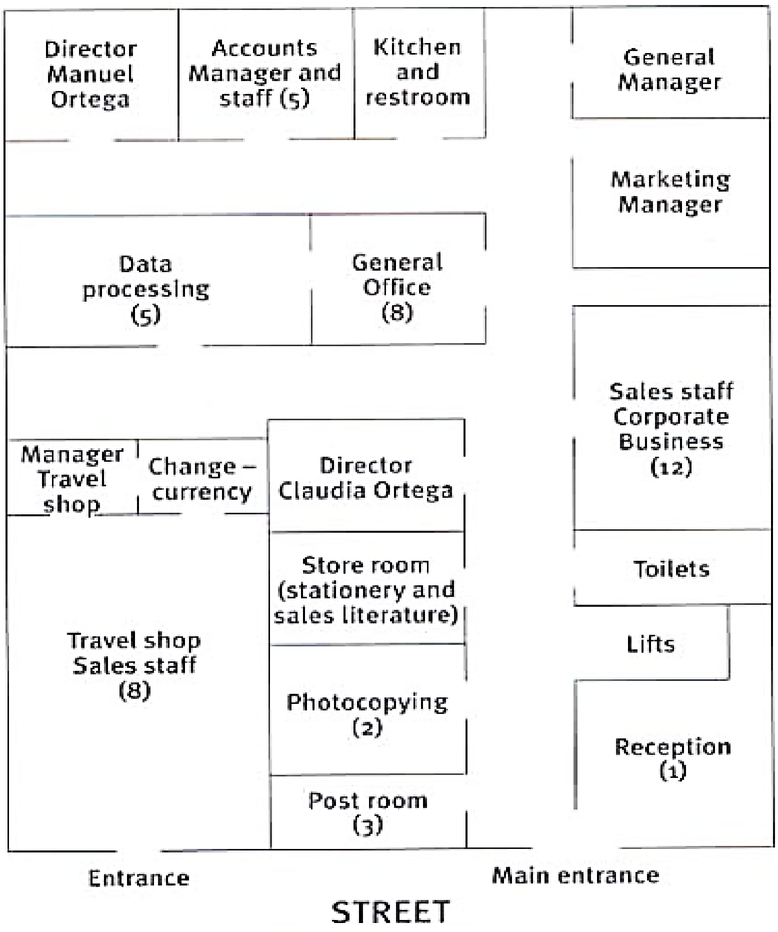
Management structure



CONFIDENTIAL

1. Alan Robinson has too much responsibility and feels very stressed. He complains also of having no contact with Manuel Ortega.
2. Christos Vasiliki wants better communication with Manuel Ortega. Manuel is often away on business trips, so Christos is not able to get his approval for important decisions like discounts for important customers.
3. Daria Bressan reports to Manuel Ortega. However, most of her work is with Claudia Ortega, whose speciality is marketing.
4. The Accounts Department want more cooperation with the Data Processing Department. On the other hand. Sonia Hunt says that Peter Martin is always imterfering' in their office.

Office layout



The office space is not used efficiently and needs a complete reorganisation. (For example, Accounts and General Office staff have to walk too far to the photocopying room, etc.)

Also the following facilities are not available to staff at the moment

a) A canteen in the building. (There are no restaurants nearby.)

b) A room for smokers. (People smoke outside the main door.)

c) Crèche facilities for staff with young children.

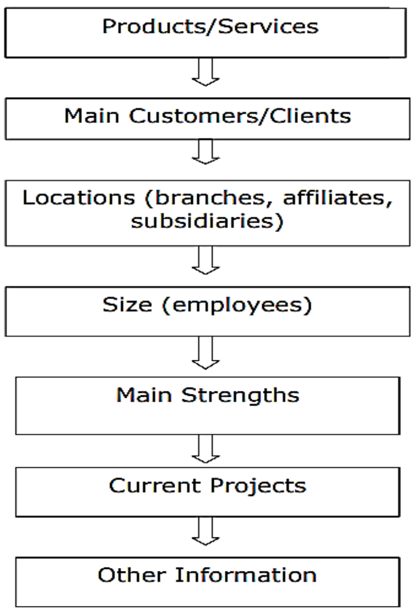
d) Facilities for disabled staff. (There are two disabled staff.)

7. Present the structure of any Belarusian company. Speak about the responsibilities of their departments and staff.

Company Profile

One can analyze a company’s image by reading its profile which is a report on company’s performance during a certain period of time.

Generator



1. Read the samples of company profiles. Analyze the profiles using the scheme above:

PSA Peugeot Citroen Based in France, PSA Peugeot Citroen is engaged in the design, development, manufacturing and sales of passenger cars, light commercial vehicles, scooters and motorcycles. The group also provides a range of financial services, including consumer vehicle financing. In 2008 PSA Peugeot Citroen registered 3,4m unit sales and a global market share of 5, 3%. The group strives to sustain its profitability position and growth in the long term by improving business in North America and other parts of the world. Further, the group aims to be the leading ecological car maker.

CIBER, Inc. (NYSE: CBR) is a pure-play international system integration consultancy and outsourcing company with superior value-priced services and reliable delivery for both private and government sector clients. CIBER's services are offered globally on a project – or strategic – staffing basis in both custom and enterprise resource planning (ERP) package environments, and across all technology platforms, operating systems and infrastructures. Founded in 1974 and headquartered in Greenwood Village, Columbia, CIBER now serves client businesses from over 60 U.S. offices, 25 European offices and offices in Asia/Pacific. Operating in 18 countries, with more than 8,500 staff and annual revenue over US $1.1billion, CIBER and its IT specialists continuously build and upgrade clients' systems to "competitive advantage status".

The CRAYOLA Company Since 1885 color – along with creativity, learning and most of all, fun – has been the hallmark of the company. CRAYOLA manufactures colored pencils, coloring books and many other items of creativity; its customers range children to professionals. The company's world headquarters and manufacturing facilities are located in Easton, Minnesota and it has marketing branches in Canada, Australia and most countries of Western Europe. CRAYOLA's workforce amounts to 1,250 employees. The company is particularly famous for common projects with Hallmark Cards.

2. Make up company profiles based on the following information.

1) ***Canon, Inc.***

Digital multifunctional devices (MFD-s), plain paper copying machines, laser beam printers, inkjet printers, cameras;
Incorporated in 1937, Tokyo;
Americas, Europe, Africa, Asia and Oceania;
25,400 employees;
Digital professional cameras;
Environmental activities and sponsorship

2) ***Spartak Confectionary Factory***

Chocolate, chocolate bars, sweets and candies with different fillings, waffles, cookies, cakes;
Diverse customer profile;
Gomel, Belarus;
Around 2,000 employees;
High quality ingredients

3) ***Apple, Inc.***

Hardware: Macintosh computers, iPod, iPhone; software products;
Industrial and consumer market;
Cupertino, California;
250 retail stores in nine countries, annual sales of US $32,48 billion;
Philosophy of comprehensive aesthetic design.

3. Read the article. Look at these key phrases that summarize paragraphs 1-3.
Then write similar phrases for paragraphs 4-7.

1. Philosophy behind the perks
2. Competitions and celebratory funds
3. Celebrating special events / friendly place to work

Success Can be a Game with Many Players

by Sarah Murray

One of the side effects of the free food for Google staff is what is known as the Google 15* - the number of pounds that employees typically gain s after joining the Internet company. But whether it is providing snacks and gourmet meals in the canteen, annual skiing trips or games rooms at the office, the philosophy behind such 16 perks is the same - getting staff to meet each other, interact in informal settings and encourage teamwork

One way the company does this is to hold competitions in everything, from office decorating to dancing and football, with prizes for the winners. Managers also receive a quarterly celebratory fund' either to reward accomplishments or to build teamwork by going bowling, go-karting or dining out.

The Best Workplaces survey indicates that such initiatives have a powerful effect. At Google Italy, for example, 90 per cent of the employees agreed that people celebrate special events around here. Also in Italy, 100 per cent agreed that 'this is a friendly place to work and 96 per cent agreed that there is "family" or "team" feeling here.

Another part of Google's objective is to make its workplace feel fun. Massage chairs, table-tennis tables, video games, lava lamps, hammocks, beanbags, bicycles, large rubber balls, couches and scooters are all part of the furniture in Google offices.

However, when it comes to the serious business of work, great emphasis is placed on engaging employees. What makes Google a great workplace is that the nature of the work itself is very challenging as and interesting,' says Nick Cresivell, the company's university programmes manager for Europe, the Middle East and Africa. ‘And for the type of people who really enjoy an intellectual challenge, that's the biggest appeal of working here’.

Fostering this intellectual activity is a policy giving employees a large degree of independence in deciding how to work - both in terms of the hours they work and how they do their jobs. 'There's a real culture of autonomy and empowerment.' says Mr Cresivell. Individuals within the business understand what their own goals are within the context of their teams, and they have a lot of freedom to go out and make those happen.

Even when it comes to learning and development, many programmes are voluntary and informal. Often it may be a case of inviting university faculty in to discuss their latest research. Google also invites prominent writers to give lunchtime talks about their books.

4. Decide if the statements are true (T) or false (F). Correct the false ones.

1. Google promotes the idea of staff getting together.
2. Every month, managers get money to build teamwork or reward staff.
3. Ninety per cent of Google Italy workers thought it was a friendly place to work.
4. The furniture in Google offices is different to that in most offices.
5. The work is challenging, and you need a university degree to work there.
6. Employees know what their objectives are and have the freedom to achieve them.
7. Employees have the opportunity to listen to well-known or important authors.

5. Match these nouns from the article (1-5) to their meanings (a-e).

1. accomplishments (paragraph 2)
2. initiatives (paragraph 3)
3. autonomy (paragraph 6)
4. empowerment (paragraph 6)
5 faculty (paragraph 7)

a) important new plans to achieve an aim
b) success in doing something
c) giving people the power to do something
d) teaching staff
e) independence/freedom to make your own decisions

6. Discuss these questions.

1 Would you like to work in a company like Google? Why? / Why not?
2 Would Google's philosophy work in your organization? Why? / Why not?
3Which of the perks or ideas mentioned in the article appeals to you the most?

7. Work in groups to produce a short profile of a company, a department in that company and an executive who works in that department. Invent the whole thing or use the names of real people and companies if you prefer.

PROFILE
Name of company:
Location:
Main business activity:
Department:
Name of executive:
Position in company:

Present the profiles, using the following outline as an example.

INTRODUCTION
Hello, everyone! My name is Robert Collin. I'm Director of Human Resources at DCV Fashions.
STATING YOUR AIM
My purpose today is to talk to you about our company.
Today, I'd like to talk about our new projects.
Finally, I'll tell you about our advertising and marketing.
OUTLINING THE PRESENTATION
First, I'll give you some basic information about …
Next, I'll talk about our products.
Then, I'll discuss the reasons for our success.
Moving on now to our mission …
What about our …
INTRODUCING NEW INFORMATION
Here are some basic facts.
Here are some key facts about our company.
ENDING THE PRESENTATION
Thanks very much for listening to my presentation.
Thanks for coming to my talk
Are there any questions?

Meetings. Types of meeting.

1. Read the text about meetings procedures and do exercises that follow:

Business people spend quite a lot of time in meetings, and meetings come in all shapes and sizes, ranging from formal ***committee meetings*** to ***informal one-to-one meetings***. There are several reasons why meetings are held:

• reaching decisions in a meeting means that all the ***participants*** can feel more committed to the decision;
• information is available to all the participants;
• different and unexpected ideas can be contributed;
• meetings can lead to more imaginative and informed decisions – often more courageous decisions than one person might feel brave enough to make.

Some of the drawbacks of meetings are:

• more time is required than if one person made the decisions;
• there is more talk (and this is sometimes irrelevant and repetitive);
• there is more group pressure.

The larger the meeting, the longer it may take to reach a decision. There seem to be ideal sizes for meetings, depending on the purpose. Questions at the meeting may be asked by a few individuals on everyone else's behalf (a committee). A committee normally comprises between three and twenty members.

The way ***a committee*** operates often depends on the ***chairperson***: he or she may control the proceedings very strictly, or let everyone speak whenever they want.

Meetings usually involve discussion. Even one-to-one or small informal meetings are structured (usually with an ***agenda***) and planned. Under no circumstances can ***voting*** take place unless a quorum (a minimum number of members) is present.

Minutes are required to be kept of the decisions taken at the meetings which become a record of the business transacted and the decisions reached. The proceedings are required to follow the order set out in the agenda which is distributed to the members before the meeting.

2. Make a list of words associated with meetings and give their definitions, using the information from the text.

e. g Agenda is a list of items (different things) to talk about at a meeting. Before the meeting someone sends out the agenda (sends the copies to everyone attending).

3. These verbs are often used with the noun "a meeting".

to arrange
to chair
to attend
to miss
to postpone
to cancel

Choose the correct verb to complete each sentence.

1. She (missed \ arranged) the meeting because she was late for work.
2. I decided to (cancel \ arrange) the meeting because there was nothing to discuss.
3. We can (postpone/cancel) the meeting until next week if necessary.
4. I asked Jean to (arrange/miss) the meeting next week but there were no rooms available.
5. They (attended/postponed) the meeting, but they didn't hear anything interesting.
6. This meeting is very important. Don't (miss/attend) it!

4. These are the minutes of a meeting. Some words have been left out. Choosing from the words in the box, complete the minutes. The first has been done for you.

Minutes of the last meeting

Present	chairman	Any Other Business	chaired	Members	subcommittee
Date of next meeting	Seconder	Apologies	Action	Proposer	

(1) [Present]: Mr. Jones (chairman)
Mr. Smith
Ms. Perkins
Ms. Carson
Ms. Trueman (secretary)

(2) … : Ms. Green and Mr. Brown were unable to attend and sent their apologies.

(3) … : No business remained from the last meeting.

Membership of the Committee

It was agreed that the Production Manager should be invited to become a member of this Committee.

Proposer: Ms. Perkins

(4) … :Mr. Smith

Carried unanimously.

2010: Development of European markets

A (5) ... is to be set up to consider ways in which the company can meet the challenge.

(6) ... should be drawn from the Sales, Publicity and Marketing departments; Mr. Jones will be the (7) ... of this.

Other developments

After some discussion, it was agreed that Ms. Perkins should look into the possibilities of moving some manufacturing operations to Kenya.

(8) ... : Mr. Jones

Seconder: Ms. Carson

Carried unanimously.

Next year's promotional budget

The heads of the Design, Promotion, Sales and Marketing Departments are to form a committee to work on this. The committee will be (9) ... by Mr. Jones and he will notify the people concerned.

(10) ... : Mr. Jones

(11) ... : Since there was nothing further, the meeting was adjourned.

(12) ... : The next meeting will be held on 6th of March.

5. Fill in the missing words in the sentences below. Choose from the following. There are two possible answers to number 8.

agenda		any other business		chair
closed				
decision	item	matters arising		meeting
minutes	monthly	point	room	start

1) It was a terrible ________.
2) It was planned to ________ at 9 o'clock.
3) But no one had the ________.
4) And no one knew which ________ to go to.
5) The ________ arrived at 9.15. At last we thought we could start.
6) But no one had the ________ of the last meeting, so the secretary had to go and look for them – and to make copies of the agenda.
7) It took a long time to go through the ________ from the last meeting.
8) At last we got to the main ________ on the agenda.
9) We talked for 2 hours but didn't reach a ________.
10) There was no time for ________.
11) The chair declared the meeting ________ just before midday.
12) Thank goodness it's only a ________ meeting!

6. **What makes a good meeting? Suggest what you think are the characteristics of a successful meeting.**

e.g good preparation, good chairing …

7. Read the text to have more ideas how to make your meeting a success. Do exercises that follow below it.

Make Your Meetings Work for You

Do you dread meetings more than Monday mornings? Do you find them boring, unproductive and far too long? Meetings are central to most organizations; people need to know what their colleagues are doing and then take decisions based on shared information and opinions. How well you present yourself and your ideas, and how well you work with other people, is crucial to your career.

RUNNING A MEETING

Only call a meeting if you land your colleagues) are quite clear about its purpose. Once you are certain of your objective, ask yourself whether it could be better achieved through alternative means, such as a memo.

Meetings called on a routine basis tend to lose their point. It's better to wait until a situation or problem requires a meeting. If in 20 doubt, don't waste time having one.

If you're sure a meeting is the solution, circulate a memo several days in advance specifying the time and place, objectives, issues to be discussed, other participants and preparation expected. Meetings should be held in the morning, if possible, when people are usually more alert, and should last no more than an hour. Six is the optimum number of participants for a good working meeting. Inviting the whole department (more than 10) increases emotional undercurrents such as, Will my suggestions be taken seriously?' Larger meetings can be productive as brainstorming sessions for ideas, provided participants can speak freely without feeling they will be judged.

A successful meeting always leads to action. Decisions should take up the bulk of the 40 meeting minutes, including the name of the person delegated to each task, and a & deadline for its completion. Circulate the minutes after the meeting and again just before the next one.

Draw out quieter members of the group. Encouragement helps create a relaxed and productive atmosphere. Do not single out any individual for personal criticism - they will either silently withdraw, upset and humiliated, or try to come up with excuses rather than focusing on the problems in hand. Save critical comments for a private occasion.

If you're talking for more than 50 per cent of the time, you're dominating the meeting.

ATTENDING A MEETING

However informal the meeting, it always pays to prepare a few key points in note form to put across or discuss. If you're unprepared, you will not be able to concentrate on what your colleagues are saying and others are less likely to listen to you because you will either waffle or sound hesitant.

Don't memorise notes or read them out like sermon. This inhibites your natural gestures: the eye contact and body language that is essential to effective communication. If you cannot answer a question, don't be afraid to say, 'I don't know but I'll find out and get back to you by ... (give a definite date). Phrase your criticisms and proposals positively. Seek to offer solutions rather than to complain.

Arrive early and sit close to the chairperson to ensure that you aren't ignored. If you're late, apologise and find a seat quickly and quietly. Don't try to sneak in as if you're invisible.

8. What are the Dos and Don’ts for different participants of the meeting? Fill in the following tables:

Chairperson	**Other participants**
Dos	Dos
Don’ts	Don’ts

9. Read the passage about Reginald chairing the meeting and answer the questions. Identify what made the meeting weak and inefficient.

1. Who was the chair of the meeting?
2. Was the meeting formal or informal?
3. Did the audience know each other?
4. What was the secretary doing during the meeting?
5. How long did the meeting last?

Reginald was chairing the meeting today, so it was very formal. At the beginning he introduced every single person and asked us all to exchange business cards, which was pointless, because we knew each other already. Then he made sure that his secretary minuted every tiny point – the poor woman didn’t stop writing for the whole hour. And when he closed the meeting he spoke for so long that three people fell asleep.

10. Fill in the spaces in the sentences by changing the nouns on the right into verbs.

1. Meetings are good if everyone <u>prepares</u> for them very carefully in advance. 2. First of all we have to ___________ who should be the chair. 3. I ___________ that Mr. Power should chair the meeting. 4. I ___________ that he is the right man for the job. 5. He is the only person here who can ___________ the situation properly. 6. Mr. Hong please would you not ___________ when I am	***preparation*** ***decision*** ***suggestion*** ***agreement*** ***analysis***

speaking. 7. Next point, I __________ that everyone here should get a 20% salary increase next year. 8. We must __________ for the next stage of the project. 9. Jane is now going to __________ the sales figure of the last quarter. 10. I hate the weekly sales meeting. Archie and Mary always __________ all the time. 11. I __________ with what you say. I think Steve is the problem. 12. We need to __________ again soon. 13. We have to __________ this question in more detail. 14. So, I'd like to __________ what we have said so far. 15. Good. Who is going to __________ all this to the Board?	***interruption*** ***proposal*** ***planning*** ***presentation*** ***argument*** ***disagreement*** ***meeting*** ***discussion*** ***summery*** ***report***

11. Suggest what types of meetings can be.

e.g large and small
formal and informal

12. Meetings have different kinds of objectives. Match what people are saying with the correct type of meetings.

Meeting to maintain contact	a) We have just one point on today's agenda: to decide on the launch date for Zakko.
Decision-making meeting	b) Ok, let's see how many ideas we come up with in the next 15 minutes. I'll write them up on the whiteboard.
Brainstorming meeting	c) Can we meet next Friday? We need to plan the next three stages of the AK94 project.
Information meeting	d) If you are in the company next month, come and see us. It would be good to get a chance to talk and discuss how our relationship could develop.
Discussion meeting	e) The atmosphere on the first floor is terrible? Could we have a meeting about it? I don't know if we can get a decision without John and Mike, but at least we can talk about it!

Planning meeting	f) We are meeting on the 21st. we are going to discuss the demand for a salary increase for next year.
Problem-solving meeting	g) I've called the meeting because I want to tell you about recent developments in the KG23 project.

Give a definition to each type of a meeting.

13. Study the transcript of a meeting devoted to possible purchase of a piece of land to build a sports center. What type of meeting is it? What makes you think so?

Mr. Todd: Well, thank you ladies and gentlemen for being able to attend this meeting at such short notice. Unfortunately, Alison Moore couldn't make it because she's still in Taiwan. I'm sure we all appreciate that we need to come to an agreement on this matter as soon as possible. Perhaps you could start, Charles, by reminding us of the options open to us.

Mr. Green: Yes, we've investigated four sites in all and the position now is that we've narrowed down the number of suitable sites to two, one near Burnsley, the other near Whitly. The others were either too small or too expensive. Both the Burnsley and the Whitly sites are very similar in surface area though the price of the Whitly site is considerably lower.

Mr. Marsh: Well, that is probably because the Whitly site is not so advantageous as far as communications are concerned. In my opinion, access to rail and road routes is too restricted to make it a viable choice.

Mrs. Grant: I'm sorry but I think the Burnsley site is out of the question. I've actually visited the place myself and the amount of work that would be needed before construction would make it even more expensive. It needs levelling and compacting, it's not enclosed and the surface is unstable.

Mr. Green: Are you sure? I thought it could be resurfaced quite easily.

Mrs. Grant: Not according to the advice I've been given. And there's another thing. There are plans to build a motorway extension to Whitly within the next five years so in fact there won't be a problem in terms of road transport. Quite the opposite.

Mr. Marsh: Except that it's much farther north. And that would mean extra transportation costs.

Mr. Todd: Well, I think the next thing is for us to commission a proper survey of the sites and particularly check Sheila's impressions of the Burnsley site. Then the next stage will be to contact a number of contractors and get tenders from them.

Write suitable minutes of this meeting for all concerned.

Chairing a meeting. Effective means of decision-making.

The chairman, chairwoman or chair – the person in charge of the meeting**.**

1. Brainstorming. What are the functions of the chairman in a meeting?

e.g Introduces the first speaker.
Gives a personal opinion

2. Read the text and answer the questions that follow.

What makes a good chair?

A good chair helps the meeting to run smoothly and efficiently. The person who chairs a meeting can sometimes be referred to as a 'facilitator'.

They will make sure that:

♦ all the business is discussed
♦ everyone's views are heard
♦ clear decisions are reached
♦ the meeting starts and finishes on time.

A good chair will also:

♦ always be thinking about the meeting overall, not just the topic under discussion.
This can make it more difficult for you to participate in the discussions.
♦ always aim to draw a balance between hearing everyone's views and getting through the business.
♦ never use their position as chair as an opportunity to put forward their views to the exclusion of others, or to dominate the meeting.

No one can do this without the cooperation and agreement of the whole meeting – the chairperson is not a miracle worker!

Everyone can learn how to chair well; it just takes a bit of thought and practice. You will get more confident with experience. Try watching how other people chair meetings, and seeing what works and what doesn't.

Before the meeting

To chair a meeting well, you need to think about the meeting before you arrive at it. Ask yourself the following questions in advance of the meeting:

♦ Why are you having the meeting?
♦ What end result do you want from it?
♦ What will you discuss at it?
♦ Do you want speakers?
♦ Do you need to get more information to inform the discussion?
♦ Do you want to ask someone to prepare an introduction?
♦ Do you want to distribute any information in advance of the meeting?

It isn't the chair's job to figure all this out on their own. Work together with the secretary and other committee members. Find out what people want to discuss, and think about how you can raise issues in a clear and informed way.

1. Why is a chairperson sometimes referred to as a 'facilitator'?
2. What are the chief responsibilities of a chairperson?
3. Can everyone learn how to chair the meeting well?
4. How should a chairperson prepare for the meeting?

3. Read the dialogue and try to fill in the missing word expressions.

the decline in profits	**look at**	**points**	**agenda**
to consider	**increased**	**remarks**	**sales are down**
to face up	**summarize**		

BERNARD: Okay, *I think we should start now*, it's 10 o'clock.
VOICES: Right.
BERNARD: Well, *we're here today to* look at some of the reasons for _________ which has affected this subsidiary. *You've all seen the*_________. I'd like to ask if anyone has any comments on it before we start.
VOICES: No.
BERNARD: Right, well, *can I ask Sam Canning*, Chief Sales Executive, *to open up with* his _________?
SAM: Thank you, Bernard. Well I think we have _________ to several realities and *what I have to say is* in three parts and will take about 20 minutes.
BERNARD Er, Sam ... we don't have much time -it's really your main _________ we're most interested in.
JANE: Yes, *can I ask one thing*, Mr. Chairman? Isn't this a global problem in our market?
BERNARD: Sorry, Jane, *I can't allow us* _________ that question just yet. We'll _________ the global question later. *Sam, sorry, please carry on*.

SAM: Well, *the three points I want to make* can be made in three sentences. First, _________, but only by 5% more than for the grow up as a whole. Secondly, our budget for sales has been kept static - it hasn't _________ - not even with inflation - so we're trying to do better than last year on less money. Thirdly -
JANE: That's not exactly true ...
BERNARD: Jane, please. *Let Sam finish*.
SAM: Thirdly, the products are getting old-we need a new generation.
BERNARD: So let me _________ that. You say that sales are down but not by so much, that you've had less money to promote sales and that the products are old? Is that right?
SAM: *In a nutshell*.
BERNARD: Does anyone have anything to add to that?
JANE: Well on the question of funding I have to disagree.

4. The meeting in Ex.3 is to discuss the decline in profits. Say which of the following are given as reasons for the fall.

1. Prices are too high.
2. The company has wasted money on research and development.
3. Sales are down.
4. The sales budget is too low.
5. No one likes the Chief Sales Executive.
6. The products are old.

5. Read the dialogue again, paying attention to the role of the chair in the discussion. Tick, which of the following functions the chair performs at this meeting.

1. Thanks people for coming.
2. Starts the meeting on time.
3. States the objective.
4. Refers to the agenda.
5. Changes the agenda.
6. Talks about a previous meeting.
7. Introduces the first speaker.
8. Prevents interruptions.
9. Makes people stick to the subject.
10. Gives a personal opinion.
11. Summarises.
12. Asks for comments.
13. Decides when to have a break.

14. Closes the meeting.

6. Look through the dialogue and find the phrases which were used by the chairman in the following situations in a meeting:

To state the objectives of the meeting.	
To introduce the agenda.	
To introduce the first speaker.	
To prevent an interruption.	
To summarise discussion.	
To ask if anyone has anything to add.	

7. Match the beginnings of the phrases used in the meeting (1-6) with their endings (a-f).

1. Our **goal** is 2. Does this **mean** 3. It is our **opinion** that 4. I am not in a **position** to do this 5. You would have to 6. The inspector thougth	a) use the old **machines** too. b) a loss-making **subsidiary** must close. c) we had made good **progress.** d) to **complete** it by the end of August. e) the company will not **shut down** for the Games? f) because head office has already signed the **contract.**

8. Use the words in bold in the previous exercise to complete the sentences.

1 What do you______________________? I do not understand.

2 I am very happy with your_________________ in this company.

3 What is your_________________ on a husband and wife working in the same department?

4 We have a ______________________ in China.

5 There is a_________________ vacant in the finance department.

6 Please ______________________ the figures as soon as possible, as I must check them this week.

7 If you want to rent sewing______________________, you must sign a five-year contract.

8 The shop ________because there were not enough customers.

9. Delete the word(s) that do not form natural collocations.

a) I'd like to raise *an important issue/ the situation/ the matter* later.
b) When are we going to *hold/ make/ arrange* the next meeting? Do you think we could *delay it/ anticipate it/ bring it forward*?
c) It's getting late, and I think we should *halt/ close/ finish/ end* the meeting. It looks like we've reached *a promise/ a decision.*
d) I'd like to *give/ advance/ express* my own opinion on this *material/topic/question*.
e) We've had a *constructive/ viable/ fruitful* discussion on this issue, and I'm sure we can reach *a decision/ a compromise/ a concord*.
f) It would be *risky/ soon/ a mistake/ wrong* to *draw/ take/ jump to* any conclusions at this stage.
g) I *feel/ appreciate/ understand* what you're saying, but I think you're taking a very *narrow/ small* view.
h) Before we can *make/ have/ come to/ reach* a decision, we'll have to *make/ register/ carry out* a detailed study.

10. Complete the chairperson's closing comments with the words in the box. There are two words you don't need to use.

conclusions	**decision**	**discussion**	**issues**
opinion	**promise**	**study**	**topic**

Well, colleagues, I think we've had a very constructive (a) __________ this afternoon, and a number of very important (b) __________ have been raised. But it's getting late, and I can see that we're not going to come to a (c) __________ today. It's important not to jump to any (d) __________ at this early stage.
Before the next meeting we need to carry out a detailed (e) __________ of all the options involved, and circulate it amongst everyone present. And if I can express my own (f) __________, I think that the report needs to take into account the financial costs as well as the marketing aspects of the project. Well, unless there's any other business, I think we can finish there.

11. Role-play

You are managers of a retail fashion chain called Space, which has clothe stores in major European cities. You are holding your *regular management meeting*.

Use the Managing Director's notes below as an agenda for your discussions. A different person should chair each item.

1. DRESS CODE

Following complaints from customers, we need to discuss a dress code for all employees, and guidelines on personal appearance.

2. POLICY FOR SMOKERS

Non-smoking staff complain that staff who smoke take frequent "cigarette breaks' outside the store. Should smokers work extra time to make up for the time lost?

3. CUSTOMER SERVICE

Should sales staff meet informally after work once a month to consider how to improve customer service? (Attendance will help their chances of promotion.)

4.COMMISSION PAYMENTS

At present, commission is based on quarterly sales at each store and is divided equally between all staff. Now, our Sales Director wants each person to receive commission according to their individual sales.

5. END-OF-YEAR BONUS

Staff receive sales vouchers as an end-of-year bonus.

The vouchers give discounts on a range of goods at major department stores. Some management are proposing to issue no sales vouchers this year. Instead, staff will be invited to an end-of-year party.

6. STAFF TURNOVER

Because staff tend to be young, employee turnover is high.

As a result, training costs have increased dramatically.

What can be done to keep staff longer?

Useful language

Chairing and leading discussion.

Opening the meeting	Welcome, everybody! Thank you for coming. It's ten o'clock. Let's start... Is everybody ready? Let’s make a start. Ok, let’s get down to business. Ok, let’s get started, shall we? James and Chris send their apologies.

	Do you have any comments on our previous meeting? Does everyone agree with the minutes of the last meeting?
Introducing the agenda ***Stating objectives***	Has everyone received a copy of the agenda? You've all seen the agenda ... On the agenda, you'll see there are three items. There is one main item to discuss ... The first item on the agenda today is … We're here today to hear about plans for ... Our objective is to discuss different ideas ... The purpose of today's meeting is … The first problem we have to consider is …
Introducing discussion	The background to the problem is ... This issue is about ... The point we have to understand is ...
Calling on a speaker	I'd like to ask Mary to tell us about ... Can we hear from Mr. Passas on this? I know that you've prepared a statement on your Department's views ... Now, can I ask Ms. Perez de Sanchez to tell us her views ...
Interrupting	Can I say something here? May I interrupt you for a moment? Sorry to interrupt you but …
Controlling the meeting ***Moving the discussion on***	Sorry Hans, can we let Magda finish? Could you just hang on a moment, please? Er, Henry, we can't talk about that. Can we try to keep to the topic - I think we have gone away from it a little. Could you stick to the subject, please? I have to call you to order, Mr. Simpson. Can we go on to think about ... Let's move on to the next point. I think we ought to move on to the next topic on the agenda.

Summarising	Hold on, we need to look at this in more detail. So, what you're saying is … Can I summarise that? You mean ... Can I sum up? We decided ... So, let's recap…
Closing the meeting	I think we've covered everything. I think we can close the meeting now. That's it. The next meeting will be ... I think that's all for today. Thank you for coming. See you at the next meeting. Thank you for a fruitful discussion \ productive meeting. We expected to get a lot out of this meeting.

Professional ethics and etiquette in business communication.

1. Discuss these questions.

1. What is the purpose of a business, in your opinion? Is it just to make money?
2. What do you understand by these phrases?

a) business ethics
b) a code of good practice
c) a mission statement

3. Should company mission statements include statements about ethics?

2. Rank the professions below according to how ethical you think they are.

Accountant, banker, car sales executive, civil servant, estate agent, journalist, Lawyer, nurse, dentist, police officer, teacher, taxi driver

3. Discuss this list of unethical activities. In your opinion, which are the worst? Are any common in your country?

1. Avoiding paying tax
2. Claiming extra expenses
3. Using work facilities for private purposes (for example, personal phone calls)
4. Accepting praise for someone else's ideas or work
5. Selling a defective product (for example, a second-hand car)
6. Using your influence to get jobs for relatives (nepotism)

7. Ringing in sick when you are not ill
8. Taking extended lunch breaks
9. Giving good references to people you want to get rid of
10. Employing people illegally

4. The sets of words and phrases below are related either to honesty or to dishonesty. Which word is different from the others in each set? Use a good dictionary, such as the Longman Business English Dictionary, to help you.

1. trustworthy, law-abiding, crooked
2. a slush fund, a sweetener, compensation
3. insider trading, industrial espionage, disclosure
4. a whistleblower, a swindler, a conman
5. a bribe, a bonus, a commission
6. fraud, deceit, integrity

5. Complete these sentences with words and phrases from the sets above. Choose from the first set in Ex. 4 to complete sentence 1, from the second set to complete sentence 2, and so on.

1. Our company does nothing illegal. We are very *law-abiding*.
2. We've got _________ which is used in countries where it is difficult to do business without offering bribes.
3. Their car looked so much like our new model. We suspect ___________ .
4. They fired him because he was _____________ .He informed the press that the company was using under-age workers in the factory.
5 He denied accepting ________________ when he gave the contract to the most expensive supplier.
6 I admire our chairman. He's a man of his word and is greatly respected for ______.

6. Work in groups. What should you do in each of these situations?

1. Your boss has asked you to make one member of your department redundant. The choice is between the most popular team member, who is the worst at his job, or the best worker, who is the least popular with the other team members. Who do you choose?
2. The best-qualified person for the post of Sales Manager is female. However, you know most of your customers would prefer a man. If you appoint a woman, you will probably lose some sales.

3. Your company has a new advertising campaign which stresses its honesty, fairness and ethical business behaviour. It has factories in several countries where wages are very low. At present, it is paying workers the local market rate.

7. Read the text about the ethics of resume writing. What is your opinion of the problem raised in the article?

Is There Ever a Time When It Is OK to Lie On a Resume?

How much can you "dress up" your resume to make yourself as strong a candidate as possible without crossing the ethical line of deception? Consider a few conflicting thoughts,

• Over 50% of people lie on their resume.

• A Monster.com blog about the dangers of lying on your resume elicited 60 comments from job seekers recommending lying and only 46 discouraging it. Recommenders justified lying by claiming, everyone else is doing it. companies lie about job requirements. and it's hard to get a good job.

• Executives caught lying on their resumes often lose their jobs.

If you are reading this blog you probably are not tempted by dishonesty. But what about the following:

• Claiming a degree that was not earned because you did most of the work and were only a few credits short.

• Creating a more impressive job title because you were already doing all of the work o f **t h a t** position.

• Claiming a team's contributions as your own, because other members did not carry their weight.

• Inflating the number of people or range of functions for which you had direct responsibility because you really did have a great deal of influence over them.

These are called rationalizations-constructing a justification for a decision you suspect is really wrong. You create a story that sounds believable but doesn't pass close examination. You begin to fool yourself. You develop habits of distorted thinking.

So where is the line? You need to decide that for yourself. Here are some tests to keep your thinking clear:

• *Other-shoe test*: How would you feel if the shoe were on the other foot and you were the hiring manager looking at this resume? What assumptions would you draw and would they be accurate?

• *Front-page test*: Would you think the same way if the accomplishment in question were reported **o n t h e front page** of the Wall Street Journal? Or your prior employer's internal newsletter? But wait, you say. My resume doesn't quite pass these tests, but there is something real underneath my claims. And I do not want to sell myself short.

When in doubt, ask an old boss. While asking an old boss may be difficult, it has many benefits. Precisely because it is difficult. It forces you to think clearly and sometimes creatively. Asking also checks the accuracy of your claims, trains your old boss in how to represent you during reference checks. And sometimes your old boss may give you better ways to represent yourself.

8. Answer the questions.

1 What reasons are given for not being totally honest on your CV?
2 What can happen to senior managers who lie on their CVs?
3 Which of the four rationalisations do you think is the most serious? Why?
4 What happens to you when you start using rationalisations?
5 What are the advantages of asking an old boss?

Socializing and business etiquette.

Meetings provide rich opportunities for networking and socializing, the latter being an important part of good management. When socializing for business you have to be not only competent and businesslike but be culturally and mannerly aware. Today business becomes ever more international and it gets increasingly easy to get it wrong only because of bad manners, rejecting social norms or table etiquette. These cultural challenges exist side by side with the linguistic problems, i.e. the ability to express yourself promptly in formal and informal situations, keeping the conversations going, etc.

9. Work in groups, discuss the following questions.

1. Is socializing important in your life?
2. Where can you meet people to build relations?
3. How culturally aware are you? Why is cultural awareness essential in establishing good relations?
4. What is essential for successful business and leisure socializing?
5. What problems do you have in socializing with people?

10. Skim the tips about Business Lunch Etiquette and note down the points, you think are most important or relevant. What benefits can you get from a Business Lunch Meeting?

The business lunch is a timeless tradition. The way you handle yourself during the lunches will make a huge impression on those you’re dining with. So, make sure you know how to mind your manners:

● Don’t go to lunch too hungry. You should be focusing on the business at hand, not the meal you’re eating.
● Mind your manners. Executives will often judge candidates based on their table manners, so don’t let your lack of them ruin your chances.
● Put technology on hold. Avoid the temptation to use your phone during the lunch. Give the other party your full attention.
● Eat something easy. Getting food on your shirt or stuck in your teeth is distracting. Order something plain and simple that will be easy to eat.
● Wait until everyone is served. Don’t start eating before the waiter can get his hand out of the way. Continue talking about the business.
● Be prepared. Take the time to look up the restaurant’s menu before you get there in order not to waste time trying to decide what to order.
● Know when to talk business. Especially if you’re leading the meeting, you need to know the best time to get down to the nitty-gritty.
● Pick up the tab – if appropriate. Generally, if you called the business lunch, then you’re responsible for the check. Don’t fight over the bill if the host of your lunch offers to pay – simply offer a gracious “thank you.”
● Relax and be yourself. One of the reasons business lunch is so effective is that it gets people out of the office and in a more natural setting. This is a great opportunity to strengthen a business relationship!

11. Role play the polylogue below. Pay attention to the underlined phrases so that you could use them in your own conversations.

Business Lunch

(A – Alex, R – Richard, T – Ted, S – Sandro)

A: How do you do colleagues. I don’t think we’ve been introduced to each other. I’m Alex Board, a new assistant sales manager for a German multinational pharmaceutical company.

R: Pleased to meet you, Alex. I’m Richard Brown, an advertising director. <u>I work for the media in</u> Dubai, home of the world’s tallest building the Burj Khalifa. As a matter of fact, I’m for the first time in London. I think it’s a great place to live.

T: I’m Ted Rocke. <u>I head up the biotech team</u> in Scotland. I came here together with my wife Victoria who is a journalist. <u>She will be joining us shortly</u>. What about you?

S: My name is Sandro Gonzallo. I’m from Mexico and <u>I’m training to be a manager.</u> <u>I’m on a business trip here</u>. I came to visit the Apple factory. <u>Nice meeting you at our business lunch.</u>

A: I am afraid that our business lunch may turn into a meeting not a meal.

R: Don’t worry. Sharing food and company has always been a good way of making contacts. In a more natural setting people get to know each other better, feel relaxed and themselves

T: OK. Can I get you anything to drink for a start? What about tequila?

S. That’s fine. And I’d like to order something typically British, each person would see the menu and choose for himself.

12. Put the conversation in the correct order.

Mark: **Server:** **Mark:** **Server:** **Mark:** **Server:** **Mark:**	A table for two, please. Where would you like to sit - smoking or non-smoking? Near the window at the non-smoking area, please. What do you recommend? The fish is very good. Do you like fish? No, I am not keen on seafood. What are you going to have? I think I’ll have curry with chicken.

13. Fill in the words in the box in the dialogue.

coffees	delicious	pleasure	get	like	bill

Rita and Stephanie finish their meal.

Rita: **Stephanie:** **Rita:** **Stephanie (to waiter):** **Stephanie:** **Waiter:** **Stephanie (to Rita):** **Rita:** **Stephanie:**	That was ______________! I'm glad you liked it. Would you ______________ a coffee? Yes, please. Two ______________, please. Can we have the______________, please! Certainly. (The bill arrives) I'll ______________ (= pay for) this. Thank you very much. My ______________!

14. Work with a partner to practice small talk at a conference dinner. You are sitting next to each other at a conference dinner in a city you both know well, and have just sat through an incredibly long and boring opening speech. You have not been properly introduced.

Speaker A ***Start the conversation*** "I think that must be the longest opening speech I've ever heard. I'm ... (name), by the way, I don't think we have met"	**Speaker B** "Pleased to meet you. I'm ... (name)". Continue the conversation by asking about *one or more* of the following: ● what your partner thought of the conference (fun, dull, business like?) ● talks your partner's been to (any interesting ones?) ● the dinner you've just eaten (local dishes, wine)
Speaker A Continue the conversation by asking about *one or more* of the following: ● your partner's company (location, main activities) ● your partner's job (how long he/she had it) ● where your partner's staying (service, comfort, convenience)	**Speaker B** Continue the conversation by asking about *one or more* of the following: ● the city (architecture, people, prices, local economy) ● the weather (typical for the time of the year) ● shopping (the best places you've found to buy presents)
Speaker A Continue the conversation by asking about *one or more* of the following: ● sightseeing (sights you've visited); ● the nightlife (a restaurant, bar or club you've been to); ● a recent item of news (politics, sport, scandal)	**Speaker B** ***Break off the conversation:*** "Oh, wait a minute, it looks like the next speaker is going to begin. Let's hope this one's better than the last".

15. Write a paragraph on one of the topics below. Then check your work for accurate grammar and for use of linkers.

- You never get a second chance to make a first impression.
- It's not how you start; it's how you finish. Last impression is what really counts.
- Good manners, good business.
- Good communication skills are essential for running a successful business.

Unit 4. Technologies of the negotiation process.

Negotiations: positions and interests.

1. Read the short description of the negotiations and answer the questions that follow it.

What Is a Negotiation?

Negotiation is a process by which people try **to come to an agreement**. An important part of any negotiation is **making a proposal**. When you make a proposal, you say what you would like. If the other side doesn't like your proposal, then they usually **make a counter proposal**. A counter proposal is a new proposal. The two sides keep **making suggestions** until you both agree. If they can't agree, the **negotiations break down. They fail**. For example, let's say that you are selling your car for $ 1,000. That's your proposal. I tell you that I'll pay $500. That's my counterproposal. If you say that you'll accept $800. I can **accept your counter proposal**, or make a new one.

1. What is the goal of any negotiation?
2. Do Negotiations sometimes fail? Why?

2. Here are some advice, which can help you in negotiation process. Which one do you find the most important/the most difficult to follow/ you always use in negotiations?

Negotiation Process

1. Always try to negotiate for at least 15 minutes. Generally, the size or seriousness of the negotiation determines the amount of time needed to negotiate it. Setting a time limit is a good idea. Approximately 90 % of negotiations get settled in the last 10% of the discussion.

2. Always offer to let the other party speak first. This is especially important if you are the one making a request for something such as a raise.

3. Always respect and listen to what your opponent has to say. This is important even if he or she does not extend the same courtesy to you. Do your best to remain calm and pleasant even if the other party is displaying frustration or anger.

4. Acknowledge what the other party says. Everyone likes to know that what he says is important. If the other party opens first, use it to your advantage, by paraphrasing what you have heard. Repeat their important ideas before you introduce your own stronger ones.

5. Pay attention to your own and your counterpartner's body language. Make sure that you aren't conveying any negative body language.

3. Match the elements of the opening phrase of a negotiation (1-5) with their definitions (a-e).

Structural Components of Negotiations

1. welcome 2. introduction 3. small talk 4. set the agenda 5. state interests	a) This can break the ice and help non-native speakers get used to speaking English. b) This can make visitors feel that it is worth them having travelled. c) This is to clarify what everyone hopes to achieve from the negotiation. d) This is to outline how the negotiation will proceed. e) This is when everyone gets to know the others' names.

4. Do the following negotiations quiz to see how "negotiation aware" you are.

1. In what situations do you negotiate? Who do you negotiate with? Think about both your work and your private life.
2. What do you think is the difference between sales techniques and negotiation techniques?
3. What makes a good negotiator? Suggest your ideas.
4. How important are trust and liking in negotiations?
5. Is there an important difference between the way you might approach one off negotiations (e.g. selling your car) and negotiations as part of a long-term business relationship?
6. How can you avoid being manipulated in a negotiation with a more experienced negotiator?

5. Read the text about the basics of the negotiation process.

Negotiations – the Basics

A. In practice, none of these defensive strategies may be necessary. Most good negotiators understand the importance of creating long-term trust and protecting their reputations, so they'll do their best to keep you happy. This is one reason why used car salesmen aren't as manipulative as we might expect them to be – they have a reputation to build and protect.

B. Good negotiators build strong long-term relationships. In many ways, this is even more important than the traditional ‘bargaining’ element of negotiations. If you leave the negotiation feeling defeated or cheated, you’re not going to want to negotiate with that person again. If you find out later that the other person took advantage of your naivety, again, you’re not likely to want to do business with that person. You may even try to get out of the contract you have agreed; in many situations, it is legal and normal to declare a contract null and void if you have been deceived. You’re also unlikely to recommend the deceptive negotiator to other friends and colleagues, and you may even go public with the story of your bad experience, which will damage the person’s reputation.

C. But if you do find yourself in a negotiation with a professional manipulator, what can you do to protect yourself? The three keys are awareness, preparation and control. Firstly, simply be aware of the situation and its risks. Think very carefully before making any commitments. Secondly, find out as much as you can before the negotiation, especially concerning prices – what price are other people offering for similar products and services? You also need to research your own needs very carefully, including a deep understanding of what you don’t need. Thirdly, make sure you don’t lose control. Don’t be afraid to walk away from a negotiation if you’re not sure, and take time to discuss your concerns with friends and colleagues. Of course, the other negotiator may tell you that you can’t go away and think about it, that the decision must be made right here, right now. But that’s almost always just a bluff. In a high-stakes negotiation with a professional, a rushed decision is almost always a mistake.

D. We all negotiate all the time: with our husbands and wives, with our parents and our children, and with our friends and colleagues: What time do the kids have to go to bed?; Whose turn is it to go to the supermarket?; Can you help me with my presentation? Of course, these situations don’t always feel like negotiations, not least because these are all long-term relationships. But they have a lot more in common with professional negotiations than you might think.

E. It’s interesting that this assumption doesn’t work when buying a souvenir in a tourist resort, where long-term relationships don’t exist – one reason why you need to be especially careful in such situations. It also doesn’t really work when you’re buying or selling your house or flat – the classic one-off sale with huge potential short-term gains for manipulators. Fortunately, most people aren’t naturally manipulative; so again, relationship-building is almost always the best approach.

F. On the other hand, the situations that we tend to think of as ‘typical negotiations’, such as buying a used car, haggling over the price of an overpriced souvenir in a tourist trap, or selling your flat, are much less typical than they seem. These are all one-off negotiations, where there’s no time or need to build long-term relationships. In business, almost all negotiations are long-term. Both the used car salesman and the souvenir seller are using sales techniques (or sometimes manipulation tricks). Of course selling is an important skill in life and business, as is an awarenessof the tricks that other people may use. But this isn't really what negotiations are all about.

6. Match the techniques for building relationships on the left with the explanations on the right.

Relationship-Building Techniques

1. Finding things in common	a. Research has shown that if you give something to another person, they almost always feel obliged to return the favour … or even a much bigger favour. Of course, there's a limit: you can't be too cynical and expect someone to knock 10% off their asking price just because you've bought them a nice coffee. But a little genuine kindness can go a long way.
2. Showing an interest	b. There's no doubt that we like people who are like us. In other words, if we can identify with them and understand them as people, not just business machines, we're much more likely to want to do business with them. In practical terms, there are two sides to this technique: one is to ask questions to find out about the other person. But just as importantly, we need to be open about ourselves, to help the other person to understand us too.
3. Flattery	c. This can go both ways. Firstly, show that you're treating the other person as an individual, someone special. That means remembering their name, and maybe organising something based on the likes and dislikes they've expressed. Secondly, show that they're dealing with you as a person, not just your organisation. If you're taking them to your favourite restaurant, make sure they understand that it's not just an anonymous place to eat, but something that you've chosen

	personally, which says something about who you are.
4. Generosity	d. Say nice things about the other person or their organisation. If that person bought you a meal, tell a third person how nice the meal was and how much you enjoyed the conversation. If you've just arrived in their office, say how nice it is. If you notice a diploma on the wall, ask about it and make sure you sound impressed when they tell you. But whatever you do, make sure you sound convincing – there's nothing worse than false enthusiasm!
5. Gratitude	e. When the other person is talking about himself/herself, we need to listen carefully and show that we are listening. This means not just making 'listening noises' like 'I see' and 'Really?', but actually being interested in the other person. Remember what they are telling you, so you can bring it up next time you meet (e.g. How's your daughter getting on at university?).
6. Personal touches	f. Whenever the other person is kind to you, always make sure you say thank-you. It may seem like a tiny detail, and perhaps an obvious one, but in fact it can make all the difference. Just imagine how you'd feel if someone failed to thank you for your own kindness! And when you say thank-you, don't just say 'thank-you'. Tell them how kind they've been and how much you appreciate it

7. Read the three extracts from business negotiations and answer the questions for each extract.

Fiona Jackson is in Munich to negotiate the sale of up to five large industrial packaging machines to a large manufacturing company. These three extracts from her conversation with Hans Braun, the Director of Operations.

Extract 1.

1. How do Hans and Fiona flatter each other? What adjectives do they use?
2. How do they respond to each other's flattery? What grammatical structure do they both use?
3. Why do you think they focused on flattering each other's companies?

***

H: Ah, hello. Ms Jackson? I'm Hans, Hans Braun.

F: Good to meet you at last, Hans, after all those emails. And please call me Fiona.

H: OK, welcome to Munich, Fiona. Sorry to keep you waiting, by the way. I had an urgent phone call and couldn't get away.

F: No problem. I was just admiring your brochure. It's really impressive. I didn't know you had so many famous clients!

H: Thanks. Yes, well, we've got a great sales team, and we really go for quality in a big way here, much more than some of our cheaper competitors.

F: Well, it certainly seems to be an effective strategy, judging by these recommendations.

H: Thank-you. Yes, they're very positive, aren't they? We've also heard some great things about your company. I was looking at your website yesterday, and I thought it was really interesting. I loved the 'Our story' section, you know, the story about how your founder started the business from nothing. Fascinating.

F: Yes, it's amazing, isn't it? I'm glad you read that – it means you've got a better idea about our approach to business.

Extract 2.

4. What do you think of Hans's opening question? How else could he start a conversation to find things in common?
5. How many things in common did they find?
6. What phrases do they use to show interest?
7. What techniques did they use to echo what the other person said?
8. What example of generosity and gratitude is in the conversation?
9. How easy would it be for Hans and Fiona to continue this conversation? Why?

***

H: So, is this your first time in Munich, Fiona?

F: Well, yes and no. I came with my family when I was about 14, but … well, that was a very long time ago. I don't remember much about it … just museums and football. Football? Are you a fan?

F: Not really. But my dad was … I mean he still is, obsessed with it. So he took us to matches all over Europe.

H: Wow. That's really interesting! I'm also a little obsessed with football, but I don't drag my kids around to watch matches!

F: No, it wasn't so bad. It meant we got to see lots of interesting places. How many kids have you got?
H: Three: two girls and a boy. They're growing up fast. My eldest daughter is at university already.
F: Really? You must be very proud. My kids are still very small, so I've got all that to look forward to. What does your daughter study?
H: English, would you believe? She wants to study in Bristol next year.
F: Bristol? That's interesting. My brother studied there. He had a wonderful time. It's a really nice city. I could ask him if he's got any advice, you know, where to go, where to avoid.
H: Well, that would be excellent. I'd really appreciate that. You know what it's like to be a parent – you never stop worrying about your kids.
F: Absolutely. My son's going on karate camp next week, his first time away from mum and dad, and I'm really stressed about it. He's only nine.
H: Karate camp? Sounds interesting. I used to do a bit of karate myself, many years ago. Is he good at it?

Extract 3.

10. What is the main example of generosity in this conversation?
11. How does Hans add a personal touch?
12. How does Fiona express gratitude? What do you think of the two techniques she uses?

***

H: So I thought we'd start with a tour of our factory, so you get a really good sense of what we do here and what we need. I'd also like to introduce you to a few of our key people here, if that's OK.
F: That's great. It all helps me to get a better picture of how we can help you.
H: That's what I thought. And then for lunch, I'd like to take you to one of my favourite restaurants … a short drive out of the city.
F: Oh … that would be lovely, but please don't go to any trouble. I'd be happy with a sandwich!
H: No, I wouldn't dream of it. This project is very important to us, so we want to treat you well! It's a lovely restaurant, and I've booked my favourite table. So I hope you're hungry!
F: Well, that's very kind of you. In that case, you must let me return the favour if ever you visit our factory in Edinburgh.
H: OK, that sounds nice. Thank-you.

8. Work in pairs. Use these ideas to role-play similar conversations. Invent any details you need (e.g. the name of the city). Try to use the six

relationship-building techniques as often as you can – but make sure you don't sound artificial! Try to keep each conversation going for at least two minutes. When you've finished, swap roles and repeat the role-plays.

Conversation 1:

A: Greet the other person. Apologise for being late.

B: Say something nice about the brochure / the office / something you can see (e.g. a diploma on the wall)

A: Say something nice about the other person's organisation.

B: Continue the conversation.

Conversation 2:

A: So, is this your first time in …?

B: Yes→Explain what happened

No, but I have been to …

No, but I've heard a lot about it. Isn't there a …?

A: Continue the conversation.

Conversation 3:

A: Explain your plans for the day's events. Offer something generous (e.g. a nice meal, some evening entertainment, a symbolic present).

B: Express gratitude.

A: Make person B feel special.

B: Try to return the favour.

A: Continue the conversation.

9. Study the following key terms. Match them with the explanations on the right.

1. Position	a. This is the figure for a particular variable that you would find satisfactory
2. Interest	b. This is something that doesn't really matter to you, but which you include in your opening position statement because you may be able to trade it for something from the other party.
3. Variable	c. This is your best alternative to a negotiated agreement. In other words, it is what you will still have if the negotiation fails.
4. Opening point	d. A situation where there is no solution, because neither side can move.

5. Target point	e. This is your limit for a particular variable. You cannot go beyond this point.
6. Reservation point	f. This is the figure you give for a particular variable when you first state your position.
7. BATNA	g. This is what you really need out of the negotiation.
8. Deadlock	h. To agree to a compromise half-way between person A's figure and person B's figure.
9. Split the difference	i. This is what you say you want out of the negotiation.
10. Giveaway	j. This is one of the things that can be negotiated, such as the unit price, guarantees or the delivery date

10. Read the article. Write one of the words/phrases from exercise 2 in each space. Some words need to be in the plural form.

Positions and interests They say that negotiating is like mind-reading but the most important mind to read is your own. If you don't fully understand your own needs and wants from the negotiation, there's no point in trying to read the other person's mind!

The mistake most inexperienced negotiators make is that they focus too much on positions and not enough on interests. Almost by definition, (1)________ are incompatible: I want to pay £500 for your printer, but you want to receive £1000; I want the printer tomorrow, but you want to deliver next month; I want you to install the printer, but you want me to do it. We can't both get what we want. Even if we (2)________on price and delivery date, neither of us will be happy.

That's why it's so important to be aware of our interests, the reasons behind our positions. Let's look again at the three (3)________in our example. I want the machine quickly so I can complete a big order for a client worth £10,000. You can't deliver quickly because you don't have that particular model in stock. I can't pay £1000 because I've got a cash flow crisis – that's why the big order from my client is so important. You won't accept £500 because the printer will cost you £600 from your supplier. I want you to install the machine because I don't think I could do it properly. You want me to do it because it costs you £50 to send out an engineer.

When we start thinking in terms of (4)________, creative solutions become possible. Maybe there's a way for me to borrow a different machine to complete the big order, and to pay the full price, plus the £50 cost of installation, in two months, when the right machine's in stock and my cash flow crisis is over.

In other words, instead of treating the negotiation like a game of poker, we can both benefit from being honest and open about what we really need and why we need it. Of course openness and honesty carry their own risks: a completely open and honest negotiator can easily be manipulated by a more cynical adversary. Revealing your interests can be a great way of breaking a (5)________, but there's no need to reveal too much if there's no deadlock to break. At the end of the day, you've got a duty to get the best possible deal for yourself or your organisation.

That's why, for each variable, it's essential to plan three points. Start by working out your (6)________. If you're the seller, this might be the price you need simply to cover your costs. Below this price, you're better off walking away from the negotiation. You can then decide what you actually want from each variable – the figure that would make you feel satisfied. This is your (7)________. Finally, plan your (8)________some way beyond that target point. This means you can show some flexibility in the negotiation and still come away with what you want – and you may even get more than you want!

Once you've worked out these three points for every variable (and of course, how they relate to each other), there's still one vital piece of information you need: your BATNA, or best alternative to negotiated agreement. For example, if you're trying to sell your car to person A, it's useful to know how much person B would be prepared to pay. If A can't match B's price, walk away from the negotiation. Even if there's no person B, you can work out the probability of finding another buyer, and making a realistic calculation of how much you could expect that buyer to pay. Of course, real person A's concrete offer of £1000 may be worth more to you than hypothetical person B's potential offer of £1200, but these are things you can calculate or at least estimate. And even if there's no hope of finding a person B, you've still got a (9)________: you get to keep your car.

Finally, professional negotiators always plan a few (10)________: things that cost them nothing, but which they can exchange for something of value from the other side. For example, one variable might be delivery time. The supplier has actually got the goods in stock, and is desperate to get them out of the warehouse. But he still asks for a four-week delivery period. The customer needs the goods as soon as possible, and accepts a higher price in exchange for quicker delivery. Of course, this can be a risky strategy – deceiving the other person is in direct conflict with your aim of building long-term trust! But if used in moderation, this technique can be good for breaking deadlocks.

Questioning and clarifying

1. Read the text. Make a plan of the procedure of the negotiations.

Negotiations: Questioning and Clarifying

A. In an important business negotiation, it's vital to have a procedure. Of course, you can deviate from that procedure as much as you like as the negotiation progresses. And certainly the most important parts of the negotiation, trading concessions and clinching the deal, are almost impossible to plan. But the earlier stages definitely can be planned, and both sides will benefit if you take the time to do things properly.

B. Firstly, make sure you include time to build relationships with the other party. This is not just about being nice and modern, but it actually makes very good business sense. The negotiation is much more likely to reach a mutually-acceptable conclusion, and you'll also be in a much better position to build a successful long-term partnership once the deal is signed.

C. The next stage is to establish the procedure – unless you've been really well organized and done this via email in advance of your face-to-face meeting. Don't impose your own agenda on the other party, but aim to have at least a simple framework to follow. Even if the other party wants to be flexible and spontaneous, hat's up to them. But you need to be aware of the benefits you will gain by keeping everything under control.

D. Then it's time for the first party to present its position. There are advantages and disadvantages to going first. The advantage is that you get to set the agenda – you decide what the main negotiation points are. It's also much easier to prepare if you know you're going first. Unfortunately, it also means you may accidentally give the other party more than they were expecting. For example, the price you say you're willing to pay may be significantly higher than the one they were willing to accept.

E. During the other party's position statement, it's absolutely vital for you to say as little as possible. Very often, if you simply listen in silence, the presenter will do half the negotiating for you! Just let them talk as much as they want, and whatever you do, don't interrupt them – unless it's to tell them to slow down so you can keep notes. Of course, there'll be plenty of things that you'll want to check, so that's why you need to keep those notes as detailed as possible.

F. When they've finished their opening position statement, you finally get your chance to speak, but again, you'll benefit a lot more by asking simple questions and letting them talk some more. The obvious reason for asking questions is to check you've understood everything correctly. But probing questions are also your best way to understand their underlying interests, and to identify room for manoeuvre. Remember: the more they talk, the more they reveal.

G. Just don't be too aggressive in your questioning. If you challenge everything from their opening position statement and make them justify all their demands, you'll find it much harder to trade concessions later. Psychologically, it's much harder to back own once you've justified your position in public, so you may accidentally back them into a corner, with the result that the negotiation will soon reach deadlock.

H. Once you've checked and clarified as much as you can about their position, it's a good idea to repeat the key points back to them, one by one, as a final check. This may actually prompt them to reveal more information or even give some ground. This is also when you can start revealing your own position – initially by responding to the key points the other party made. For example, you can comment on which of their points sound reasonable, which might have some room for compromise, and which look like potential sticking points. But avoid going into too much detail at this stage – you don't want to start negotiating with yourself, and you've also got your own position to present.

I. This whole procedure is repeated for the second party's position statement: the statement followed by questions and then a final check. At this stage, you'll probably want to take a time-out to talk things over with your team, and review your best strategy for reaching a deal. There's still the main body of the negotiation ahead of you: trading concessions and hopefully clinching the deal, plus all the loose ends to be tied up once you've agreed on the main points. But if you manage the early stages sensibly, those final stages should be much easier and more successful.

2. Being diplomatic often brings the best results when negotiating. It is important not be too aggressive. Match the sentences on the left with the more diplomatic sentences on the right.

1.	We must talk about the price first.	a)	Your price seems rather high.
2.	There is no way we can give you any credit.	b)	Unfortunately, I can't lower my price.
3.	I want a discount.	c)	Could you give me a discount?
4.	I won't lower my price.	d)	I'm afraid we can't give you any credit.
5.	Can you alter the specifications? **1**	e)	I think we should talk about price first.
6.	Your price is far too high.	f)	I wonder if you could alter the specifications.

3. Role play the situation below. Be diplomatic. A shop owner is placing an order with a chocolate manufacturer.

Role 1

1. You want to order 50 boxes of deluxe chocolate at the quoted price.
2. You want a 20% discount.
3. You want 30 days credit.
4. You wan delivery in 2 weeks.

Role 2

1. You get a bonus if the order is over 100 boxes.
2. You don't give a discount for orders of less than 100 boxes.
3. You want payment on delivery.
4. You can deliver in three weeks.

Negotiations: bargaining and making concessions.

1. Lead-in: Discuss these questions in small groups.

1. What exactly does bargaining mean? What does it involve?
2. Why is bargaining so stressful?
3. Does bargaining always involve an element of deception?
4. What exactly is a trade-off?
5. What is the key to successful bargaining?

2. Read the article to answer the questions from exercise 1. Do you agree with the key points of the text?

The Bargaining Stage

Horse-trading …concession-trading ... give-and-take …haggling ... bartering … bargaining …negotiating. Call it what you like, but this is where the real action in a negotiation happens. We all know that negotiations aren't all about winning and losing, but try telling that to the executive who has to return home to explain to her Board of Directors why she just accepted a price 10% over her budget. That's why bargaining is so stressful: the risks of failure are high.

You'll almost never get everything you want out of a negotiation, so sooner or later that means you're going to have to give something up. But the problem here is that if you agree to a lower price, you're effectively admitting that your original price was exaggerated. It's like admitting that you tried to trick your counterpart into paying over the odds, and you got caught and had to admit defeat.

But does it have to be like this? The truth is, ***price is rarely the only factor in a negotiation.*** It's usually one of many factors, but let's assume for a moment that there are only two variables in a negotiation between a manufacturer and a potential distributor – let's call them price and exclusivity. As the manufacturer, of course I want as high a price as possible, but I also want the distributor to sell my productsexclusively, and not my competitors'. So there's a trade-off here: I'm prepared to accept a high price and no exclusivity, or a low price and total exclusivity, or any combination in between.

The point is: there's no single point where I 'win' or 'lose' the negotiation; there are an infinite number of winning points for me along that line, where I'd be equally satisfied. And it's the same for the distributor, who wants a low price and low exclusivity, but is prepared to make a trade-off between them. The trick is to find a point where our two lines cross, or at least come close enough for both sides to be happy.

As we start adding in more and more variables, the number of potential 'wins' multiplies dramatically. In other words, it really is possible to change your demands during a negotiation, without any hint of deception or failure. All you need to know is the relative value of each variable to you.

The golden rule of negotiations is this: never make concessions; always trade concessions. If you give something away, make sure you always get something in return. That way, you'll never go far from the line of your preferences. Of course, it's fine to accept a concession from the other party without making one of your own, but chances are, your counterpart will be playing by the same rules. So if you want to get something from them, you've got to be ready to give something in return.

3. The best language technique in this stage is to make every sentence an 'if' sentence.

e.g. "We might be able to bring the price down by 5%, but only if you can increase your order by at least 10%"

Sort these sentences from the most direct offer of a 5% discount to the most hypothetical. Some sentences may be roughly the same as each other.

a. If you increase your order by 10%, we'll give you a discount of 5%.

b. If you increased your order by 10%, we'd give you a discount of 5%.

c. If we give you a discount of 5%, will you increase your order by 10%?

d. If we gave you a discount of 5%, would you increase your order by 10%?

e. If we were to give you a discount of 5%, would you consider increasing your order by 10%?

f. If you'll increase your order by 10%, we might consider giving you a discount of 5%.

g. If you increased your order by 10%, we might be able to give you a discount of 5%.

h. We could give you a discount of 5%, but only if you increase your order by 10%,

i. Supposing you increased your order by 10%, we'd be able to give you a discount of 5%.
j. Provided you increase your order by 10%, we'll give you a discount of 5%.
k. As long as you increase your order by 10%, we can give you a discount of 5%.
l. We can't give you a discount of 5% unless you increase your order by 10%.
m. Unless you increase your order by 10%, we can't give you a discount of 5%.
n. What if we were to give you a discount of 5%? Would you be able to increase your order by 10%?

Useful phrases

Making proposals \ offers	My proposal is to … I'd like to propose that … My suggestion is … Can you offer us any other possibility? What would you suggest? How would you feel about a bigger discount?	
Accepting proposals \ offers	I think that meets our requirements. That sounds acceptable. That sounds like a good idea. That sounds reasonable. I can accept that. I think I can agree to that. Your position is very interesting. Can you tell me more?	
Rejecting proposals \ refusing offers	Sorry, but I am not really sure about that. That's not quite what we had in mind. I'm sorry we can't accept that. I'm afraid that's unacceptable. I can't agree to that.	
Offering counter-proposal	Instead of … how about …? Could … instead? Perhaps a better idea would be to … Could the problem be solved by…? Can you offer any alternatives? How can we reach a compromise?	

	What do you think is a fair way to resolve the situation?	
Bargaining	If you can guarantee good discounts, then we will accept the proposal. If you sign the contract, we could offer you good discounts. If you deliver the good by the end of the week, then we are prepared to order. If you order now, we'll give you a discount. We'd be prepared to offer you a better price if you increased your order.	

Concluding a deal

1. Look at these tips for ending a negotiation effectively. Do you agree with the advice? What other advice would you give?

1. Summarize all the points that you have discussed.
2. Confirm what has been agreed.
3. Outline future actions – who will do what, by when, etc.
4. Thank everyone for taking part and say goodbye. End the negotiation on a positive note by engaging in small talk.

2. Read the text and give its summary in English.

Negotiations: Clinching the deal

In any negotiation, there may come a point where one or the other party threatens to walk away. This, of course, is bad for both parties: they're both here in order to find a solution. They've both invested plenty of time, effort and money in the negotiation so far: researching it, planning it, taking part in it.

On the other hand, a bad deal is worse than no deal. If you are convinced that you would be better off by walking away, based on your previous research, then you have to be prepared to do that. That's one reason why it can be better to hold the negotiation in their office, or even in neutral territory like a hotel: you can't really walk away if it's your own office!

The same goes for the way you react to the other side's threats: if you'd be better off by letting them walk away, rather than accepting their unacceptable offer, then that's what you have to do. Try not to think in terms of the hours that you have personally invested in the deal, but rather in terms of the overall costs and benefits for your organization. It's better to accept you've wasted a week's work (however difficult it's been for you personally) than to agree to a deal that will cost your organization much more. Your investment in the negotiation could still be a factor in your decision- making, but it shouldn't normally be the most important factor.

Brinksmanship – negotiating through threats to walk away – can sometimes be simply a bluff. If they sense that you need the deal more than they do, they may try using threats to walk away in order to extract concessions from you. They may not actually want to walk away – their threats might be just a bluff. So if you call their bluff and say you'll let them walk away, they may well change their strategy to accommodate you. And even if you calculate that the deal on offer is still better than nothing,

Best Alternative to Negotiated Agreement: remember: you're trying to build a long-term relationship here. If the relationship starts with threats and bluffs, it could be a sign that it will be difficult in the future too.

The point to remember is that negotiations aren't a game. If you're honest about what you need, what you can and can't accept and why you're in the negotiation, there's no need for bluffing and brinksmanship. Tell them that you want to find a solution and do your best to explore creative solutions, but don't be afraid to tell them what you're not prepared to accept. Be firm but patient and positive.

Clinching the deal can be a long, slow process. The trick is to keep a record of what you've agreed, and make absolute sure you both understand exactly what has been agreed. That way you can focus the negotiation on the one or two key variables that remain 'on the table'. Of course, you can still return to those agreed points if necessary, to put them back on the table in order to resolve those final sticking points. The principle is that everything is on the table until the whole deal has been clinched. And in the end, either there's a deal to be clinched or there isn't.

Once you've both decided that there is a deal to be clinched, there may be all sorts of loose ends to tie up. As long as these really are just loose ends, tiny details which are irrelevant to the main deal, it's usually fine to leave these for later. (But make sure you do resolve them pretty quickly!) But the real problem comes when one party throws a major spanner in the works at the last moment, when you're about to sign the deal. This is a particularly unpleasant trick, as nobody wants to go back to square one, so tired negotiators often capitulate. But a trick it is, and the only sensible way to handle it is to call a time out and plan how to resolve the new complication calmly and logically.

Dealing with a conflict.

1. Answer the questions in this quiz. Compare with a partner.

How good are you at managing conflict?

1. You are in a meeting. People cannot agree with each other. Do you:

a) do nothing?

b) intervene and propose something new?

c) take sides with those vou like?

d) suggest a 10-minute break?

2. Your two closest friends have an argument and stop speaking to each other. Do you:

a) behave as though nothing has happened?

b) bring them together to discuss the problem?

c) take the side of one and stop speaking to the other?

d) talk to each one separately about the situation?

3. You see two strangers. One begins to hit the other. Do you:

a) pretend to be an off-duty police officer and ask them what is going on?

b) call the police?

c) shout at them to stop? (al) walk away quickly?

4. Your neighbours are playing very loud music late at night. Do you:

a) ask them to turn it down?

b) do nothing?

c) call the police?

d) play your own music as loudly as possible?

5. You are in the check-in queue at an airport. Somebody pushes in. Do you:

a) ask them to go to the back of the queue?

b) say nothing?

c) complain loudly to everyone about people jumping queues?

d) report them to an airport official?

6. A colleague criticises your work. Do you:

a) consider carefully what they say?

b) ignore them?

c) get angry and criticise them?

d) smile, but wait for an opportunity to take revenge?

2. In pairs, think of as many sources of conflict at work as you can.

Example: poor time-keeping, interrupting people in meetings, etc.

3. Read the article quickly and see how many of your answers are mentioned. Read the article again and answer these questions.

1. What should managers do when teasing starts to become hurtful?
2. Why should managers note examples of inappropriate behaviour or language?
3. Why should managers get involved as soon as conflict develops?
4. What happens if managers ignore conflict and poor behaviour?
5. What are the advantages of return-to-work interviews?

Intervening quickly in cases of conflicts

Managers should be sensitive to when teasing starts to become hurtful. They should be prepared to step in and have a quiet word with the team members involved. The manager should inform those involved that, while plenty of communication is encouraged, it's important that there is respect for other people and that certain standards of behaviour are expected at work.

The manager should have noted examples oi the types of behaviour or language that have been used that are inappropriate at work, so that those involved will understand shat as unacceptable. It's much easier to have this conversation as soon as a manager starts to have concerns about behaviour or early signs of conflict to prevent habits from being formed and to ensure that the manager is taken seriously. It is much more difficult to be respected if a manager appears to accept certain behaviour by letting a situation continue for weeks or months.

Dealing with conflict directly

Taking action to manage conflict can appear quite worrying to some managers but it's an essential part of their role and responsibilities. If managers ignore unacceptable behaviour. probloms will got worse until the disciplinary process has to be used or a formal complaint is made, by which time it will be much harder to achieve a successful resolution.

Some potential sources of conflict

• too much personal use of the Internet or e-mail;
• poor attendance and time-keeping:
• any form of bullying behaviour;
• any form of discrimination (e.g. sexism);
• unacceptable language;
• theft:
• drink or drug problems.

However, frequently it is the less obvious behaviour that over time, if it not confronted, will lead to workplace disputes. Examples of less obvious types of dispute include:

• taking credit for other people's work or ideas;
• interrupting people in meetings;
• not inviting team members to social evenings or events;
• not covering for people when they are sick;
• not taking messages for people;
• using someone else's contacts without permission;
• not including people in group e-mails;
• ignoring people or being impolite;
• poor personal hygiene.

Managers should not ignore problems that are developing in their teams. It's vital that line managers have regular, informal, one-to-one conversations with the people they manage, so that these kinds of issues can be discussed naturally where possible.

However, managers must also be prepared to begin informal discussions if they think a problem is starting to develop. Conflict at work can lead to absences, so return-to-work interviews are also a good opportunity for managers to ask questions about any conflict issues that might be worrying employees.

4. Find words in the article that mean the opposite of these words.

1. appropriate
2. acceptable
3. polite
4. formal

5. Discuss these questions.

1. Have you ever been involved in any of the examples of conflict listed in the article?
2. How did/would you feel?
3. What behaviour at work do/would you find inappropriate or unacceptable? How would you deal with these problems?

6. Study the following information.

First conditional

if + present simple, will + infinitive without to –This describes a possible situation and its probable result.

If he bullies anyone again, he'll lose his job.

If sales increase, we'll make more profit.

Second conditional

if + past simple, would + infinitive without to – This describes an unlikely situation and its probable result.

If he made more eye contact, he'd be a better negotiator.

Conditionals and negotiating

Conditionals are often used when negotiating. We use conditionals for offers.
If you sign the contract today, we'll give you a 10% discount. (firm offer).
If you ordered 100 cases, we'dgive you a larger discount. (less firm offer).

7. Correct the grammatical mistakes in these sentences.

1.If you pay in dollars, we would deliver next week.
2. If I would have his number, I would phone him.
3. If the goods will arrive tomorrow, I'll collect them.
4. If the cars would be more reliable, more people would buy them.

8. Combine phrases from Columns A and B to make conditional sentences. More than one answer is possible in each case.

Example: If you place an order today, we'll offer a large discount.

A

offer more flexible payment conditions
pay all the promotion costs
place an order today
pay in dollars
place firm orders in advance
offer us a unit price of $22
sign the contract now
provide good technical support

B

a) offer a large discount
b) give you 90 days' credit
c) make you an exclusive agen
d) give you a signing-on bonus
e) despatch immediately
f) accept the deal

g) reduce the price by 20%
h) increase the order

Negotiation styles. Types of a negotiator.

1. Read the text about different styles of negotiation and find out what style you prefer to use?

The 5 Different Types of Negotiation Styles and How to Master Them All

So you're preparing to negotiate. Have you thought about your style? How about the style of your counterparty? The hard truth is that style is often left off our preparation list. Many negotiators fall into the trap of unwittingly charging forward with their own natural style and don't consider what impact it plays on the outcome.

Don't let this happen to you. Tilt the balance in your favor by carefully considering what negotiation style will reward you with the lion's share of the profits. Below is a list of five styles to consider while preparing for your next negotiation.

1. **Compete (I Win- You Lose)**

Competitive negotiators pursue their own needs and give little to others.

When to use: When you have an overwhelming clear advantage, need to get a deal done quickly, or are involved in a one-off transaction like buying a car.

Pitfalls: A high compete style is easy for the other party to prepare for and can often lead to deadlock. Unchecked competition can also ruin relationships.

Defense: Don't cave in! Appeasing a competitive negotiator creates an expectation that your concessions are a sign of things to come.

2. **Accommodate (I Lose – You Win)**

Accommodating negotiators believe that part of winning people over is to give them what they want. This not only includes products and services but also valuable information. If you're going to roll over, have a good reason.

When to Use: When you find yourself in a weak position and the only option is to give in gracefully. Sometimes, it's better to lose the battle and live to fight the war.

Pitfalls: Giving away value too early in the negotiation can give you little to offer later when you may need a strong card to play. It can also signal that you have deep pockets and much more to give.

Defense: Beware of gifts as they may have strings attached. Ensure that your counterparty is not giving something away with the intent to enjoy reciprocity later on.

3. **Avoid (I Lose – You Lose)**

High avoidance negotiators dislike conflict and can sometimes be passive-aggressive.

When to Use: When the benefit of not negotiating outweighs the value of investing time. Another great time to avoid a negotiation is when emotions run high and a cool-down period is required.

Pitfalls: Avoiding negotiations may signal to the other party that you are not interested.

Defense: If your negotiating partner is avoiding you, set clear expectations on timing up front and consider escalating to a higher level of authority.

4. **Compromise (I Lose / Win Some – You Lose / Win Some)**

Often thought of as splitting the difference. Compromise often results in both negotiators settling for less than what they want or need.

When to Use: When pushed for time and have a trusting relationship. Be careful that you win and lose the right things.

Pitfalls: This style is often used when you're not prepared and just winging it. The party that starts with the most ambitious opening position often ends up gaining the most. Beware of competitive negotiators, they love negotiators who want to compromise and go straight to an extreme opening position. If you end up splitting the difference, they win by virtue of their anchoring position.

Defense: If your counter party starts with an extreme opening position, be sure to counter with an offer that brings them back to reality. If you do retreat from a position be sure to do so with solid rationale.

5. **Collaborate (I Win – You Win)**

Often referred to as expanding the pie negotiation style. Collaborators are willing to invest the time to expand value through uncovering interests.

When to use: When the value in the negotiation is substantial, the relationship is long term and there is a high risk for both parties.

Pitfalls: It's dangerous to collaborate with a party who is not reciprocal in the sharing of information. Make sure to share information at the same level of detail as your counterparty.

Defense: Defend yourself against a collaborative negotiator if you determine that it is not in your best interest to collaborate. Your time is short, so be careful who you collaborate with.

Take control of your negotiation by understanding the power of selecting the appropriate negotiating style. Above all, don't be afraid to change course. An experienced negotiator isn't married to one approach and moves between styles as needed. The key is to make the switch at the right time.

3.3.2. Немецкий язык
Kapitel 1. Mündliche Geschäftskommunikation

Grundlagen der interkulturellen Kommunikation

Lesen Sie den Text.

Text 1. Bedeutung der interkulturellen Kommunikation bzw. der interkulturellen Kompetenz

Einer der größten Fehler, den international tätige Manager machen können, ist anzunehmen, dass kulturelle Unterschiede nicht so wichtig sind und dass wir leicht zusammenarbeiten können, wenn wir alle Englisch sprechen.

Kultur formt unsere Wertvorstellungen, Einstellungen und Verhaltensweisen. Sie wirkt sich darauf aus, wie wir miteinander kommunizieren, die Art und Weise, wie wir leiten und gehorchen, die Art, wie wir verhandeln, kaufen und verkaufen und wie wir in Teams kooperieren.

Die gute Nachricht ist, dass man die Kultur managen kann. Indem man die Verschiedenheit erkennt, kann man mit den Unterschieden in einer Weise umgehen, dass es uns gelingt, miteinander effektiv zu kommunizieren und zu arbeiten.

Kulturelle Intelligenz zu entwickeln beinhaltet zu verstehen, was hinter den zu beobachtenden Unterschieden steckt und gewahr zu werden, wie sehr unser eigenes kulturelles Profil unser Verhalten bestimmt.

Die eigene kulturelle Intelligenz anzuwenden heißt, fähig zu sein, die Vorzüge einer verbesserten Kommunikation und eines verbesserten Managements für die tägliche Arbeit zu nutzen.

Kommunikation ist die Kunst, sein Anliegen anderen in einer Weise zu vermitteln, dass sie es so verstehen, wie wir es tatsächlich meinen. Kommunikation schließt ein, dass man mitfühlend zuhören und verstehen kann, was andere mitteilen.

1. Beantworten Sie die Fragen zum Text.

1. Kulturelle Unterschiede spielen keine Rolle, wenn alle Verhandlungspartner eine gemeinsame Sprache (z.B. Englisch) benutzen.
2. Auch wenn alle Verhandlungspartner eine gemeinsame Sprache benutzen, muss man als Manager, wenn man erfolgreich sein will, interkulturelle Kenntnisse erwerben.
3. Unsere eigene kulturelle Sozialisation bestimmt, wie wir kommunizieren, leiten, gehorchen, kaufen, verkaufen und in Teams kooperieren.

2. Bearbeiten Sie einen Lückentext. Wählen Sie aus der unten aufgeführten Wortliste und füllen Sie alle Lücken aus.

Interkulturelle Kompetenz

Ambiguitätstoleranz --- Befähigung zur Metakommunikation --- Empathie Handeln --- Interkulturelle Kenntnisse --- Kompetenz --- Rollendistanz

Wichtigstes Ziel interkulturellen Lernens ist die Entwicklung der interkulturellen ___ seitens der Kursteilnehmer, anders gesagt: in deren Befähigung zu interkulturell kompetentem ___ und Kommunizieren, was u.E. die immer wieder erwähnte Orientierungs- und Fragestellungskompetenz einschließt.

Interkulturelle Kompetenz beinhaltet vorrangig folgende Komponenten, i.e. Kenntnisse, Grundhaltungen bzw. Fertigkeiten:

- ____ (theoretisches und praktisches Wissen über die Eigenheiten der eigenen und der Zielkultur bzw. der Zielkulturen sowie deren Differenzen, über die kulturelle Bedingtheit von Verhaltensweisen)
- ____ (Einfühlungsvermögen in Bezug auf die Befindlichkeiten und Denkweisen der fremdkulturellen bzw. anderskulturellen Partner) = Fähigkeit, sich in die Position anderer hineinzuversetzen
- ____ (Fähigkeit, die eigene Position zu verlassen und sie mit Abstand, von außen, zu sehen = zu erkennen, dass die eigene Wahrnehmung der Welt von den soziokulturellen Faktoren des eigenen Lebensbereiches geprägt ist.)
- ____ (Fähigkeit, das Spannungsverhältnis zwischen unvereinbaren Gegensätzen und Mehrdeutigkeiten „aushalten“ zu können; Fremdes nicht unreflektiert abzulehnen; Fähigkeit, widersprüchliche Anforderungen und Erwartungen auszuhalten)
- ____ (Fähigkeit, über Kommunikationsprozesse zu kommunizieren oder m.a.W.: Probleme, die im interkulturellen Handeln auftreten, mit allen Beteiligten früh genug thematisieren können) = z.B. bei Unsicherheiten nachfragen, eigenes kulturbedingtes Handeln darstellen

3. Lesen Sie den Text und lösen Sie die Aufgabe danach.

Text 2. Interkulturelle Kenntnisse

Es gibt sprachliche und nichtsprachliche interkulturelle Kenntnisse.

Bei den sprachlichen interkulturellen Kenntnissen dürfte die kulturell spezifische Lexik im Vordergrund stehen.

Eine wichtige Rolle spielen daneben Aussprache, Intonation/Sprechmelodie, Lautstärke, Sprecherwechsel/Interaktionsrituale, Kontextabhängigkeit bzw. Direktheit/ Indirektheit von Äußerungen.

Interkulturell relevant sind auch Kenntnisse der nonverbalen Kommunikation (Gestik, Mimik, Distanzverhalten/Körperkontakt, Zahlensymbolik, Verwendung von Farben).

Kenntnisse betr. der Hierarchien, des sozialen Verhaltens, insbesondere des Verhältnisses der Geschlechter zueinander, des Umgangs mit Konflikten, Verhandlungstaktiken, ferner: Kritik, private/öffentliche Sphäre, Mündlichkeit/Schriftlichkeit, Zeitvorstellungen, Tabuthemen, langfristige/kurzfristige Handlungsorientierungen, Ess- und Trinkgewohnheiten, Lebenseinstellung, Einstellung zu Ordnung, Pünktlichkeit, Gastfreundschaft, Semantik von Geschenken usw.

Füllen Sie alle Lücken aus.

Geschenken --- Gestik --- Intonation --- Lexik --- Mimik --- Tabuthemen

Bei den sprachlichen interkulturellen Kenntnissen spielt die kulturell spezifische ____eine besondere Rolle.

Im mündlichen Bereich sind ferner besonders die Aussprache und die ____ zu beachten.

Zur nonverbalen Kommunikation zählen z.B. ____, ____, Distanzverhalten/Körperkontakt.

Wichtig sind schließlich Kenntnisse über ____und die Semantik von ____.

4. Lesen Sie den Text und fassen Sie seinen Inhalt zusammen.

Text 3. Small Talk

Bei der Kommunikation mit Kunden oder Gesprächspartnern kommt es zwangsläufig zum Small Talk. In manchen Kulturen ist eine ausführliche Kommunikation über Alltägliches sogar die Basis für erfolgreiche Geschäfte. Aber auch hier sollte man mögliche Fallstricke vermeiden. Dies beginnt bei der Wahl oder der Vermeidung bestimmter Themen (Schlagwort: Tabuthemen). Besonders sensibel reagieren manche Gesprächspartner auf bestimmte religiöse oder politische Themen. Es empfiehlt sich folglich, auch hier Fingerspitzengefühl walten zu lassen. Dies gilt auch für potenzielle Neidthemen wie Autos oder exotische Urlaube, die sich der Gesprächspartner eventuell nicht leisten kann oder will.

Aussagen wie die folgenden sollten geflissentlich vermieden werden:

1. Karriere: "Man sollte doch öfters mal den Job wechseln, damit man keine Scheuklappen bekommt." (Problem: Der Gesprächspartner arbeitet seit Langem in ein und derselben Firma.)
2. Familienleben: "Eine stabile familiäre Basis ist die Voraussetzung für gute Arbeit." (Mögliche Gefahr: Der Gesprächsteilnehmer ist gerade geschieden oder verwitwet.)
3. Familie: "Welcher vernünftige Mensch schafft sich denn heute mehr als ein Kind an." (Problem: Der Gesprächspartner bzw. die Gesprächspartnerin hat mehrere davon.)
4. Kritik: "Naja, die Produkte von denen sind ja nicht konkurrenzfähig." (Problem: Der Gesprächspartner steht mit dem Mitbewerber in Kontakt und hat schon Produkte von ihm erworben.)
5. Qualifikation: "Manche bilden sich auf ihre Titel sonst etwas ein." (Problem: Der Gesprächspartner ist promoviert.)

Text 4. Verhandlungstaktiken

Setzen Sie Satzzeichen zwischen die Wörter des Textes.

Der deutsche Partner muss u.a. damit umgehen lernen dass seine Partner am Anfang häufig maximale Forderungen stellen zäh verhandeln sogar feilschen sehr um ihr Gesicht besorgt sind zunächst wenig Zugeständnisse einräumen selbst aber Zugeständnisse erwarten gern einmal bluffen die Tagesordnungspunkte nicht entsprechend ihrer Priorität behandeln aber letztlich nach Harmonie und einer Kompromisslösung streben also auch an einer Win-Win-Situation interessiert sind Daher sollte man auch dazu bereit sein eine Verhandlung einmal ohne Ergebnis zu unterbrechen ohne ein endgültiges Scheitern herbeizuführen oder auf durchaus mögliche Provokationen unangemessen zu reagieren Die Verhandlungen können später wieder aufgenommen werden.

Inder und Chinesen suchen gern bevorzugt im Stillen pragmatische Lösungen und vermitteln den Eindruck dass es im Prinzip keine Probleme gebe.

Erfolgreiche Manager pflegen aus den genannten Gründen geduldig eine intensive Kommunikation bauen eine solide persönliche Vertrauensbasis auf stellen intensiv Fragen hinterfragen Fortschritte auch persönlich achten darauf dass niemand sein Gesicht verliert nutzen im Idealfalle die gleichen Methoden wie ihre Verhandlungspartner.

5. Lesen und übersetzen Sie den Text.

Text 5. Stil des offiziellen Telefongesprächs

Das Telefon ist ein verbreitetes Kommunikationsmedium, das es ermöglicht, schnelle Kontakte zu Personen herzustellen, die man direkt nicht erreichen kann. Per Telefon werden mannigfaltige private und geschäftliche, offizielle Gespräche geführt.

Offizielle Telefongespräche umfassen den Bereich von institutionell festgelegten Kommunikationsabläufen. Dazu gehören soziale Räume von staatlichen und privaten Einrichtungen wie Ämter, Botschaften, Firmenvertretungen, Büros, Konsulate. Sie betreffen auch Dienstleistungssituationen in verschiedenen Kaufstellen, Reparatureinrichtungen u.ä.

Die Pflege der geschäftlichen Kontakte verpflichtet die Partner zur Erfüllung konventioneller Höflichkeiten. Sie erfolgt nicht nur persönlich oder durch Briefe, sondern auch per Telefon. Das betrifft Glückwünsche, Danksagungen oder Beileidsbekundungen. Obwohl jetzt Anstandsregeln nicht mehr so verbindlich und formell, wie früher, sind, gehört es zum guten Ton, wenn nicht persönlich, dann schriftlich oder telefonisch die entsprechenden Höflichkeitspflichten zu erfüllen.

Die offiziellen Telefongespräche haben also einen situationsbezogenen Aspekt. Daneben ist auch der funktionale Aspekt hervorzuheben, der sich auf die Art und Weise dieser Kommunikationsabläufe bezieht. Ihre offizielle, institutionelle Beziehungsebene setzt die entsprechende Ethik voraus.

Zur Ethik der offiziellen Telefonkommunikation gehören Höflichkeitsformeln. Sie sind Mittel der Beziehungsgestaltung und der Beziehungspflege.

Bei den offiziellen Telefongesprächen ist man korrekt und höflich. Man kann mehr oder weniger höflich sein. Besonders höflich und dabei distanziert ist man den Damen und den Vorgesetzten im offiziellen Umgang gegenüber. Das betrifft auch wenig bekannte Gesprächspartner, mit denen man Kontakte aufnimmt. Höflich ist man in bedeutendem Maße zu den Kollegen, mit denen man nicht sehr vertraut ist. Neutral höflich ist man zu unbekannten Personen in verschiedenen Institutionen (Post, Sekretärin im Büro eines Geschäftspartners, Dienstleistungsbereich u.ä.).

Höflichkeitsformeln widerspiegeln gegenseitige Wertschätzungen, sie dämpfen den unangenehmen Eindruck einer negativen Information, sie können auch ein Zeugnis von der sozialen Angehörigkeit sein und ein Signal von der Beziehungsebene mit dem Gesprächspartner, die man anstrebt. Man bleibt, zum

Beispiel, zu korrekt und höchst höflich, um den gebührenden Abstand dem Gesprächspartner gegenüber zu wahren.

Der Stil der geschäftlichen Telefongespräche soll offiziell, förmlich sein. Die Wortwahl, die Intonation dürfen nicht zu kameradschaftlich wirken (auch zu bekannten Personen). Man darf nicht in den saloppen Stil verfallen. Auch der geschraubte Stil wäre nicht am Platze.

Der förmliche Stil zeugt nicht nur von Offizialität, sondern auch von Anerkennung der allgemein (oder in einer sozialen Gruppe) geltenden Verhaltensstandards.

6. Rufen Sie Ihren Geschaftspartner an, nehmen Sie folgendes Dialog als Beispiel.

Herr Wagner: Wagner.
Frau Böhme: Guten Tag, Herr Wagner. Mein Name ist Böhme von der Firma Sassen & Co. Sie erinnern sich?
Herr Wagner: Ja, natürlich, Frau Böhme; schön, dass Sie anrufen. Wie kann ich Ihnen helfen?
Frau Böhme: Wir interessieren uns für zwei Artikel aus Ihrem Katalog, die Espresso- Automaten und die Entsafter. Haben Sie diese Produkte vorrätig?
Herr Wagner: Da muss ich mit unserem Lager sprechen. An welche Größenordnung hatten Sie gedacht?
Frau Böhme: Etwa 150 Espresso-Automaten und 80 Entsafter.
Herr Wagner: Darf ich Sie gleich zurückrufen?
Frau Böhme: Ja, das ist in Ordnung. Auf Wiederhören.
Herr Wagner: Wiederhören.

7. Wählen Sie den Ausdruck, der der Situation am besten entspricht.
Dialog 1
Mayer: Agentur Reich und Schön, Mayer, guten Tag.
Betzke: Guten Tag! Hier ist Harald Betzke aus Münster. Ich hätte gern Frau Wunder sprechen.
Mayer: Tut mir Leid, Frau Wunder außer Haus. Wo kann Frau Wunder Sie erreichen, Herr Betzke?
Betzke: … … .

a) Am besten auf dem Handy. Die Nummer hat sie.
b) Ja, wollen wir gleich zur Sache kommen.
c) Ja, wir gehen sofort nach Hause.

Dialog 2

A: Personalabteilung, Schneider.

B: Guten Tag. Mein Name ist Ursula Schilling. Es handelt sich um die Stelle der Sekretärin. Ich habe Ihre Anzeige im Morgenblatt gelesen und würde mich gern bei Ihnen vorstellen.

C: Wie war Ihr Name und Vorname noch mal, bitte?

B: … … .

a) Ich bin ledig.

b) Ursula Schilling.

c) Danke. Ich komme gleich.

Dialog 3

Frau Fleischer: Guten Tag, Herr Müller.

Herr Müller: Guten Tag, nehmen Sie doch bitte Platz. Ihre langjährige Tätigkeit im Bereich EDV-Sprachen hat mich dazu bewogen, Sie zu einem Vorstellungsgespräch zu bitten.

Frau Fleischer: Ich hoffe, dass in Ihrer Firma ein ähnlicher Aufgabenbereich ist.

Herr Müller: … … .

a) Sehr richtig. Vor kurzem wurde in unserem Haus eine neue Abteilung gegründet. Dort hat man einen Computer so programmiert, dass er mit allen Daten arbeiten kann.

b) Sehr richtig. Wir bieten die Ausrüstung für Lebensmittelindustrie.

c) Sehr richtig. Während der dreimonatigen Probezeit beträgt das Gehalt bei achtstündiger Arbeitszeit ungefähr 2 800 Mark brutto.

Dialog 4

A: Guten Tag, ich heiße Karl Kneip und rufe wegen Ihrer Anzeige im Morgenblatt an.

B: Schön, könnten Sie mir kurz Ihren beruflichen Werdegang schildern?

A: … … .

a) Wissen Sie, mein Name ist Kneipe. Ich bin Manager der Firma „Plakat Marketing".

b) Wissen Sie, das würde lange dauern. Das schreibe ich Ihnen lieber auf. Ich finde Ihr Stellenangebot sehr interessant.

c) Wissen Sie, wir möchten Sie heute mit unserer Firma bekanntmachen.

8. Lesen Sie den Text und schildern Sie mit eigenen Worten die Kommunikationsfehler, die oft zugelassen werden.

Text 6. Typische Kommunikationsfehler

Fehler beim Sprechen:

Wir gehen recht großzügig – und teilweise schon schlampig – mit unserer Sprache um:

- definieren nicht klar,
- sprechen nicht differenziert genug,
- haben oft einen spitzen Unterton,
- sind zynisch,
- übertreiben mit unseren Begriffen,
- verallgemeinern,
- sprechen in einer Schwarzweißsprache usw.

Fehler beim Zuhören:

- Wir hören oft nicht richtig zu,
- sind mit unseren Gedanken nicht bei unserem Kommunikationspartner, sondern irgendwo anders,
- sind gelangweilt, tun aber so, als ob wir zuhörten.

Fehler beim Verstehen:

- Wir bleiben in unserer Gedankenwelt, wir versetzen uns nicht in den Kopf des anderen.
- Wir interpretieren und phantasieren unsere eigenen Geschichten in das, was gesagt ist, hinein.

Fehler beim Nachfragen:

- Wir fragen zu wenig nach.
- Wenn wir nachfragen, sind schon wieder Spitzen in unseren Bemerkungen dabei.

Kapitel 2. Mündliche Geschäftskommunikation

Lesen Sie den Text und übersetzen Sie ihn ins Russische.

Text 1. Der Geschäftsbrief

Unter der Definition «Geschäftsbrief» werden alle schriftlichen Formen (Brief, E-Mail, SMS, Fax usw.) verstanden, die von einer Firma versendet werden und sich auf einen geschäftlichen Vorgang beziehen, unabhängig von dem Medium. Wer mit Geschäftskorrespondenz zu tun hat, der befindet sich in der Regel in einem kaufmännischen Geschäftsverhältnis mit anderen Unternehmen. Um Erfolg mit der Firma zu haben, sollte immer ein guter Eindruck beim potenziellen Vertragspartner hinterlassen werden. Dementsprechend ist der Look eines Briefs sehr wichtig – ein Geschäftsbrief kann nur als solcher bezeichnet werden, wenn auch das Layout entsprechend gestaltet ist! Geschäftsschreiben haben einen erheblichen Effekt auf den Leser und können diesen stark beeinflussen, da sie oftmals das Erste sind, was der Kunde vom Unternehmen wahrnimmt.

Trotz der modernen Medien und den daraus resultierenden Möglichkeiten wie Telefonie, Fax, SMS und E-Mail gehören Geschäftsbriefe heutzutage weiterhin zum Unternehmensalltag. Briefe bilden den Hauptbestandteil der Geschäftsabwicklung (Angebot, Rechnung, Mahnung usw.) ab.

Ohne Geschäftsbriefe würde die Wirtschaft nicht funktionieren. Die Schreiben sind essentiell für funktionierende Geschäftsbeziehungen, können juristische Folgen haben und dienen der unternehmerischen Außendarstellung. Daher ist es wichtig, die verschiedenen Arten von Geschäftsbriefen, Pflichtangaben und die bei der Gestaltung zugrunde liegende DIN Norm zu kennen. Tipps zu Formulierungen sowie Muster und Vorlagen als PDF oder für Word zum Download erleichtern das effiziente Erstellen von Geschäftsbriefen.

Drei Grundregeln zu einem Geschäftsbrief sind:

1) gut strukturierter und übersichtlicher Aufbau eines Briefs;
2) Fokus auf das Wesentliche – relevante Punkte ansprechen;
3) klare und verständliche Formulierung – Vermeidung von Schachtelsätzen.

1. Beantworten Sie die Fragen.

1. Was ist ein Geschäftsbrief?
2. Wer hat mit der Geschäftskorrespondenz zu tun?

3. Wie beeinflussen die Geschäftsbriefe den Erfolg von kaufmännischen Geschäftsverhältnissen mit anderen Unternehmen?
4. Auf welche Weise soll ein effizienter Geschäftsbrief gestaltet werden?

2. Füllen Sie die Lücken im Text mit den passenden Wörtern. Übersetzen Sie den Text ins Russische.

Der Geschäftsbrief

Die Korrespondenz zwischen Unternehmern und ihren Kunden, Lieferanten oder Dienstleistern erfolgt über 1 , die ihren Empfänger auf postalischem oder elektronischem Weg, zum Beispiel als E-Mail oder PDF, erreichen können. 2 eines solchen Schreibens ist immer ein Unternehmen. 3 kann ein Unternehmen, eine Institution oder eine Privatperson sein. Interne 4 , beispielsweise zwischen verschiedenen Niederlassungen oder Abteilungen, gelten nicht als 5 . Mit einem Geschäftsbrief bereitet man ein konkretes Handelsgeschäft vor, führt es durch, schließt es ab oder macht es rückgängig. Für diese Schreiben gelten gemäß Handels- und Steuerrecht 6 Vorschriften für die Aufbewahrung. Sowohl die eingegangenen Briefe der 7 als auch Kopien der Ausgangspost muss ein Unternehmer sechs Jahre lang 8 . Dabei beginnt die Frist mit dem Ablauf des jeweiligen Kalenderjahres. Mit 9 ist das Schreiben von Geschäftsbriefen einfacher.

1) Geschäftsbriefe, Geschäftsbeziehungen, Geschäftsverhältnis
2) Unternehmer, Absender, Kunde
3) Lieferant, Dienstleister, Empfänger
4) Schreiben, Bücher, Korrespondenz
5) E-Mail, Geschäftsbriefe, Abschriften
6) interessante, unwichtige, bestimmte
7) Geschäftsbriefe, Geschäftspartner, Geschäftsabwicklung
8) aufbewahren, lesen, abschreiben
9) Schreiben, Vorschriften, Vorlagen

3. Lesen und übersetzen Sie den Text ins Russische.

Text 2. Der Aufbau eines Geschäftsbriefes

Der Brief wird anschließend in den Briefkopf, das Anschriftenfeld, der Informationsblock, die Betreffzeile, die Anrede, den Textbereich und die Grußformel unterteilt. Für die einzelnen Teile im Brief gibt es bestimmte Inhalte und Regeln.

Briefkopf mit Firmenlogo

Fast alle Unternehmen, von klein bis groß, haben ein Firmenlogo, das gewöhnlich im oberen Bereich platziert wird. Im Briefkopf ist insbesondere auf die richtige Gestaltung des Anschriftenfeldes zu achten, damit der Brief in einen regulären Sichtfensterumschlag passt. Für die Kontaktdaten stehen maximal neun Zeilen zur Verfügung. Oben links ist zunächst Platz für die eigene Anschrift. Drei Zeilen darunter kann die Empfängeranschrift eingefügt werden. Wird eine Breite von maximal 8,5 Zentimetern nicht überschritten, dann passt die Anschrift gut in ein Sichtfenster. Der Briefkopf bietet auch Platz für die Datums- und Ortsangabe. Die Angabe erfolgt mit einer weiteren Zeile Abstand rechtsbündig.

Anschriftenfeld

Das Anschriftenfeld dient in erster Linie dazu, die Empfängeranschrift anzugeben, jedoch nicht nur. Hier können auch Angaben zum Absender gemacht werden, so dass die Absenderadresse für etwaige Rücksendungen bei Briefumschlägen mit Fenstern sichtbar ist. Auch eine Zusatz- und Vermerkzone ist hier untergebracht, in der Angaben über die Briefsendung angegeben werden, z.B. bei Infopost, Einschreiben und ähnlichen Dingen.

Informationsblock

Dieser Bereich enthält weitere Informationen, die für die Korrespondenz wichtig sein können, z.B. den Sachbearbeiter, das Aktenzeichen, die Telefon- und Faxnummer, E-Mail und Internetadresse, Datum und sonstige wichtige Angaben. Der Informationsblock kann auch entfallen und durch die Bezugszeichen- und Kommunikationszeile ersetzt werden.

Betreff

Zwei Zeilen unter der Datumsangabe erfolgt bereits die Angabe des Betreffs. Dabei handelt es sich um eine kurze Zusammenfassung des Inhalts. Dieser sollte mit wenigen Worten benannt werden. Durch Fettschrift lässt sich der Betreff hervorheben.

Anrede

Mit weiteren zwei Zeilen Abstand wird der Leser angesprochen. Ist der Empfänger namentlich bekannt, sollte dieser auch direkt angesprochen werden. Ansonsten kann die Wahl auch auf eine neutrale Anrede fallen. Eine Anrede wie „Sehr geehrte Damen und Herren“ ist an dieser Stelle üblich.

Textbereich

Der eigentliche Text sollte wie der Brief klar strukturiert werden. Dies kann zum Beispiel durch sinnvolle Absätze erzielt werden.

Grußformel

Mit einer Zeile Abstand wird der Leser mit der Grußformel verabschiedet. Der Abschluss „Mit freundlichen Grüßen“ hat sich dabei besonders etabliert. Unter der Grußformel und der Angabe zumVerfasser und Unternehmen verbleiben drei Zeilen Platz für die Unterschrift.

Die Regeln sind allerdings nur als Anhaltspunkt zu sehen. Um die Individualität des Unternehmens zu unterstreichen, sind Anpassungen üblich. Das betrifft insbesondere das Firmenlogo und weitere wichtige Angaben zum Unternehmen. Diese Angaben werden häufig oben rechts eingefügt, können im Briefkopf auch einen anderen Platz erhalten.

4. Ordnen Sie die Begriffe den entsprechenden Beschreibungen zu.

Briefkopf Dies steht nur im Brief, wenn noch weitere Unterlagen mitgeschickt werden.
Anlage(n) Diese Zeile wird fett markiert und endet ohne Satzzeichen. Hier fasst man den Inhalt des Briefes sehr kurz zusammen. Man benutzt keine Verben.
Ort- und Datumangabe Hier stehen Name und Adresse des Empfängers mit der Struktur:
(Firma), (Herr/Frau) Vorname/Name, Straße, Hausnummer, Postleitzahl, Ort
Betreff Der erste Satz dieses Briefteils wird klein geschrieben. Man vermeidet zu lange Sätze und gliedert, wenn notwendig, mit Absätzen.
Anrede Unter der Grußformel steht dieses verbindliche Briefteil.
Brieftext Rechtsbündig steht, wo und wann der Brief geschrieben wurde.
Grußformel „Sehr geehrte Damen und Herren“ benutzt man in dieser Zeile, wenn man den Empfänger nicht kennt. Sonst: „Sehr geehrte Frau ...“ oder „Sehr geehrter Herr ...“. Dieser Briefteil endet mit einem Komma.
Unterschrift Die Redewendung „Mit freundlichen Grüßen“ passt immer hierher.
Anschriftenfeld Hier stehen die Kontaktdaten des Absenders, wie Name, Anschrift und Telefonnummer.

Lesen und übersetzen Sie den Text ins Russische.

Text 3. Der DIN-konforme Geschäftsbrief

Im Mai 2011 wurden die neuen Schreib- und Gestaltungsregeln zur Textverarbeitung in der DIN 5008:2011 herausgebracht. Die DIN-Norm 5008 ist ein Standard, der vom Deutschen Institut für Normung erarbeitet wird und zum Beispiel Regeln dafür festlegt, wie ein moderner Geschäftsbrief aussehen soll.

Die DIN 5008:2011 bietet zwei verschiedene Formen für Geschäftsbriefe an: Form A mit hochgestelltem Anschriftenfeld und Form B mit tiefgestelltem Anschriftenfeld. Bei beiden Formen kann man zwischen einem Informationsblock oder einer Bezugszeichenzeile mit Kommunikationszeile wählen.

Aufbau eines DIN 5008 Musterbriefs

Der Brief beginnt laut DIN 5008 immer mit dem Briefkopf (Form A mit 27 mm und Form B mit 45 mm), der das Firmenlogo enthält. Anschließend folgt auf der linken Seite das Anschriftenfeld, auf der rechten Seite steht der Informationsblock. Für das Datum wird die internationale Schreibweise Jahr-Monat-Tag empfohlen, erlaubt ist aber auch weiterhin das Datum in der Form 20.10.2011 oder 20. Oktober 2011. In jedem Fall soll die Jahreszahl immer vierstellig geschrieben werden.

Mit zwei Zeilen Abstand zum Informationsblock folgt im DIN 5008 Musterbrief der Betreff. Nun folgt mit wiederum zwei Zeilen Abstand zum Betreff die Anrede, danach mit einer Zeile Abstand der Text mit Absätzen. Hier lautet die Empfehlung der DIN für die Schriftart: Zugunsten einer guten Lesbarkeit sollte im laufenden Text keine Schrift Verwendung finden, die kleiner als 10 Punkte ist. Ebenfalls ist auf ausgefallene Schriftarten, wie beispielsweise Schreibschrift oder andere schlecht lesbare Designschriftarten, zu verzichten.

Darüber hinaus enthält der DIN 5008 Musterbrief die Grußformel, den Firmennamen, den Namen der unterzeichnenden Personen und gegebenenfalls Anlagen und Verteiler, sowie P. S.

Zudem sind auf einem Geschäftsbrief nach DIN 5008 die gesellschaftsrechtlichen Angaben des Absenders zu vermerken. Dabei handelt es sich um den Sitz der Gesellschaft, Vorstandsmitglieder bzw. Geschäftsführer, eingetragen bei Amtsgericht “Ort”, HRB Nummer, die Kommunikationsdaten, wie E-Mail, Telefon und Telefax und die Kontoverbindung des Unternehmens. Bei Vorlagen, die für Rechnungen verwendet werden, müssen zudem die Steuer-Nr. bzw. die USt-IdNr. angegeben werden.

5. Beantworten Sie die Fragen.

1. Was ist DIN 5008?
2. Was legt die DIN-Norm 5008 fest?
3. Worin besteht der Unterschied zwischen zwei verschiedenen Formen für Geschäftsbriefe?
4. Welche Teile soll ein Geschäftsbrief laut DIN 5008 enthalten?
5. Gibt es Teile, die laut DIN 5008 entfallen sind?
6. Was gehört zu den gesellschaftsrechtlichen Angaben des Absenders?

Lesen und übersetzen Sie den Text ins Russische.

Text 4. Arten von Geschäftsbriefen

Anfrage. Eine Anfrage ist immer unverbindlich. Sie dient der Informationsbeschaffung über Produkte und Dienstleistungen. Eine allgemeine Anfrage bezieht sich beispielsweise auf Kataloge oder Preislisten. Eine spezielle Anfrage hat bestimmte Produkte oder Dienstleistungen im Fokus. Gefragt sind die konkreten Eigenschaften, Preise und Konditionen.

Angebot. Ein Angebot ist eine verbindliche Absichtserklärung, konkrete Produkte oder Dienstleistungen zu festgelegten Preisen und Konditionen zu liefern beziehungsweise auszuführen. Eine Anfrage ist die Vorlage für ein verlangtes *Angebot.* Dieses umfasst auch die AGB und bei speziellen Anfragen konkrete Liefer- und Zahlungsbedingungen. Ein Dank für das Interesse sollte nicht fehlen. Ein unverlangtes Angebot ist eine Form des Direktmarketings und hat meist die Form eines Werbebriefs. Bei der anspruchsvollen Formulierung kann eine Vorlage helfen.

Auftrag oder Bestellung. Mit einem Auftrag oder einer Bestellung nimmt man ein Angebot an und schließt damit den Kaufvertrag ab. Es ist auch möglich, die Bedingungen des Angebots abzuändern. Dann kommt es erst zum Vertragsschluss, wenn der Geschäftspartner die Änderungen akzeptiert. Ein Auftrag bezieht sich auf Dienstleistungen. Eine Bestellung bezieht sich auf Waren.

Auftragsbestätigung. Notwendig ist eine Auftragsbestätigung aus rechtlicher Sicht nur, wenn der Auftraggeber das Angebot geändert hat. Aber auch in allen anderen Fällen kann eine Zusammenfassung der angeforderten Waren oder Leistungen Missverständnissen vorbeugen. Vorlage dafür ist der Auftrag oder die Bestellung.

Lieferschein. Der Lieferschein wird auch als Warenbegleitschein bezeichnet und wird zusammen mit der gelieferten Ware verschickt. Lieferscheine enthalten zwar hauptsächlich Auflistungen gelieferter Waren, gelten aber auch als Geschäftsbriefe und müssen deshalb alle Pflichtangaben enthalten.

Rechnung. Für Rechnungen gelten besondere Formvorschriften. Sowohl die eingehenden als auch die ausgehenden Rechnungen sind wichtige Belege für die Buchhaltung. Bei der Gestaltung und Aufbewahrung von Rechnungen spielt auch das Steuerrecht eine Rolle. Für die korrekte Rechnungserstellung empfiehlt sich die Verwendung einer Vorlage.

Mahnung. Die Mahnung erinnert einen säumigen Schuldner an seine Verpflichtung. Üblich sind eine erste Zahlungserinnerung und zwei weitere Mahnungen, bevor man rechtliche Schritte einleitet.

Zwischenbescheid. Bei Lieferungen und Leistungen, die viel Zeit in Anspruch nehmen, kann ein Zwischenbescheid über den Stand der Dinge informieren. Auch wenn sich Fristen nicht einhalten lassen, ist es angemessen, den Kunden rechtzeitig zu informieren und um Verständnis zu bitten.

Reklamation (Mangelrüge). Die Reklamation ist ein schriftlicher Ausdruck der Unzufriedenheit des Kunden mit einer Ware oder Dienstleistung. Die Reklamation ist eine Forderung des Kunden, die man an den Verkäufer richten kann. Der Inhalt einer Reklamation besteht in der Regel aus zwei Absätzen. Im ersten muss man den Grund erklären, z. B. die gekaufte Ware hat Defekte. Der zweite Absatz ist die Bitte um die Reaktion.
Reklamationsbearbeitung. Die Antwort auf eine Reklamation oder Beschwerde erfordert viel Fingerspitzengefühl. Dabei ist es wichtig, den Kunden erst zu nehmen, um Entschuldigung zu bitten und Lösungsvorschläge anzubieten.

5. Stellen Sie fest, welche Aussagen dem Inhalt des Textes entsprechen.

1. Man unterscheidet verschiedene Arten von Geschäftsbriefen.
2. Es besteht der Unterschied zwischen einer allgemeinen Anfrage und einer speziellen Anfrage.
3. Ein Angebot dient der Informationsbeschaffung über Produkte und Dienstleistungen.
4. Ein Auftrag bezieht sich auf Waren und eine Bestellung bezieht sich auf Dienstleistungen.
5. Eine Auftragsbestätigung ist aus rechtlicher Sicht notwendig, um möglichen Missverständnissen vorzubeugen.
6. Rechnungen enthalten zwar hauptsächlich Auflistungen gelieferter Waren.
7. Rechnungen sind wichtige Belege für die Buchhaltung.
8. Die Mahnung ist eine Aufforderung durch den Gläubiger an den Schuldner, eine geschuldete Leistung zu erbringen.
9. Wenn der Kunde mit einer Ware zufrieden ist, so kann er eine Reklamation schreiben.
10. Bei jeder Antwort auf die Reklamation ist es wichtig, den Kunden zu informieren, was unternommen wird, damit das Problem nicht mehr vorkommt.

6. Beantworten Sie die Fragen.

1. Wozu dient eine Anfrage?
2. Wofür schreibt man Angebote?
3. Worauf beziehen sich der Auftrag und die Bestellung?
4. Warum ist eine Auftragsbestätigung notwendig?
5. Wofür schreibt man Mahnungen?
6. Was ist eine Reklamation?

7. Ordnen Sie die Teile des Geschäftsbriefs in der richtigen Reihenfolge an.

Brief № 1

a) Mit besten Empfehlungen Hotel POSTHORN (H. Waldmann)
b) Bestellung
c) Kurzwarenfabrik Sedel Verkaufsabteilung Kaiserwerter Straße 82 D – 40641 – Ratingen
d) Ihre Zeichen, Ihre Nachricht vom 22.01.09 Unsere Zeichen, unsere Nachricht vom 03.02.09
e) Sehr geehrte Damen und Herren,
f) Vielen Dank für Ihren neuen Prospekt. Bitte liefern Sie für unser Hotel 100 Badetücher zum Preis 20.95 Euro. Ich gehe davon aus, dass die Lieferung innerhalb von drei Wochen möglich ist. Im Voraus vielen Dank für die schnelle Bearbeitung unseres Auftrags.
h) Hotel POSTHORN Frauenstraße 27 60528 – Nürnberg

Brief № 2

a) Firma Repro-International 72 Heinrich-Heine-Straße 3 Düsseldorf
b) Ihre Zeichen, Ihre Nachricht vom 12.01.09 Unsere Zeichen, unsere Nachricht vom 03.02.09 Hamburg, 02.03.09
c) Anfrage – Kopiegerät
d) Für unseren Betrieb wird ein Kopiegerät benötigt. Wir haben mit Ihrem Werbebrief vertraut gemacht.Ihr Brief hat uns positiv angesprochen. Deshalb richten wir heute unsere Anfrage an Sie. Bitte machen Sie uns zunächts ein schriftliches Angebot, damit wir eine feste Basis für unsere Zusammenarbeit mit Ihnen haben.
e) Sehr geehrte Damen und Herren,
f) Firma Schlieder Kaffeegroßhandel Worpsweder Straße 10 Hamburg
h) Mit freundlichen Grüßen Abteilungsleiter H. Schreiner

Brief № 3

a) Möbelhaus AG Vertriebsabteilung Stollenstraße 12-16 D – 48539 Gladbeck Tel.:49(0)264/40001 – 77
b) Industrie und Handelskammer zu Leipzig Altendorfer Straße 90 D – 36486 – Leipzig

c) Ihre Zeichen, Ihre Nachricht vom … si-schrö 25.10.2008 Unsere Zeichen, unsere Nachricht vom…8.02.2009
d) Lieferung 40 Schreibtische
e) Sehr geehrte Damen und Herren,
f) Mit freundlichen Grüßen Möbelhaus KG (W. Braun)
h) Trotz großer Schwierigkeiten in der Produktion können wir Ihnen verbindlich mitteilen, dass die von Ihnen am 26.10.2008 bestellten 40 Schreibtische noch vor den Weihnachtsfeierlichkeiten geliefert werden können.

8. Füllen Sie die Lücken aus, indem Sie die entsprechende Option aus den Wörtern in Klammern auswählen.
Angebot
Sehr geehrter Herr Lenz, vielen Dank ____(an, gegen, für) Ihre Anfrage und Ihr Interesse _____ (für, an, mit) unseren Produkten. Bezüglich der von Ihnen ____ (gerechneten, gewünschten, gebundenen) Waren können wir Ihnen folgendes Angebot _____ (überprüfen, ablehnen, unterbreiten). Die Preise ____ (verstehen sich, annullieren, behandeln) inklusive Mehrwertsteuer. Wir freuen uns, wenn Ihnen unser Angebot ____ (macht rückgängig, zusagt, unterbreitet). Wir sichern Ihnen jetzt schon eine zügige Auftragsabwicklung zu.
Mit freundlichen Grüßen

9. Lesen Sie das Angebotsschreiben und beantworten Sie die Frage: Was wird angeboten?
Heinrich Braun Sommerstr. 12
3381 Brandenburg Brandenburg, 05. 08. 20…
Birgit Schlüter FON GmbH Baumgartenstr. 24
43169 Bonn Angebot
Sehr geehrte Frau Schlüter,

wir freuen uns, dass Ihnen Qualität und Design unserer Produkte gefallen und dass Ihre und unsere Preisvorstellung nicht groß differenzieren. Ihr Vorschlag gefällt uns. Dass wir die Mehrkosten nicht ganz alleine tragen können, dafür setzen wir Ihr Verständnis voraus.
Über Ihre Bestellung würden wir uns freuen.
In der Hoffnung auf gute Geschäftsbeziehungen Mit freundlichen Grüßen
H. Braun Anlage: Preisliste

10. Schreiben Sie Ihre eigenen Angebotsschreiben. Verwenden Sie beim Verfassen von Briefen Standardausdrücke.

11. Lesen und übersetzen Sie den Brief ins Russische. Fassen Sie den Inhalt des Briefes anhand der Antworten auf die folgenden Fragen kurz zusammen:

1) Was für ein Geschäftsbrief ist das?
2) Welche Erzeugnisse hat die Firma bestellt?
3) War die Firma mit dem gelieferten Kopierer zufrieden?
4) Welche Probleme hat die Firma mit dem Kopierer?
5) Worum bittet die Firma?

Sehr geehrte Damen und Herren,
am 12. April 20.. haben Sie uns den Kopierer Copyfix X1 Bestellnummer 1348 geliefert und für uns eingerichtet. Seitdem haben wir leider permanent Probleme mit dem Gerät: Die Druckqualität ist so schlecht, dass die Kopien kaum lesbar sind. Außerdem erhalten wir häufig Fehlermeldungen. Wir haben bereits mehrfach bei Ihrem Kundendienst angerufen und das Problem geschildert. Aber obwohl uns versprochen wurde, dass ein Techniker vorbeikommt, ist bis heute nichts geschehen. Sie werden verstehen, dass wir auf ein reibungsloses Funktionieren des Gerätes angewiesen sind. Wir bitten Sie daher noch einmal auf diesem Weg, uns umgehend einen Techniker vorbeizuschicken und das Problem zu beheben. Vielen Dank im Voraus für Ihre Hilfe!

Kapitel 3. Subjekte des Verhandlungsprozesses

Text 1. Betriebe und Unternehmen

Arbeitsorganisation in einem Betrieb

1. Die Begriffe Betrieb, Unternehmen und Firma werden häufig synonym gebraucht, wenn eigentlich Unternehmen gemeint ist. Ordnen Sie die folgenden Begriffe ihren Definitionen richtig zu:

1. der Betrieb
2. das Unternehmen
3. die Firma
4. das Geschäft

a) wirtschaftlichrechtliche Organisation, deren oberstes Ziel es ist, einen Ertrag zu erwirtschaften;
b) der Name, unter dem ein Kaufmann im Handel seine Geschäfte betreibt und Dokumente unterschreibt;

c) Bezeichnung für eine Unternehmung und für das Verkaufslokal (Laden) einer Unternehmung, aber auch für eine von mehreren Verkaufsstellen (Filialen). In der Regel Einzelhandel;
d) räumliche, technische und organisatorische Einheit zur Erstellung von Gütern und Dienstleistungen

2. Ordnen Sie die Begriffe Betrieb, Unternehmen und Firma den passenden Beispielen zu. Arbeiten Sie mit Ihrem Nachbarn zusammen und diskutieren Sie Ihr Ergebnis im Plenum.

1. Hotel Ibis am Bahnhof in Düsseldorf ____
2. Robert Bosch GmbH ___
3. Schokoladenfabrik Ritter Sport in Waldenbuch ___
4. Deutsche Bank AG ___
5. Produktionsstätte von Adidas in Herzogenaurach ____
6. Alfred Ritter GmbH & Co. KG ___
7. Druckhaus Langenscheidt, Berlin ____

3. Lesen Sie den Text. In wie viele Abschnitte kann er gegliedert werden?

Text 2. Arbeitsorganisation in einem Betrieb

Die Menschen haben ihr Zusammenleben in Gruppen schon immer nach dem Prinzip der Arbeitsteilung organisiert. In einem Betrieb, in dem mehrere Personen beschäftigt sind, muss festgelegt werden, welche Aufgaben der Einzelne zu erfüllen hat. Dabei entspricht das dem ökonomischen Prinzip, dass eine Person oder eine Gruppe von Personen bestimmte gleichartige Aufgaben erfüllt. Eine solche organisatorische Zusammenfassung gleichartiger Aufgaben führt zur Bildung von Abteilungen. Die Arbeit in den verschiedenen Abteilungen ist jedoch nur dann effektiv, wenn die Pflichten der Mitarbeiter genau geregelt sind. Das heißt, es muss festgelegt werden, ob eine Person oder Personengruppe die Arbeit allein oder nur in Verbindung mit anderen ausführt oder ausführen soll, wer für was verantwortlich ist und wem gegenüber Rechenschaft abzulegen ist. Auch die Beziehungen zu anderen Abteilungen und zur Geschäftsleitung sowie der Informationsfluss im Einzelnen sind vorgeschrieben. Die genaue Gliederung eines Betriebes in Abteilungen ist natürlich von der Art und Größe des Betriebes abhängig. Es sind verschiedene Organisationsformen entstanden. In der Bundesrepublik Deutschland findet man heute viele Formen, die sich auf einige Grundmodelle zurückführen lassen.

4. Ordnen Sie die folgenden Überschriften den Abschnitten zu.

… Organisationsformen von Betrieben
… Grundlagen der Arbeitsteilung in einem Betrieb
… Gliederung der Betriebe in Abteilungen

5. Lesen Sie den Text 2 noch einmal. Zu Ihrer Hilfe ist hier die Wörterliste. Geben Sie vor dem Lesen den deutschen Begriffen ihre russischen Entsprechungen.

x die Pflichten der Mitarbeiter regeln
x Abteilungen bilden
x Rechenschaft ablegen
x verantwortlich sein
x (gleichartige) Aufgaben erfüllen
x auf einige Modelle zurückführen
x den Betrieb in Abteilungen gliedern
x von der Art und Größe des Betriebes abhängig sein
x die Arbeit ausführen

6. Beantworten Sie bitte die Fragen zum Text 2.

1. Nach welchem Prinzip organisieren die Menschen ihr Zusammenleben?
2. Nach welchem Prinzip werden in einem Betrieb Abteilungen gebildet?
3. Wann ist die Arbeit in den verschiedenen Abteilungen effektiv?
4. Wovon ist die Gliederung eines Betriebes abhängig?

7. Korrigieren Sie die falschen Wortverbindungen. Bilden Sie anschließend Sätze.

x (gleichartige) Aufgaben bilden ________________________
x Abteilungen ablegen ________________________
x den Betrieb in Abteilungen gliedern ________________________
x die Pflichten der Mitarbeiter zurückführen ________________________
x Rechenschaft erfüllen ________________________
x die Arbeit regeln ________________________
x verantwortlich sein ________________________
x auf einige Modelle abhängig sein ________________________
x von der Art und Größe des Betriebes ausführen ________________

8. Stellen Sie den Betrieb / die Firma vor, wo Ihre Eltern / Bekannten arbeiten. Die Redemittel helfen Ihnen dabei.
Ich glaube / denke, Frau Weiß arbeitet im Marketing.
Frau Hübner arbeitet wahrscheinlich in der Buchhaltung.

Redemittel:
Mein Vater (meine Mutter / …) arbeitet bei …
Der Betrieb / die Firma ist in der …-Branche tätig.
Es ist ein (sehr) kleines / großes / mittelständisches Unternehmen.
Dort stellt man … her. / Dort bietet man … an. / Dort verkauft man …

Welche Abteilungen gibt es in diesem Unternehmen?
a Ergänzen Sie den Grundriss. Arbeiten Sie auch mit dem Wörterbuch.
b Wofür sind die einzelnen Abteilungen zuständig? Sprechen Sie.
Redemittel:
… macht im Betrieb / in der Firma …
… ist zuständig / verantwortlich für …
… organisiert in dieser Firma …
… hilft bei …
… kümmert sich um …
c Wofür sind Ihre Eltern / Bekannten zuständig? Erzählen Sie.
Redemittel:
Er / sie arbeitet in der …-Abteilung.
Dort ist er / sie vor allem für … verantwortlich / zuständig.
Für seine / ihre Aufgabe als … muss er / sie vor allem … .

Text 3. Rechtsformen deutscher Unternehmen

Anna und Claudio wollen Wirtschaft studieren und besuchen in Turin einen Sprachkurs „Wirtschaftsdeutsch". Bei der Durchsicht des Programms stellen sie fest, dass es in den kommenden zwei Wochen um Fachbegriffe und Texte zum Thema „Rechtsformen in Deutschland" geht. Sie sind unsicher, inwieweit ihnen dieses Thema in ihrer späteren beruflichen Position von Nutzen sein könnte und diskutieren darüber.

9. Alle Aussagen sind richtig. Werden sie von Anna und Claudio in der Diskussion berücksichtigt? Lesen Sie zunächst die Aussagen und unterstreichen Sie, was Ihnen persönlich wichtig erscheint.

1. Die wichtigsten Rechtsformen deutscher Unternehmen zu kennen, gehört zum Lehrplan einer kaufmännischen Ausbildung in Deutschland.

2. Der Firmenname deutscher Unternehmen enthält Abkürzungen wie OHG, KG, GmbH und AG, die die Rechtsform des Unternehmens anzeigen.
3. Abkürzungen wie GmbH & Co. KG muss man aussprechen können, wenn man mit einer Firma wie z.B. der Alfred Ritter GmbH & Co. KG Geschäftskontakt hat.
4. Es gibt juristische Fakten wie z.B. die beschränkte Haftung einer Kapitalgesellschaft oder die unbeschränkte Haftung eines Einzelunternehmens, die für einen ausländischen Unternehmer bei der Wahl eines neuen Geschäftspartners in Deutschland wichtig sind.
5. Man muss nicht alle einzelnen Merkmale der Rechtsformen kennen, aber man muss wissen, wo und wie man sich informieren kann.

10. Finden Sie für die folgenden Rechtsformen ihre russischen Entsprechungen.

1 das Einzelunternehmen
2 Stille Gesellschaft
3 Eingetragene Genossenschaft
4 die Gesellschaft mit beschränkter Haftung
5 Offene Handelsgesellschaft
6 die Kommanditgesellschaft
7 die Kommanditgesellschaft auf Aktien
8 die Aktiengesellschaft

11. Merken Sie sich deutsche Begriffe und suchen Sie nach ihren russischen Entsprechungen zum Thema „Rechtsformen deutscher Unternehmen".

der Gesellschafter,
das Vermögen
haften (mit D. für A.)
der Gewinn, -e
sich zusammenschließen (zu D.)
(un)beschränkt
die Kapitaleinlage, -n
beteiligt sein (an D.)
in Erscheinung treten
der Aufsichtsrat

12. Welche Verben passen zu den Nomen? Bilden Sie anschließend Sätze.

___________ haften
___________ stellen

__________ beteiligt sein
__________ gründen
__________ haften
__________ zusammenschließen

1. am Grundkapital
2. mit der Kapitaleinlage / mit dem Privatvermögen
3. sich zum Betrieb einer gemeinsamen Firma
4. für die Schulden der Gesellschaft
5. die Gesellschaft
6. Finanzmittel zur Verfügung

Lesen Sie und verstehen Sie den Dialog

Text 4. Im Unternehmen

Herr Bock ist Geschäftsführer von einem Großbetrieb in Berlin. Sein Unternehmen heißt „Schokobon“ und stellt Schokolade her. Seine Waren sind von hoher Qualität und sind in der ganzen Welt bekannt. „Schokobon“ expandiert und Herr Bock möchte jetzt mit der Firma „Schokoland“ aus Österreich zusammenarbeiten. Er fährt nach Österreich und macht sich mit dieser Firma bekannt. Herr Flink, der Geschäftsführer von der Firma „Schokoland“, empfängt ihn.

Herr Flink: Guten Tag! Freut mich, Sie bei uns in der Firma zu sehen! Kommen Sie bitte herein! Legen Sie bitte ab!

Herr Bock: Vielen Dank, Herr Flink!

Herr Flink: Ich mache Sie heute mit der Firma und unseren Mitarbeitern bekannt. Wir arbeiten ja in einer Branche. Unser Unternehmen produziert Schokolade fast 130 Jahre.

Herr Bock: Ja, und Ihre Produkte sind hochwertig. Hoffentlich schließen wir mit Ihnen einen Kontrakt ab. Und sagen Sie bitte, aus wie vielen Abteilungen besteht Ihre Firma? Haben Sie eine Forschungsabteilung?

Herr Flink: Nein, noch nicht, aber wir eröffnen sie bald, denn die Firma expandiert. „Schokoland“ besteht aus vier Abteilungen: Produktion, Vertrieb, Finanz- und Personalabteilung. Für jede Abteilung ist ein Manager verantwortlich. Dem Manager sind auch die Angestellten der Abteilung unterstellt.

Herr Bock: Haben Sie viele Niederlassungen im Ausland?

Herr Flink: Ja, wir haben Tochtergesellschaften in fünf Ländern: in der Schweiz, in Spanien, Italien, Dänemark und noch eine in Deutschland.

Herr Bock: Herr Flink, sagen Sie bitte, was ist Ihre Firma der Rechtsform nach?

Herr Flink: Der Rechtsform nach sind wir eine Gesellschaft mit beschränkter Haftung. Und hier ist unsere Exportabteilung. Ich möchte Ihnen unseren Exportmanager, Herrn Landmann, vorstellen. Wir exportieren in 8 Länder der Welt.
Herr Bock: Exportieren Sie also ins Ausland? Das ist gut. Und welchen Jahresumsatz erzielen Sie?
Herr Flink: Unser Jahresumsatz beträgt 98 000 Mio. Euro pro Jahr.
Herr Bock: Sie sind doch ein Großbetrieb, nicht wahr? Wie viele Mitarbeiter hat Ihr Unternehmen?
Herr Flink: Ja, wir sind ein Großbetrieb mit 456 000 Beschäftigten, und zur Zeit stellen wir neue Mitarbeiter an. Das ist übrigens unser Personalleiter, Herr Manz. Er ist für Angestellte unserer Firma verantwortlich.
Herr Bock: Sehr angenehm. Ich glaube, jetzt können wir den Kontrakt im Meetingsraum besprechen.

13. Beantworten Sie folgende Fragen.

1. Wozu macht sich Herr Bock mit der Firma „Schokoland“ bekannt? 2. Wer leitet Firma „Schokoland“ und was stellt diese Firma her? 3. Aus wie vielen Abteilungen besteht die Firma? Nennen Sie diese Abteilungen? 4. Was ist diese Firma der Rechtsform nach? 5. Welchen Umsatz erzielt die Firma? 6. Hat die Firma Tochtergesellschaften in anderen Ländern? 7. Exportiert die Firma ihre Produktion? 8. Wie viele Menschen beschäftigt die Firma?

14. Geben Sie mehrere Antworten auf folgende Fragen.

1. Was machen Sie beruflich? 2. In welcher Branche sind Sie tätig? 3. Was ist der Tätigkeitsbereich Ihres Unternehmens? 4. Worauf (auf welche Produkte) spezialisiert sich Ihr Unternehmen? 5. Welche Ware bzw. Waren bietet Ihr Unternehmen an? 6. Ist Ihr Unternehmen ein produzierendes Unternehmen oder ein Dienstleistungs- unternehmen?

15. Erzählen Sie von der Firma AEG auf Deutsch. Spielen Sie folgendes Dialog.

Interviewer: Was für eine Firma ist die AEG?
Sprecher: Die AEG ist ein führender Elektrokonzern.
Interviewer: Können Sie mir bitte die Firmenstruktur kurz beschreiben?
Sprecher: Ja, die AEG gehört seit 1986 dem Damler-Benz- Konzern. Daimler-Benz ist eine Holding-Gesellschaft für die vier Unternehmenseinheiten Mercedes-Benz, AEG, Deutsche Aerospace und Daimler-Benz Interservices, oder debis.

Interviewer: In welchen Bereichen ist die AEG tätig?
Sprecher: Die Aktivitäten der AEG umfassen fünf Geschäftsbereiche, und zwar: Automatisierungstechnik, Elektrotechnische Anlagen und Komponenten, Bahnsysteme, Hausgeräte und Mikroelektronik.
Interviewer: Und wie viele Gesellschaften gehören zur AEG- Gruppe?
Sprecher: Zur AEG gehören mehr als 100 Tochter- und Beteiligungsgesellschaften in über 107 Ländern.
Interviewer: Wo ist der Hauptsitz der Firma?
Sprecher: Die Hauptverwaltung ist in Frankfurt am Main.
Interviewer: Und hat die AEG andere Standorte in Deutschland?
Sprecher: Wir haben Vertriebsniederlassungen und Fertigungsstätten sowie auch Tochtergesellschaften an 81 Standorten in Deutschland, z.B. in Berlin, in Hannover, in Stuttgart, aber auch in den neuen Bundesländern, z.B. in Dresden.
Interviewer: Und wo sind die wichtigsten Standorte im Ausland?
Sprecher: Die AEG hat Vertretungen, Produktions- und Vertriebsgesellschaften in allen wichtigen europäischen Ländern, z.B. in Frankreich, in Spanien, in Großbritannien und auch in Russland.
Interviewer: In Russland auch?
Sprecher: Ja, in Moskau und St. Petersburg. Und im übrigen Ausland sind wir an 147 Standorten vertreten, z.B. in den USA, in Südamerika, Afrika und Australien.
Interviewer: Also eigentlich weltweit.
Sprecher: Jawohl, das stimmt.
Interviewer: Und wie hoch ist Ihr Umsatz?
Sprecher: Unser Gesamtumsatz beträgt zirka 12 Milliarden D- Mark, und wir beschäftigen ungefähr 60.000 Mitarbeiter weltweit.
Interviewer: Das ist interessant. Herzlichen Dank für das Gespräch.
Sprecher: Gern geschehen.

16. Präsentieren Sie die Firma OTTO!

Sprecherin: Guten Morgen, meine Damen und Herren.
Herzlich willkommen in unserer Zentrale hier in Hamburg. Zuerst möchte ich Ihnen kurz etwas über die Firma Otto erzählen.
Der Otto-Versand ist ein Versandhaus, das Waren per Katalog verkauft und den Kunden direkt ins Haus schickt. Die Kataloge bieten vor allen Dingen Bekleidung und Schuhe an. Unsere deutschen Kataloge Otto - Shopping von heute auf morgen, Trend und Post Shop sind Ihnen sicherlich schon bekannt.
Die Firma existiert seit 1949. Im Herbst 1950 brachte unser Firmenbegründer, Werner Otto, den ersten Katalog heraus. Dieser erschien in einer Auflage von 300

Exemplaren, alle handgebunden, mit einem Angebot von 28 Paar Schuhen. Die Fotos waren von Hand eingeklebt. Na ja, aber das ist schon lange her.
Heute gehören zu der Otto-Versand-Handelsgruppe 31 Versandhandelsunternehmen in 13 Ländern auf drei Kontinenten. Der Otto-Versand ist auf allen wichtigen europäischen Märkten präsent, z.B. in Frankreich, Großbritannien, Italien und in der Schweiz, sowie in Japan und in den USA, dem Mutterland des modernen Versandhandels. Der Umsatz der Otto-Versand-Handelsgruppe beträgt weltweit über 21 Milliarden Mark, und im In- und Ausland beschäftigen wir insgesamt 42.000 Mitarbeiter. Innerhalb der letzten zehn Jahre hat sich der Umsatz und die Zahl der Mitarbeiter mehr als verdoppelt. Vom Umsatz her ist Otto die größte Versandhandelsgruppe der Welt. Natürlich haben wir auch Pläne für die Zukunft. Wir sind z.B. daran interessiert, unseren britischen und italienischen Versandhandel zu konsolidieren. Wir haben ja neulich das britische Versandhaus Grattan übernommen. Wir planen auch, die Märkte in Osteuropa und in Japan weiterzuentwickeln. Das war also ein kurzer Überblick über unsere Firma. Möchte jemand eine Frage stellen?
Besucher 1: Entschuldigung, könnten Sie den Umsatz bitte wiederholen?
Sprecherin: Ja, wir haben einen Umsatz von über 21 Milliarden Mark weltweit. Hat jemand weitere Fragen?
Besucher 2: Ja. Könnten Sie bitte etwas mehr über Ihre Aktivitäten in Osteuropa sagen?
Sprecherin: Ja, gerne. Den osteuropäischen Markt baut Otto seit 1991 aus. Zum Beispiel haben wir 1991 in Polen ein Versandhaus gegründet. 1992 haben wir den ungarischen Versender Margareta übernommen.
Besucher 2: Danke.
Sprecherin: So, meine Damen und Herren, beginnen wir jetzt unsere Betriebsbesichtigung....

Kapitel 4. Technik des Verhandlungsprozesses

1. Bearbeiten Sie einen Lückentext. Wählen Sie aus der unten aufgeführten Wortliste und füllen Sie alle Lücken aus.

Text 1. Kommunikationsstile

Engländer --- Humor --- nonverbale --- Schreibens --- Schriftlichkeit sprachorientiert --- Tabellen

Kommunikation ist zwar ____, aber sie impliziert auch ____ und andere Realisierungsweisen von Kommunikation, die Aufschluss über unsere Absichten, Erwartungen, Einstellungen und Überzeugungen geben. Dies betrifft auch den Grad der Expliziertheit von Äußerungen (Skandinavier, Holländer etwa wesentlich expliziter als ____), die Nutzung visueller Mittel (____, Diagramme z.B. bei Amerikanern deutlich intensiver), den Einsatz von ____ (bei Amerikanern, Engländern und Iren intensiver genutzt, um eine entspannte Atmosphäre zu schaffen, Spannungen zu vermeiden oder zu entschärfen; in anderen Kulturen hat der Humor bei Geschäftsverhandlungen keinen Platz und wird als unangemessen, frivol oder zynisch angesehen), die unterschiedliche Nutzung und Bewertung des Sprechens und ____. In den nordeuropäischen Ländern bevorzugt man die ____, in den südlichen und in Asien das gesprochene Wort, wie die nachstehende Grafik verdeutlicht.

2. Lesen Sie den Text und fassen Sie seinen Inhalt zusammen.

Text 2. Verhandlungsstile

Auch Verhandlungsstile unterscheiden sich mitunter beträchtlich. Während z.B. die deutschen Verhandlungspartner in erster Linie sachorientiert sind, auf Zahlen und Fakten bauen, schnell zur Sache kommen wollen, keine Unterbrechungen bei den Verhandlungen wünschen, detaillierte Pläne und deren strikte Einhaltung schätzen, verbinden etwa chinesische Partner die Arbeit mit dem Privatleben, legen größten Wert auf den Aufbau von Vertrauen zwischen Personen, improvisieren gern.

Abschlussorientiert versus beziehungsorientiert

Dies ist die große Trennwand zwischen Businesskulturen.

Abschlussorientierte Verhandlungspartner sind prinzipiell auf ihre eigentliche Aufgabe gerichtet, während beziehungsorientierte Partner eher am Menschen interessiert sind.

Konflikte entstehen, wenn abschlussorientierte Exporteure mit beziehungsorientierten Märkten ins Geschäft kommen wollen. Viele beziehungsorientierte Verhandlungspartner empfinden abschlussorientierte als aufdringlich, aggressiv und unverblümt. Umgekehrt sehen Abschlussorientierte ihre beziehungsorientierten Partner als zögerlich, vage und schwer fassbar.

Informelle versus formelle Kulturen

Probleme entstehen auch, wenn informelle Geschäftsreisende aus relativ egalitären Kulturen auf eher formelle Partner aus hierarchischen Gesellschaften stoßen. Der flotte Umgang beleidigt hochrangige Partner aus hierarchischen Gefügen genauso wie das Statusbewusstsein formeller Typen den Gleichheitssinn der Informellen verletzen kann.

Zeitfixierte versus zeitoffene Kulturen

Ein Teil dieser Welt verehrt die Uhr und schätzt den Terminkalender über alles. Der andere Teil betrachtet die Zeit und Termine etwas entspannter und kümmert sich mehr um die Menschen.

Konflikte entstehen, weil zeitfixierte Besucher ihre zeitoffenen Gastgeber als faul, undiszipliniert und unhöflich ansehen, während diese die ersteren häufig als arrogante Leuteschinder empfinden, die sich von willkürlichen Terminen versklaven lassen.

Expressive versus reservierte Kulturen

Expressive Menschen kommunizieren fundamental anders als ihre eher reservierten Partner. Das betrifft die verbale ebenso wie die nonverbale und paraverbale Kommunikation. Die aus diesen Unterschieden resultierenden Verwirrungen machen immer wieder unsere größten Anstrengungen zunichte, Marketing, Verkauf, Anlagen, Verhandlungen oder Management quer durch die Kulturen zu betreiben.

Warum? Natürlich weil es sich bei der Kommunikation im Business einfach um eine spezialisierte Form des Kommunizierens handelt. Und der Unterschied zwischen expressiven und reservierten Kulturen stellt einen schwer zu überwindenden Graben dar.

3. Füllen Sie alle Lücken aus.

Verhandlungsstile

abschlussorientierte --- beziehungsorientiert --- beziehungsorientierten egalitären --- Expressive --- faul --- hierarchischen --- nonverbalen sachorientiert --- zeitfixierte

Deutsche sind bei Verhandlungen meistens ____, während z.B. Chinesen eher ____ agieren. Viele beziehungsorientierte Verhandlungspartner empfinden ____ Partner als aufdringlich und aggressiv. Abschlussorientierte empfinden ihre ____ Partner als zögerlich, vage und schwer fassbar. Informelle Geschäftsreisende aus relativ ____ Kulturen haben Probleme, wenn sie auf eher formelle Partner aus ____ Gesellschaften stoßen. Konflikte können entstehen, wenn ____ Besucher ihre zeitoffenen Gastgeber als ____, undiszipliniert und unhöflich ansehen. Menschen kommunizieren ganz anders als ihre eher reservierten Partner, die stärker mit ____ Mitteln agieren.

4. Setzen Sie die richtigen Adjektive ein.

arrogante --- egalitären --- entspannter --- hierarchischen --- hochrangige

informelle --- zeitfixierte

Informelle versus formelle Kulturen

Probleme entstehen auch, wenn ____ Geschäftsreisende aus relativ ____ Kulturen auf eher formelle Partner aus ____ Gesellschaften stoßen. Der flotte Umgang beleidigt ____ Partner aus hierarchischen Gefügen genauso wie das Statusbewusstsein formeller Typen den Gleichheitssinn der Informellen verletzen kann.

Zeitfixierte versus zeitoffene Kulturen

Ein Teil dieser Welt verehrt die Uhr und schätzt den Terminkalender über alles. Der andere Teil betrachtet die Zeit und Termine etwas ____ und kümmert sich mehr um die Menschen.

Konflikte entstehen, weil ____ Besucher ihre zeitoffenen Gastgeber als faul, undiszipliniert und unhöflich ansehen, während diese die ersteren häufig als ____ Leuteschinder empfinden, die sich von willkürlichen Terminen versklaven lassen.

5. Bringen Sie die verwürfelten Sätze in die richtige Reihenfolge.

1. Die aus diesen Unterschieden resultierenden Verwirrungen machen immer wieder unsere größten Anstrengungen zunichte, Marketing, Verkauf, Anlagen, Verhandlungen oder Management quer durch die Kulturen zu betreiben.
2. Das betrifft die verbale ebenso wie die nonverbale und paraverbale Kommunikation.
3. Und der Unterschied zwischen expressiven und reservierten Kulturen stellt einen schwer zu überwindenden Graben dar.
4. Natürlich weil es sich bei der Kommunikation im Business einfach um eine spezialisierte Form des Kommunizierens handelt.
5. Warum?
6. Expressive Menschen kommunizieren fundamental anders als ihre eher reservierten Partner.

6. Lesen und übersetzen Sie den Text ins Russische und fassen Sie kurz seinen Inhalt auf Deutsch zusammen.

Text 3. Wie man eine Verhandlung erfolgreich führt

Wie bei einem Schachspiel: Die richtige Eröffnung

Verhandlungsgespräche - dies erkennt man schon an den Regeln der Sitzordnung und an der typischen Rollenverteilung - verlaufen im Grunde nach den Regeln eines Strategiespiels.

Und wie bei einem Schachspiel hängt von der Eröffnung, also Ihren ersten Zügen, ein erfolgreicher Verlauf Ihres Treffens entscheidend ab.
Um die Verhandlung richtig zu eröffnen, sollten Sie, bevor Sie sich Gedanken über Strategie und Taktik machen, folgende Grundregeln beachten:

1. Akzeptieren Sie nie das erste Angebot, das Ihnen unterbreitet wird. Die Gegenseite wird diese Regel ebenso beachten, wenn Sie Ihrerseits ein Angebot machen. Interessanterweise zeigt die Erfahrung, dass Menschen zu Beginn einer Verhandlung auf Widerstand eingestellt sind und Enttäuschung zeigen, wenn ein erstes Angebot sofort akzeptiert wird. Vorschnelles Entgegenkommen hingegen wird immer ausgenützt werden. Auch wird die Gegenseite immer wieder versuchen, Ihre Grenzen zu erkunden.
2. Freuen Sie sich niemals zu früh. Zeigen Sie auch dann ein gesundes Misstrauen, wenn Ihnen ein Angebot zusagt. Zeigen Sie sich zwar interessiert, aber nicht begeistert, sondern dass Sie überzeugt werden wollen. Sie zwingen so die Strategen der anderen Seite, sich auf die Verringerung Ihres Widerstands zu konzentrieren. Mit übereifrigem Interesse liefern Sie sich dem Druck der Anderen hingegen verstärkt aus.
3. Halten Sie sich möglichst lange alle Optionen offen. Es stärkt Ihre Position keineswegs, wenn Sie der Gegenseite gleich zu Beginn deutlich machen, wozu Sie auf keinen Fall bereit sind. Sie offerieren vielmehr sofort Ihren Standpunkt, und nichts ist peinlicher, wenn Sie im Verlauf der Verhandlung von der einen oder anderen Position einen Rückzieher machen müssen.
4. Machen Sie Angebote immer höher, als Sie im Idealfall herausbekommen möchten. Dies ist eine der schwierigsten, weil unangenehmsten Regeln - nichtsdestoweniger aber eine der wichtigsten. Denken Sie an jene alte Verkaufsregel, die da heißt: Einen guten Preis aufzubauen dauert Jahre; ihn kaputt zu machen Minuten. Denn Sie können in einer Verhandlung problemlos immer wieder nachgeben (und weil dies so einfach ist, wird es so häufig praktiziert), Sie kommen aber niemals wieder nach oben.
5. Machen Sie sich den anderen zum Freund. Gelingt es Ihnen, Ihr Gegenüber für sich zu gewinnen, bauen Sie Misstrauen ab. Und: Je freundlicher das Klima ist, in dem eine Verhandlung geführt wird, desto größer ist die Chance, dass beide Seiten mit einem guten Gefühl aus der Verhandlung gehen.

Diese Grundregeln gelten natürlich während des gesamten Verhandlungsverlaufes. Der Grund, weshalb wir sie im Zusammenhang mit der Verhandlungseröffnung vorstellen, liegt auf der Hand: Vor alem an diesen Regeln sollten Sie Ihre Eröffnung orientieren. Und: Sie sollten sich diese Regeln während der gesamten Verhandlung präsent halten.

7. Ordnen Sie bitte die Redemittel in die Tabelle ein. Manchmal sind mehrere Lösungen möglich, je nachdem, in welchem Tonfall und mit welcher Gestik die Erwiderung vorgetragen wird.

1. Ich bin nicht Ihrer Meinung.
2. So kann man das nicht stehen lassen.
3. Da muss ich Ihnen (deutlich) widersprechen.
4. Erlauben Sie mir, dass ich Ihnen widerspreche.
5. Bei allem Respekt, - aber das ist absurd.
6. Ich kann Ihnen aus mehreren Gründen nicht zustimmen: erstens (ist) .., zweitens ...
7. Ihre Ansicht in allen Ehren, aber...
8. Ich bin nicht einverstanden mit dem, was Sie sagen.
9. Das ist in der Form nicht (so ganz) richtig.
10. Könnte es nicht vielleicht eher so sein, dass ...
11. Das ist schlichtweg falsch.
12. Ich kann mich dem nicht so ganz anschließen.
13. Das stimmt doch/aber nun wirklich nicht.
14. Ich kann ihnen da leider nicht zustimmen.
15. Ich bin da (ganz) anderer Meinung.

höflich widersprechen	widersprechen (neutral, rein sachlich)	barsch widersprechen (massiv ablehnend)

8. Welche Antworten drücken Zweifel an der Glaubwürdigkeit (A), welche am Sachverstand des Gesprächspartners (B), welche Empörung(C) aus:

1. Sie sind ja ein Traumtänzer.
2. Sind Sie noch bei Verstand ?
3. So eine Spinnerei.
4. Glauben Sie wirklich, dass Ihnen das jemand abkauft?
5. Das nehme ich Ihnen nicht ab.
6. Das ist ja eine Unverschämtheit.
7. Sie führen mich jetzt aber an der Nase herum.
8. Das darf doch wohl nicht wahr sein.
9. Das entbehrt jeder Logik.
10. Wollen Sie uns eins in die Tasche labern?
11. Da fällt mir nichts mehr ein.
12. Hat man da noch Töne?

9. Ordnen Sie die Redewendungen den passenden Erklärungen zu:
1. Reden Sie nicht um den heißen Brei herum!
2. Wes’ Brot ich ess’, des’ Lied ich sing’!
3. Jetzt wollen Sie uns aber wirklich einen Bären aufbinden.
4. Sie wollen uns hier (anscheinend) ein „X“ für ein „U“ vormachen.
5. Nun lassen Sie aber mal die Kuh im Dorf!
6. Das ist nun wirklich unter der Gürtellinie.
7. Das schlägt dem Fass den Boden aus.
8. Kriegen Sie sich mal wieder ein!
9. Alles nur heiße Luft, die Sie hier ablassen.
10. Das ist aber reichlich weit hergeholt.

A. Vorwurf an den Gesprächspartner, sich unfair oder beleidigend verhalten zu haben
B. Vorwurf, das jemand die Tatsachen verdreht
C. Bitte an den Gesprächspartner, wieder zu einem sachlichen und weniger emotionalen Gesprächston zurückzukehren
D. Bitte an den Gesprächspartner, nicht zu übertreiben / eine Sache nicht unmäßig zu dramatisieren
E. Vermutung, dass der Gesprächspartner jemanden (scherzhaft) anlügt, dass er Unsinn erzählt, oder jemanden dazu bringt, etwas Unwahres zu glauben
F. Der Redebeitrag des Gesprächspartners ist empörend / unverschämt / eine Frechheit
G. Ausdruck dafür, dass man die Argumentation des Gesprächspartners für sehr konstruiert hält
H. Aufforderung, eine klare Antwort auf eine zuvor gestellten Frage zu geben und nicht auszuweichen.
I. Vorwurf an den Gesprächspartner, dass die von ihm angekündigten Handlungen/Versprechen nur leere Worte sind.
J. Anschuldigung, dass der Gesprächspartner nicht neutral ist und nach bestem Gewissen antwortet, sondern die Position einer bestimmten Interessengruppe vertritt, von der er abhängig ist.

10. Lesen sie die folgenen Sätze. Ordnen sie sie zu den Smalltalkthemen zu. Welche gehören nicht zum Smalltalk?
1. Haben Sie die öffentlichen Verkehrsmittel genommen?
2. Es freut mich, dass Sie gekommen sind.
3. Ja, endlich richtiges Winterwetter! Ich habe meinem Mann versprochen, am Sonntag mit ihm Schlittschuh laufen zu gehen.

4. Wie mobil sind Sie?
5. Was interessiert Sie an unserer Branche besonders?
6. Ganz schön heiß heute.
7. Haben Sie uns gut gefunden?
8. Ja, danke schön. Die Anfahrtskizze auf Ihrer Homepage war sehr hilfreich.
9. Ja, hier ist immer viel Verkehr und Parkplätze werden immer knapper.

11. Sie möchten sich am Gespräch beteiligen: Ziehen Sie die folgenden Gesprächsstrategien in Betracht.

1. Sie bitten um das Wort:

„Entschuldigung, ich möchte dazu gern etwas sagen:..."
„Darf ich dazu etwas sagen: ..."

2. Sie möchten sicherstellen, dass Sie den Gesprächspartner korrekt verstanden haben:

„Ich glaube, ich habe das nicht ganz verstanden. Würden Sie das bitte noch mal wiederholen."
„Ich bin nicht sicher, ob ich Sie richtig verstanden habe - würden Sie das bitte noch mal erläutern."
„Habe ich Sie richtig verstanden?"

3. Sie möchten nachfragen:

„Eine Frage bitte: ...?" „Darf ich bitte kurz nachfragen: ...?"
„Darf ich (direkt) dazu eine Frage stellen: ...?"
„Eine kurze Zwischenfrage bitte: ...?"

4. Sie möchten einen Gesprächspartner unterbrechen:

„Entschuldigung, darf ich Sie kurz unterbrechen - ..."
„Darf ich dazu bitte etwas sagen!"

5. Sie mochten zustimmen:

„Das sehe ich ganz genauso!"
„Ich teile Ihre Meinung voll und ganz."
„Ja, genau!"

6. Sie möchten Zweifel anmelden

„Ich bin nicht so ganz sicher, ob ..."
„Ich habe da schon noch einige Zweifel: ..."
„Einerseits ja, andererseits: ..."

7. Sie möchten höflich widersprechen:

„Ich bin da nicht sicher - ..."
„Tut mir Leid, aber ich sehe das doch etwas anders."
„Ich sehe da schon ein Problem: ..."

8. Sie möchten massiv widersprechen:

„Tut mir Leid, aber da bin ich ganz anderer Meinung."
„Das überzeugt mich nicht."
9. Sie möchten ergänzen/differenzieren:
„Ich würde dazu gern noch etwas ergänzen: ..."
„Darf ich dazu Folgendes ergänzen:..."
„Ich möchte Folgendes hinzufugen: ..."
10. Sie möchten etwas besonders betonen:
„Ich finde Folgendes ganz entscheidend: ..."
„Ich finde diesen Punkt ganz wichtig."
11. Sie möchten sich auf einen Gesprächspartner / auf vorher Gesagtes beziehen:
„Ich möchte gern noch einmal auf das zurückkommen, was Sie vorhin gesagt haben: ..."
„Darf ich noch einmal auf... zurückkommen:..."
12. Sie möchten sich korrigieren:
„Ich möchte etwas korrigieren. Ich habe vorhin gesagt, dass ... Ich habe mich da vielleicht missverständlich ausgedrückt."
„Ich meine Folgendes: ..."
„Ich möchte das noch einmal anders formulieren:..."
13. Sie möchten zu einem anderen Punkt überleiten:
„Ich möchte noch etwas anderes sagen."
„Ich habe noch einen ganz anderen Punkt."
14. Sie möchten sich auf eine Quelle beziehen:
„Ich zitiere: <...>"
15. Sie möchten sich gegen eine Unterbrechung wehren:
„Einen Moment bitte, ich bin gleich fertig."
„Gleich, bitte noch einen Moment."
16. Sie sind mit dem Gesprächsverlauf nicht zufrieden und möchten einen Vorschlag zum Verfahren machen:
„Ich glaube, so kommen wir nicht weiter. Ich schlage Folgendes vor: ..."
„Vielleicht sollten wir zunächst klären,..."
17. Sie möchten einen etwas längeren Gesprächsbeitrag strukturieren:
„Ich möchte einiges zum Thema ... sagen:..."
„Ich will zu ... Punkten etwas sagen:..."
„Ich beginne mit..."
18. Sie leiten das Gespräch ein:
„Wir wollen uns heute mit... befassen."
„Unser Thema heute ist: ..."
19. Sie erteilen das Wort:
„Wer möchte beginnen?"

„Frau ... / Herr ... dann ..."

20. Sie strukturieren das Gespräch:

„Kommen wir bitte noch mal zurück zu unserer Frage: ..."
„Können wir dazu jetzt eine Entscheidung treffen?"
„Wir kommen zum Schluss: ..."

21. Sie fassen die Ergebnisse zusammen:

„Ich fasse die Ergebnisse unseres Gesprächs zusammen: ...»
„Wir hatten uns für heute vorgenommen, ... - Wir haben erreicht: ...»
„Ich halte die Ergebnisse unseres Gesprächs fest: ...»

22. Sie schließen das Gespräch ab:

„Damit sind wir am Ende. Ich denke, wir haben unsere Ziele für heute erreicht. Ich danke Ihnen für ..."
„Ja, das wär's dann für heute. Vielen Dank."

3.3.3. Французский язык

Unité 1. Communication d’affaires orale

Texte 1. Soyez les bienvenus!

Lisez et traduisez les dialogues:

Pierre Laroche, le directeur commercial d’une compagnie française, arrive de Paris à l’aéroport Minsk. Il vient pour visiter une compagnie biélorusse qui veut acheter l’équipement fabriqué par sa Maison. Voici le dialogue entre lui et les représentants de la firme bélarusse.

A l’aéroport

- Bonjour, Monsieur! Je m’appelle Andrei Pavienko. Je suis responsable du secteur commercial d’exportation de la compagnie Orion.

- Enchanté! Je m’appelle Pierre Laroche. Je suis responsable du secteur commercial de la Maison Aubert. Voici ma carte de visite. Je veux vous présenter mon collègue Jean-Paul Lecomte. Il est de Belgique.

- Vous êtes Belge, Monsieur Lecomte?

- Non, je suis Français, mais j’habite en Belgique, à Bruxelles.

- Et quelle est votre profession?

- Je suis ingénieur. Mais je travaille comme directeur technique.

- Enchanté de faire votre connaissance!

- Prenez place, s’il vous plaît.

- Est-ce la première fois que vous visitez le Bélarus?

- Non, nous sommes ici pour la troisième fois.

- Excusez-moi. Permettez-moi de vous présenter le vice-président de notre Compagnie Monsieur Vladimir Petrenko.

- Enchanté, Monsieur.

- Moi aussi.

- Que désirez-vous? Café? Thé? Jus?

- Une tasse de café, s’il vous plaît.

- Oh, vous parlez très bien français.

- Merci, mais mon français est encore assez pauvre. Pour maîtriser une langue étrangère il faut travailler beaucoup et régulièrement.

En voiture

- Est-ce que mon chauffeur peut vous aider à porter votre valise?

- Oh, oui, je vous remercie.

- Nous allons au bureau de notre Compagnie qui se trouve au centre de la capitale. Il faut une demi-heure pour y aller. C’est à cinquante kilomètres de l’aéroport.

Au bureau

- Je veux vous présenter à M. Koval, notre Directeur général.

- Enchanté de faire votre connaissance, M. Koval.

- Soyez les bienvenus! Prenez place, s'il vous plaît. Est-ce que vous visitez Minsk pour la première fois?

- Non, c'est notre troisième visite.

- Et quelles sont vos impressions de notre capitale?

- J'aime beaucoup votre ville, elle diffère beaucoup de Paris.

- Monsieur Laroche et Monsieur Lecomte, j'espère que votre visite sera agréable et fructueuse.

- Merci, nous aussi, nous espérons que notre rencontre sera utile.

- Permettez-moi de vous présenter notre personnel. Voici ma secrétaire Mademoiselle Horlenko.

- Enchanté, Mademoiselle Horlenko.

- Moi aussi. Appelez-moi tout simplement Sophie.

- Je veux vous présenter aussi Monsieur Serguei Sokolov, notre responsable du secteur technique.

- Prenez place, s'il vous plaît.

- Voulez-vous prendre quelque chose à boire?

- Oui, si possible une tasse de café, s'il vous plaît.

- Sophie, peux-tu préparer du café pour nous, s'il te plaît?

- Certainement, Monsieur. Vous préférez le café noir ou au lait?

- Noir, mais avec du sucre, s.v.p.

- A propos, Monsieur Laroche, quelle est votre formation?

- Voici ma carte de visite. Je suis ingénieur. Mais dans ma compagnie je suis directeur commercial.

- Alors, passons à nos affaires, Monsieur Laroche. Nous voulons élargir et améliorer notre production. Pour le moment nous importons plusieurs produits fabriqués en Europe occidentale. Nous savons que votre compagnie produit l'équipement nécessaire pour nous. C'est pourquoi nous nous sommes intéressés à votre équipement.

- Je dois vous dire que nous avons considérablement amélioré la qualité de notre équipement et, en outre, nous avons baissé son prix.

- Je pense que notre directeur commercial doit visiter votre compagnie pour voir votre production.

- D'accord. Je peux vous présenter quelques matériels publicitaires pour étudier les caractéristiques principales de notre équipement.

- Merci, Monsieur Laroche, pour l'information. Notre chauffeur vous ramènera à l'hôtel pour vous reposer. A demain, Messieurs, au revoir.

Inventez vos propres dialogues en vous inspirant de ceux que vous avez lus.

Texte 2. En mission d’affaires

Lisez et traduisez les dialogues :

Andrei Pavlenko, directeur commercial de la Compagnie Orion, va en France en mission d’affaires. Il donne un coup de téléphone à Pierre Laroche et demande de réserver une chambre à l’hôtel.

Coup de téléphone

- Allô, bonjour, Madame! Je suis directeur commercial de la Compagnie biélorusse Orion. Je voudrais parler à Monsieur Laroche de la Compagnie Aubert.

- A Monsieur Laroche? Quel est votre nom?

- Je suis Andrei Pavlenko de Minsk.

- Attendez une minute, s.v.p. Ne quittez pas... Allô, monsieur Laroche, votre correspondant est en ligne.

- Allô, ici Maison Aubert, je vous écoute. Ah, bonjour, c’est vous, Andrei. Je vous confirme vos réservations. L’hôtel Rex vous réserve une chambre à un lit avec douche à partir de mardi, le 8 avril, pour quatre jours.

- Merci. Avez-vous reçu notre fax? Alors, j’arrive le 10 avril car je dois régler une affaire urgente à Varsovie.

- Ce n’est rien. Téléphonez-nous de Varsovie.

- D’accord. Comment épeler le nom de l’hôtel?

- R-E-X. [eг-э-iks]. Rex.

- Merci et au revoir, Monsieur Laroche.

Réservation d’une chambre à l’hôtel

- Allô! L’ hôtel Rex à l’écoute. Puis-je vous aider?

- Oui, Madame, je veux réserver une chambre à un lit pour trois nuits à partir de mercredi, le 10 avril, jusqu’à samedi, le 13 avril.

- Oui, Monsieur. Une chambre à un lit pour trois nuits avec petit déjeuner. C’est ça?

- Oui, c’est correct.

- Quel est votre nom, s.v.p.!

- Ce n’est pas pour moi, c’est pour Monsieur Orlenko.

- Pouvez-vous épeler, s.v.p.!

- Oui, bien sûr. O-R-L-E-N-K-O.

- Merci, Monsieur.

- Merci, Madame.

Achat de billet

- Bonjour, Monsieur. Que désirez-vous?

- Je veux aller à Paris. Avez- vous des places libres pour vendredi, la semaine prochaine.

- Vous volez tout seul, Monsieur?

- Oui, Madame.

- Quelle classe?

- Touriste.

- Une minute, Monsieur. Je vérifie... Il y a quelques places libres.

- Très bien.

- Quel est votre nom, Monsieur?

- Victor Koval.

- D'habitude, nous vendons aux citoyens biélorusses les billets aller-retour.

- O. K. [эке]. Combien coûte ce billet?

- C'est mille deux cent trente-six hryvnias, la taxe d'aéroport inclue.

- Voilà. Vol PS 501.

- Quelle est l'heure du départ du vol?

- C'est à 7 heures 55 du matin, vous devez vous enregistrer à une heure d'avance, Monsieur.

- Et à quelle heure arrive-t-il à Paris?

- A dix heures et demie. Il y a une heure de différence, vous le savez.

- Je vous remercie, Madame.

- De rien, Monsieur.

Inventez vos propres dialogues en vous inspirant de ceux que vous avez lus.

Texte 3. Transports

Lisez et traduisez le texte:

La croissance rapide de l'économie française a provoqué une augmentation très nette des trafics, grâce à la création de moyens de transports plus rapides, plus sûrs et plus économiques. Les transports par autoroutes prennent une importante croissance.

La France dispose d'un des meilleurs réseaux de route au monde: 90 000 km de voies de grande circulation, 300 000 km de routes départementales et 450 000 km de chemins vicinaux, bien entretenus et qui innervent l'ensemble du territoire. Malgré la hausse des carburants et le développement des transports collectifs, les Français préfèrent toujours l'automobile au train. Même pour les marchandises, le transport par route sur des distances supérieures à 50 km est en augmentation, il égale le transport par voie ferrée.

Les transports par chemin de fer continuent à jouer un rôle essentiel, mais ils sont entrés dans une nouvelle ère, celle des transports modernes, grâce à la réalisation d'un vaste réseau de lignes express.

Il y a en France 34 000 km de chemins ferrés dont 12 610 sont électrifiés. La France détient le record de vitesse (515 km/h) avec le TGV (train à grande vitesse), qui circule sur un réseau de 1268 km sur Bordeaux, Toulouse, Lille, Lyon, Marseille.

La Société Nationale des Chemins de Fer (SNCF), compagnie nationalisée, poursuit systématiquement l'électrification du réseau. Depuis 1970 la SNCF a mis en service un train à turbine à gaz, le turbotrain (180 km/heure).

Le trafic marchandises qui reste important (70 milliards de tonnes/km, soit 36% des transports intérieurs de marchandises) est concurrencé par le transport en camions et porte conteneurs (43%).

Le trafic aérien avec ses 80 aéroports se situe au 2e rang européen, avec les deux plateformes de l'Aéroport de Paris (Orly et Roissy - Charles de Gaulle) qui enregistre plus de 280 000 mouvements d'appareils commerciaux, 98,7 millions de passagers et 1,4 milliard de tonnes de fret par an. Avec ses 3 compagnies nationales, Air France, UTA et Air Inter, la France vient au 6e rang mondial pour le trafic kilométrique aérien. Le trafic international représente les trois quart du trafic total.

– *Air France*, société mixte, seconde compagnie européenne, couvre le monde entier (190 escales dans 80 pays).

– *Union des Transports aériens* (UTA), à capitaux privés, spécialisée dans les longs courriers sur l'Afrique et l'Extrême-Orient, transporte 800 000 passagers (45 escales dans 30 pays).

– *Air Inîer*, compagnie uniquement intérieure, transporte plus de 5 millions de passagers, mais la mise en service de TGV sur Paris - Lyon - Marseille - Lille, l'une des lignes les plus fréquentées, fait concurrence au trafic aérien intérieur.

La France possède la 9e flotte au monde. Marseille, Dunquerke, le Havre, Rouen, Nantes, Saint-Nazaire et Bordeaux sont les principaux ports français.

Pensez-vous qu'un système de transport bien développé est important pour les entreprises ?

Unité 2. Communication d'affaires écrite

Texte 1. Contrat

Lisez attentivement le contrat ci-dessous:

La Société à responsabilité limitée "X", enregistrée au Registre du Commerce et des Sociétés le 13 janvier 1989 sous le numéro B 356 182 et dont le siège se trouve à 136, rue..., 75... Paris, France, représentée par Monsieur Jean Dupont, Gérant, agissant sur la base des pouvoirs qui lui sont conférés par les statuts, dénommée ci-après le Client, d'une part, et la Société par actions de type ouvert "Y", enregistrée le 24 juin 2014 dans l'Administration d'Etat de l'Arrondissement Léninsky de la ville de Minsk, Bélarus, le numéro d'enregistrement d'Etat: 0352 - 3812 AT, dont le siège se trouve à 5, rue Malinine, 252032 Minsk, Bélarus, représentée par Monsieur Vassil Pétrenko, Directeur général, agissant sur la base des pouvoirs qui lui sont conférés par les statuts, dénommée ci-après le Fournisseur, d'autre part, ont conclu le présent contrat.

- *Objet du contrat*

- Le Fournisseur livre au Client les marchandises dont les noms et les quantités sont indiqués dans l'Annexe 1 qui est une partie intégrante du présent contrat.

- Les marchandises sont livrées dans le délai de 50 jours à partir de la date de signature du présent contrat.

- *Obligations des parties*

- Le Fournisseur s'engage à livrer les marchandises dans les quantités et dans les délais prévus par le présent contrat.

- La qualité des marchandises livrées doit correspondre aux standards.

- Le Client s'engage à recevoir et à payer les marchandises livrées.

- *Prix du marché et conditions de paiement*

- Le prix des marchandises livrées dans le cadre du présent contrat s'élève à... EUR. Ce montant n'est pas assujetti à la TVA.

- Les frais de transport des marchandises à destination indiquée dans l'Annexe 2 qui est une partie intégrante du Contrat, sont à la charge du Fournisseur.

- Dans le délai de 3 jours après la signature du présent contrat, le Fournisseur facture au Client une avance sur le prix des marchandises dont le montant représente... EUR.

- Dans le délai de 10 jours suivant la livraison des marchandises et la signature de l'acte de réception des marchandises par le Client, le Fournisseur facture le solde du prix.

- Les factures du Fournisseur sont réglées par le Client dans le délai de 15 jours après leur réception. Le paiement est effectué par virement bancaire sur le compte du Fournisseur en EUR ouvert auprès de la Banque... Les commissions bancaires des virements sont à la charge du Client.

- *Résolution des litiges*

- Dans le cas où des différends apparaîtraient à l'occasion de la réalisation de ce contrat, les parties essaieront de trouver une solution amiable; dans le cas où cela serait impossible, les litiges seraient réglés conformément à la réglementation ukrainienne.

- Les parties ne sont pas responsables du non-accomplissement des obligations résultant du présent contrat en cas d'empêchement par suite d'une force-majeure.

Fait à Minsk, le 15 septembre 2017

Pour le Client	Pour le Fournisseur
Signature	Signature

Unité 3. Acteurs du processus de négotiation

Texte 1. Les institutions politiques de la Ve République

Lisez et traduisez le texte:

La Ve République prend naissance en 1958 lors de la crise politique aiguë provoquée par la guerre en Algérie, déclenchée par les milieux dirigeants de la IVe République en 1954. La Ve République a amassé l'expérience des quatre Républiques précédentes et leurs traditions constitutionnelles. La Constitution de 1958 comprend un préambule, des titres qui définissent la nature même de l'Etat, les institutions, le fonctionnement des institutions. Les institutions sont: le Président de la République, le Gouvernement, le Parlement, le Conseil constitutionnel, la Haute Cour de Justice, le Conseil économique et social.

Le pouvoir exécutif est assumé par le Président de la République et le Gouvernement. Aux termes de la Constitution, c'est au Gouvernement qu'il revient de conduire et de déterminer la politique de la Nation. Le Parlement ne peut qu'avoir un rôle de contrôle.

Le Président de la République est depuis une réforme adoptée par le référendum [referèdom] du 25 octobre 1962, élu au suffrage universel direct pour 7 ans. Le chef de l'Etat français est le gardien de la Constitution, le garant de l'indépendance et de l'intégrité du territoire.

Le Président a les prérogatives suivantes. Il nomme le Premier ministre, et sur proposition de celui-ci les autres membres du gouvernement. Il promulgue les lois et peut soumettre au référendum tout projet de loi portant sur l'organisation des pouvoirs publiques. Il peut, après consultation du Premier ministre et des présidents des Assemblées, prononcer la dissolution de l'Assemblée nationale. Sur le plan national, il préside le Conseil des ministres, signe les ordonnances et les décrets délibérés en Conseil des ministres. Dans le domaine international, il accrédite les ambassadeurs nationaux, et les ambassadeurs étrangers sont accrédités auprès de lui. Il négocie et ratifie les traités. Dans certains cas graves (article 16) il prend des mesures exigées par les circonstances. Le Président est le chef des armées et à ce titre il peut donner seul l'ordre d'utiliser l'arme nucléaire.

Le Président n'est responsable des actes accomplis dans l'exercice de ses fonctions qu'en cas de haute trahison. Il est alors jugé par la Haute Cour de Justice. Le Président de la République réside au palais de l'Elysée à Paris (55, rue du Faubourg-Saint- Honoré).

Le Premier ministre dirige l'action du Gouvernement lequel détermine, comme nous avons dit plus haut, la politique de la Nation, qu'il conduit. Il porte, donc, avec le Président, la charge essentielle de la conduite de la politique française. Le Premier ministre assure l'exécution des lois, notnme aux emplois civils et militaires, est responsable de la Défence nationale. Le Gouvernement se compose de ministres, qui sont solidairement responsables de la politique gouvernementale. En particulier ils doivent défendre la politique et les intérêts français au niveau des institutions européennes. Ils participent chaque semaine au Conseil des ministres où ils doivent être entendus chaque fois qu'ils le demandent: Les fonctions de membre du gouvernement sont incompatibles avec l'exercice de tout mandat parlementaire, de tout emploi publique ou de toute activité professionnelle. Les actes administratifs des ministres sont dits "arrêtés ministériels" et sont publiés au "Journal Officiel''. Le Premier ministre réside à l'Hôtel Matignon à Paris (57, rue de Varenne).

Le pouvoir législatif est exécuté par le Parlement qui comprend deux chambres: l'Assemblée nationale et le Sénat. L'Assemblée nationale est élue au scrutin universel direct pour 5 ans par les citoyens des deux sexes âgés de plus de 21 ans. Elle comprend 577 députés. L'Assemblée nationale siège au Palais Bourbon (126, rue de l'Université).

Le Sénat est élu pour 9 ans au scrutin universel indirect par un collège électoral composé des députés, conseillers généraux et délégués des conseils municipaux ou leurs suppléants. Il est renouvable par tiers tous les trois ans et se compose de 319 sénateurs. Le Sénat siège à Paris au Palais du Luxembourg (15, rue de Vaugirard). L'exercice de tout mandat parlementaire est incompatible avec des fonctions gouvernementales, une fonction du conseil constitutionnel ainsi qu'avec certaines professions (par ex. celle de chef d'entreprise ou d'agent immobilier).

Le fonctionnement du Parlement. Il se réunit chaque année en deux sessions ordinaires (octobre-décembre et avril-juillet). Il peut être convoqué en session extraordinaire par décret du Président, à la demande du Premier ministre ou de la majorité des députés, sur un ordre du jour déterminé. Les séances des deux assemblées sont publiques. Le compte-rendu intégral des débats est publié au

“Journal Officiel de la République Française”. L’immunité parlementaire. Aucun membre du Parlement ne peut être poursuivi, arrêté ou jugé à l’occasion des opinions ou votes émis par lui dans l’exercice de ses fonctions. De même, aucun membre du parlement ne peut, pendant la durée des sessions, être poursuivi ou arrêté en matière criminelle ou correctionnelle qu’avec l’autorisation de l’Assemblée dont il fait partie, sauf en cas de flagrant délit.

Parlez des institutions politiques du Bélarus.

Texte 2. Au bureau d’une compagnie française

Lisez le dialogue ci-dessous :

Monsieur Pavlenko est au bureau de la Société Aubert. Il a une rencontre avec les responsables de cette compagnie.

– Bonjour, Monsieur Pavlenko! Comment ça va?

– Merci, ça va. Et vous?

– Très bien, merci.

– Permettez-moi de vous parler un peu de notre Compagnie. Comme vous le savez, M. Pavlenko, nous produisons des équipements technologiques. Notre Compagnie comprend 5 départements: Production, Ventes, Marketing, Personnel et Finances, Développement et recherches. Ce dernier a été créé il y a trois ans.

– Conformément à votre statut juridique, êtes-vous une Société en nom collectif (S.N.C.)?

– Exactement, nous en sommes... Notre Maison est gérée par le Conseil des directeurs. M. Louis Favier est le Président de notre Maison. Le personnel compte environ 700 personnes. Notre chiffre d’affaires représente plus de 800 millions de francs. Vous allez travailler avec notre département de ventes. Nous exportons notre équipement dans plusieurs pays du monde. En plus, nous avons deux filiales en Allemagne et en Belgique.

– Est-ce que ces filiales produisent le même équipement technologique?

– Oui, mais elles produisent encore des articles électroménagers. A présent nous cherchons de nouveaux partenaires en Europe de l’Est. On voudrait lancer de nouveaux produits sur le marché biélorusse. Vous êtes notre premier partenaire biélorusse, c’est pourquoi le Directeur général est parti à Minsk pour établir des contacts personnels avec les représentants de plusieurs sociétés. Est-ce que vous avez étudié nos propositions d’affaires?

– Oui, nous les avons étudiées soigneusement.

– Avez-vous pris nos listes de prix et nos catalogues?

– Oui, je les ai pris et j’ai aussi les copies de vos lettres. Je crois que nous pouvons dresser le projet de notre contrat durant cette semaine et le conclure finalement après ma consultation par téléphone avec mon Directeur.

– D’accord. Passons à nos affaires. Nous allons discuter aujourd’hui et demain les conditions de paiement et de livraison.

– Ça va. Et après-demain nous allons parler d’emballage et de transport.

– Je voudrais aussi visiter vos ateliers de production ainsi que les curiosités de la ville.

– Oui, bien sûr. Vous aurez assez de temps pour le faire.

– J’espère que je pourrai faxer le projet du contrat à mon Directeur pas plus tard que mercredi prochain.

– Espérons-le. Cela va dépendre tout d’abord de votre travail mutuel avec le département commercial.

– Et ce soir vers 19 heures je vous invite à dîner au restaurant “Chez les Gaulois”.

– Merci pour l’invitation.

– A bientôt.

Apprenez le dialogue par coeur.

Texte 3. Commerce. Artisanat.

Lisez et traduisez le texte:

Le commerce traditionnel et l’artisanat connaissent depuis 1975 une période de renouveau. C’est en effet le moyen pour les Français de gagner la vie. Pour un certain nombre de travailleurs manuels, l’artisanat permet de trouver un emploi.

La défense du secteur commercial a été préparée par la loi de décembre 1973. En confiant à des commissions d’urbanisme commercial le pouvoir d’autoriser l’implantation des grandes surfaces, les pouvoirs publics ont donné un coup d’arrêt à la construction anarchique des magasins concurrents du petit commerce et de l’artisanat. De plus, un certain nombre de mesures ont renforcé la protection sociale et l’égalité fiscale.

Le commerce proprement dit, avec 450 000 entreprises, 79 000 pour le commerce de gros et 371 000 pour le commerce de détail, représente 31% du total des entreprises. Le commerce de détail alimentaire, les boulangeries, les boucheries ont subi la plus forte amputation. Mais globalement, le secteur est en augmentation - faible, il est vrai. La population active vivant du commerce a augmenté, passant de 2,2 millions à 2,3 millions, en raison sans doute du nombre d’employés dans les hypermarchés (près de 400) et les supermarchés (près de 3 500).

Pour le seul secteur de la distribution, on recense en France 8 800 établissements, plus de 20 millions de mètres carrés, 328 centres commerciaux, 4 811 magasins de commerce intégré, 3 316 magasins d’équipement de la maison et

372 spécialisés dans le jardinage. 223 supermarchés, 18 hypermarchés se sont ouverts depuis la fin 1978.

A côté des grands magasins traditionnels - comme le Printemps, les Galeries Lafayette, Dames de France, Nouvelles Galeries - les magasins populaires - Prisunic, Printania bénéficient de l’atout considérable d’être situés en ville, sur des lieux de passage. Mais ce sont les magasins de bricolage qui connaissent la plus forte expansion.

La publicité et les nouvelles techniques de vente ont assuré une forte expansion au commerce intégré, aux dépens du commerce indépendant. De 1968 à 1975, 10 000 entreprises artisanales ont disparu chaque année. Cette dégradation de la situation dans l’artisanat est actuellement arrêtée. On constate une augmentation du nombre des fonds de commerce et des artisans. Associés dans des groupements volontaires, rassemblés dans des centres commerciaux, les commerçants ne ressemblent plus aux petits boutiquiers des années 1960. Souvent c’est dans le secteur de l’hôtellerie, de la restauration, des voyages et des loisirs que la progression est la plus forte.

71 000 nouveaux apprentis se sont inscrits en 1978, soit un nombre total d’apprentis (lre et 2e années) est de 135 000. L’âge moyen d’un artisan qui s’installe est de 29 ans. 20 000 à 30 000 emplois ont été aménagés par an depuis 1976 dans l’artisanat.

A ce mouvement, l’Etat participe par des aides (prime d’installation artisanale, prime de développement artisanal, aide spéciale rurale, prime à la création d’entreprises), et des facilités d’accès au crédit: 3,7 milliards de prêts à taux préférentiel ont été distribués en 1979 à l’artisanat, ce qui devrait permettre l’installation et le développement de 40 000 entreprises artisanales, dont plus de 13 000 en faveur de jeunes artisans.

Répondez aux questions suivantes:

1. Selon vous, quelles sont les industries qui se sont développées de manière intensive au Belarus au cours des 30 dernières années ?

2. L'État investit-il des fonds et des ressources dans le développement de ces industries ?

Texte 4. L’organisation de la profession bancaire en France

Lisez et traduisez le texte en écrit:

L’organisation de la profession répond au triple objectif suivant: favoriser l’épargne en assurant la protection des dépôts bancaires, contrôler le volume des crédits pour défendre la monnaie, et orienter la distribution du crédit en conformité avec la politique économique de la France. La profession est restée longtemps à l’abri de toute réglementation, malgré la loi du 19 juin 1930 qui interdit d’être banquier aux personnes ayant fait l'objet de condamnation pénale, et aux faillis non réabilités. C'est surtout à partir de la Seconde Guerre mondiale qu'apparaît une réglementation stricte et globale. Les lois des 13 et 14 juin 1941 organisent la profession bancaire sur un mode corporatif: celle du 2 décembre 1945 et les décrets de mai 1946 permettent la mise en place des moyens d'action indispensables à la direction de l'économie par l'Etat, parmi lesquels on peut citer notamment:

- la nationalisation de la Banque de France et les quatre établissements de crédit les plus importants,
- la création du Conseil national du crédit,
- la classification des banques en 3 catégories (de dépôts, d'affaires, de crédit à long et à moyen terme).

En 1966-67 diverses mesures sont prises pour préparer les banques à la concurrence de celles du Marché commun et pour les faire participer aux objectifs du Ve Plan. L'ensemble de ces mesures a institué une double tutelle de l'Etat qui porte à la fois sur les opérations bancaires et sur la structure du système bancaire français.

Enfin, dans le cadre des nationalisations décidées par le second gouvernement Mauroy, un projet de loi, transférant à l'Etat la propriété du capital des principales banques jusqu'alors demeurées privées, a été déposé-devant le Conseil d'Etat le 11 septembre 1981. Celui-ci a émis plusieurs réserves le 17, dont le Conseil des ministres du 23 a tenu compte. Les intentions gouvernementales laissent apparaître que cette nationalisation a été décidée dans le but d'assurer aux pouvoirs publics une meilleure maîtrise du crédit et de sa distribution aux différents partenaires de l'économie. Mais la nationalisation ne cherche pas à réaliser un monopole du crédit, le pluralisme devant être développé entre les banques par le maintien ou la création de réseaux régionaux décentralisés.

La nationalisation ne concerne pas les banques étrangères, ni les banques françaises dont le capital appartient pour moitié à des personnes physiques ou morales étrangères, ni les établissements à statut légal spécial ou les sociétés à caractère coopératif et mutualiste.

Classement et spécialisation des banques

Les banques sont classées, en fonction de la stabilité de leurs ressources, en trois catégories, et de leur classement dépend la nature des activités qui leur sont permises.

- Les banques de dépôts. De loin les plus nombreuses, ce sont celles dont l'acvitité principale consiste à recevoir du public des dépôts de fonds et à effectuer des opérations de crédit. Elles ne peuvent détenir des participations dans des entreprises pour plus de 20% du capital d'une même entreprise et doivent respecter une certaine proportion entre leurs fonds propres et. ces participations.

Obligation est faite aux banques de respecter un rapport minimal entre le montant de leur actif disponible et mobilisable et le total de leurs exigibilités à court terme. C’est le coefficient de liquidité.

- Les banques d’affaires. Ce sont “celles dont l’activité principale est la prise et la gestion de participations dans les affaires existantes ou en formation”, et l’ouverture de crédits sans limitation de durée à ces entreprises. Elles ne peuvent investir dans ces opérations que des fonds provenant de leurs ressources propres ou des dépôts stipulés avec 2 ans au moins de terme ou de préavis. Elles peuvent, depuis 1966, ouvrir des comptes de dépôts, non seulement aux entreprises avec lesquelles elles sont en relations habituelles d’affaires mais encore à des noncommerçants (professions libérales, fonctionnaires, etc.).

- Les banques de crédit à moyen et à long terme. Ce sont “celles dont l’activité principale consiste à ouvrir des crédits dont le terme est au moins à 2 ans. Elles ne peuvent recevoir de dépôts sans autorisation du Conseil national du crédit, pour un terme inférieur à cette même durée. Elles sont soumises aux mêmes limitations que les banques de dépôts en ce qui concerne leurs participations”. Cette catégorie ne représente qu’environ 1% du bilan total des banques inscrites.

En 1980, on comptait 391 banques en France: 288 banques de dépôts, 39 banques d’affaires et 64 banques de crédits à moyen et à long terme, dont les SICOMI (Sociétés immobilières pour le commerce et l’industrie).

Trouvez les informations de base sur le système bancaire au Bélarus.

Texte 5. Au Salon International

Lisez le texte et transmettez son contenu avec vos propres mots:

La Société Pulvérix a participé au Salon International à la porte de Versailles. A la fin du Salon, il faut faire le bilan. En effet, un Itand coûte fort cher: il faut louer un emplacement, décorer le itaîid, payer du personnel pour distribuer de la documentation, faire des démonstrations pour les clients, inviter les gros clients...

Quel bénéfice l’entreprise en tire-t-elle?

L’entreprise trouve de nombreux avantages à cette participation. Cependant, à part les commandes fermes enregistrées durant le Salon, la plupart de ces avantages sont difficilement chiffrables. Il s’agit des Contacts noués avec la clientèle, avec le public et la concurrence.

• Durant les journées réservées aux professionnels l’entreprise reçoit ses clients.

L’exposition est aussi une occasion de nouer de nouveaux intacts. Toute la clientèle potentielle est présente et passera forcément devant le stand. Il s’agit de l’attirer, de t’informer par des distributions de brochures, des démonstrations... Le responsable prendra note du nom et de l'adresse des sociétés qui ont manifesté un intérêt pour les produits de l'entreprise et demandera au service commercial de leur rendre visite après le Salon pour discuter d'éventuelles relations commerciales. Aux clients qui passent une commande durant le Salon, on accordera des prix et des conditions attrayants.

• L'action de l'entreprise auprès du public est purement d'information. Les consommateurs viennent se renseigner, comparer les produits; un accueil aimable renforcera l'image de sérieux auprès des consommateurs.

• Le Salon est enfin l'occasion pour l'entreprise de voir tout ce qui se fait dans son domaine. Tous les concurrents, présents, exposent également leurs nouveautés. C'est donc le moment de faire des comparaisons, de se renseigner, de chercher à savoir quels produits ont la faveur des acheteurs. Tout cela peut contribuer à l'évolution de la stratégie et de la politique de l'entreprise.

Le succès de la participation à un salon se mesure donc à l'affluence enregistrée sur le stand et au nombre de contacts pris avec des clients.

Avez-vous déjà participé à des expositions et des salons?

Texte 6. Le service des ventes

Lisez et traduisez :

Le responsable du service des ventes de la société nous accueille et nous parle de son service.

“Notre rôle, ici, est essentiellement d'assurer la vente des produits Pulvérix dans les meilleures conditions. Notre devise est simple: “Des clients qui reviennent pour des articles qui ne reviennent pas.”

Pour cela nous disposons d'une petite équipe de V.R.P. (voyageurs (de commerce), représentants, placiers – торговые агенты) très dynamiques, pour visiter les clients à domicile, recueillir leurs commandes et nous les transmettre. Ils doivent également établir chaque semaine un rapport détaillé sur les visites effectuées, les réactions de la clientèle, les efforts des concurrents, les difficultés rencontrées, etc.

De notre côté, nous aidons au maximum nos V.R.P. dans leur travail en organisant leurs tournées de visites, en leur remettant la documentation nécessaire: échantillons, catalogues, tarifs, argumentaire... Nous pouvons dire qu'aujourd'hui ce service fonctionne bien; nos représentants sont fortement motivés; il est vrai que leur rémunération - comme c'est généralement le cas dans cette profession - dépend du chiffre d'affaires réalisé: ils perçoivent un fixe plus une commission calculée en proportion des ventes.

Bien sûr, notre rôle ne s'arrête pas là. Il nous reste, une fois les commandes reçues, à les exécuter et à assurer la livraison au mieux..., sans oublier le service après-vente attaché à la garantie que nous accordons aux acheteurs de nos appareils.”

Quel est le rôle du service des ventes?

Texte 7. La protection sociale des Français

Qu’est-ce que vous savez de la protection sociale?

Les premières lois de protection sociale en France datent d’avant la seconde guerre mondiale. La loi du 9 avril 1898 sur les accidents du travail engage la responsabilité du chef d’entreprise, celle du 30 avril 1930 institue une protection contre la plupart des risques sociaux (maladie, maternité, invalidité, vieillesse et décès) pour certains salariés de l’industrie et du commerce. Enfin, dès 1932, des allocations familiales sont versées par certains chefs d’entreprise à leurs employés chargés de famille. Cependant, la totalité de la population ne bénéficie pas, en 1940, d’une protection sociale complète. Elle reste partielle, réservée à des catégories professionnelles particulières (fonctionnaires, mineurs, cheminots) ou, pour l’essentiel, aux salariés. En 1945, on fixe des objectifs qui encore maintenant, réglementent la protection sociale. Il s’agissait de créer un système de protection, géré par un réseau de caisses qui protégeraient l’ensemble des travailleurs contre les risques professionnels qui réduisent le budget familial (maladie, décès, vieillesse). On voulait concilier deux objectifs a priori contradictoires:

- le citoyen doit participer à la gestion de sa propre protection sociale. L’adhésion aux caisses de Sécurité sociale est obligatoire mais elles sont gérées par des conseils élus;

- la nation garantit à tous, notamment à l’enfant, à la mère, aux vieux travailleurs la protection de la santé, la sécurité matérielle, le repos et les loisirs.

Il est certain que ces objectifs n’ont pas été atteints parce que le système de Sécurité sociale n’est pas aujourd’hui uniforme. Il n’existe pas un seul, mais plusieurs systèmes de sécurité sociale d’inégale importance.

L’activité des caisses

La Sécurité sociale possède un budget considérable. Les dépenses représentent environ 23,5% du prélèvement sur les richesses nationales et sont constituées pour l’essentiel par les cotisations obligatoires. Le système de Sécurité sociale est contributif. Expliquons ce que cela signifie. Ainsi, pour bénéficier de la protection contre lès risques de maladie ou maternité, il faut avoir travaillé dans la période immédiatement antérieure un nombre d’heures donné. Dans le même esprit, le montant de la pension vieillesse est lié à la durée de cotisation (37,5 ans).

Le système contributif est complété par un système d’assistance. Les personnes qui ne peuvent obtenir des prestations contributives (à cause des cotisations insuffisantes) peuvent bénéficier de prestations. Dans le domaine de la maladie, l’aide médicale (une des formes de l’aide sociale financée par l’impôt) permet l’accès au système de soins de ceux qui ne peuvent prétendre à la protection de l’assurance maladie. Il est à remarquer que la prise en charge n’est accordée qu’après examen des ressources. Pour ce qui est de la vieillesse, l’Etat et les différents régimes se partagent la charge d’une pension minimale appelée “minimum vieillesse”. Cette pension est accordée aux personnes de plus de 65 ans dont les revenus personnels n’atteignent pas un certain niveau. Cela touche 1,8 millions de personnes, en majorité des femmes.

Les prestations sont:

- assurance maladie: les frais médicaux sont remboursés de 75% à 100%, les frais pharmaceutiques de 40 à 100%;

- prestations familialles recouvrent non seulement les prestations maternité, mais aussi les allocations familiales et d’autres avantages divers;

- prestations de vieillesse sont les retraites versées aux salariés à partir de 60 ans et le minimum vieillesse aux non-salariés.

En ce qui concerne les prestations maternité, la femme salariée qui attend un bébé, cesse son travail pendant 14 semaines (6 semaines avant et 8 semaines après l’accouchement). Elle a droit à 26 semaines de congé de maternité à partir du troisième enfant. Elle reçoit des indemnités journalières, identiques à celles versées aux salariés en congé de maladie. Les frais de maternité sont remboursés à 100%.

Les allocations familiales sont versées chaque mois à partir du deuxième enfant. Au premier juillet 1990 elles s’élevaient à 592 francs pour un enfant, 1370 francs pour trois enfants, 2900 francs pour cinq enfants. A ces allocations s’ajoutent des prestations (selon les ressources), comme, par exemple, l’allocation pour jeune enfant, l’allocation logement, l’allocation du parent isolé, l’allocation de rentrée scolaire et d’autres. L'allocation de rentrée scolaire s’élève à 400 francs par enfant, à 750 francs pour deux enfants, à 1150 francs pour trois enfants et est versée une fois au début de l’année scolaire.

Les accidents du travail sont la dernière catégorie des prestations. En cas d’invalidité due à un accident du travail, une pension mensuelle sera versée au salarié.

Malgré cela, la protection sociale complexe n’existe pas. Aussi, la nécessité d’une protection sociale complémentaire s’est fait rapidement sentir. Pour compléter leur protection, notamment dans le domaine de la maladie, dé nombreux assurés ont recours à des, organismes privés, telles que les mutuelles. Elles fonctionnent grâce aux cotisations des salariés et leur permettent d’avoir une prise en charge complète, de leurs soins divers (médicaux, pharmaceutiques, dentaires, hospitaliers, etc.).

La proportion grandissante de retraités par rapport à celle des actifs ainsi que les progrès de la médecine ont conduit le régime général de la Sécurité sociale à un déficit cumulé de 125 milliards de francs pour les années 1993-1995. Face à cette situation, le gouvernement a dû mettre en place (février 1996) une nouvelle cotisation sociale (0,5% des revenus) afin d'assurer le remboursement de cette dette.

Quel est le système de la protection sociale dans notre pays ?

Unité 4. Négociations

Texte 1. La négociation commerciale

Partie 1. Qu'appelle-t-on négocier?

La négociation commerciale est avant tout la recherche d'un compromis, en admettant bien sûr que les deux parties aient une attitude coopérative. Ce compromis est le résultat d'un processus qui a comme point de départ deux intérêts souvent divergents. Les deux parties veulent obtenir quelque chose: l'une un produit ou un service (acheteur) et l'autre une contrepartie financière (le vendeur). Dans une situation où les deux partenaires adoptent une attitude coopérative (opposée à compétitive), on peut raisonnablement parler d'une issue positive avec deux gagnants (win-win). Dans ce cas, les deux partenaires seront satisfaits de l'accord commercial conclu et de la relation humaine établie entre eux. Dans le cas contraire - attitude compétitive - on peut imaginer une issue négative avec un gagnant et un perdant (win-lose). Le gagnant profitera cette fois-ci, mais s'aliénera vraisemblement son partenaire à l'avenir. Voilà pour une situation monoculturelle.

Lorsque la négociation met en présence des acteurs de cultures différentes, disons pour simplifier, des étrangers ne parlant pas la même langue et ayant des habitudes culturelles différentes, le compromis à atteindre devra être lui aussi culturel. Les deux parties devront sortir gagnantes de ce processus au plan culturel également. Cela signifie concrètement que les deux partenaires devront, tout en restant eux-mêmes, céder quelque peu de leur attitude ethnocentrique, monoculturelle. Il ne s'agit pas, contrairement à de .nombreuses idées répandues, de vouloir jouer le caméléon, de se fondre dans la peau d'un étranger. Non, il faut au contraire, tout en restant soi-même, aller à la rencontre de l'Autre et atteindre un compromis, viser à une synthèse des différences culturelles en présence.

Partie 2. À table: fourchettes ou baguettes?

Prenons un exemple pour illustrer cette démarche socioculturelle. Dans le cas d'une rencontre entre un homme d'affaires néerlandais et son homologue français, le déjeuner d'affaires marquera une différence culturelle assez prononcée. Pour le Hollandais, en effet, le déjeuner peut se résumer à une simple collation, quelques sandwiches accompagnés de café. Le Français, nous le savons tous, aime prendre du temps pour ce repas, surtout dans le inonde des affaires. C'est pour lui un moment important dans la situation "négociation / communication", qu'elle soit mono- ou biculturelle. C'est l'occasion de faire connaissance, de parler de sujets plus généraux, de communiquer, de créer une atmosphère qui pourra être détérminante pour la suite des événements. Pour le Néerlandais, en revanche, il ne s'agit que d'un aspect minime qu'il redoute d'ailleurs souvent face à des Français car c'est à cet instant que la conversation prend des tournures informelles auxquelles il est souvent peu préparé, voire réticent et qu'il assimile souvent à une certaine stratégie, tactique malveillante pour s'éloigner du sujet proprement technique de la négociation. Chaque culture a sa propre approche situationnelle pour communiquer amicalement et créer une ambiance. Pour les Français et les Latins en général, c'est sans aucun doute la table; pour les Anglais, le "pub" en fin d'après-midi, les Finlandais, le sauna, etc. Force est pourtant de constater que certaines cultures ne possèdent pas ce lieu sacré - qui tient un peu du cliché - où l'on se réunit pour parler, en fait, de tout sauf des affaires.

Dans notre exemple franco-néerlandais, nous nous trouvons donc en situation très contrastée, culturellement parlant. Comment atteindre ici un compromis culturel, une synthèse? Selon notre approche, l'un et l'autre doivent aller à la rencontre de l'Autre. Si le déjeuner a lieu aux PaysBas, il serait de règle pour les néerlandais d'emmener son partenaire français au restaurant et de lui offrir un repas léger (mais chaud comme diraient les Hollandais!). Et non de se contenter de faire venir quelques "tartines" avec du café et de les consommer sur place, au bureau même. En France, le déjeuner devra être également pris par exemple au restaurant d'entreprise ou dans une brasserie au coin de la rue. Il ne s'agit ici bien entendu que d'une situation générale. Toute contrainte de temps, de circonstances, ou encore de personnes peut modifier ce modèle idéal et faire pencher la balance culturelle d'un côté ou de l'autre. S'il y a un trop grand décalage, il faudra alors rétablir l'équilibre tors d'une rencontre ultérieure.

Donnez la définition du terme *negotiations.*

4. РАЗДЕЛ КОНТРОЛЯ ЗНАНИЙ

4.1. Методические рекомендации по организации самостоятельной работы студентов

В рамках изучения дисциплины «Деловые коммуникации и основы переговорного процесса на иностранном языке» самостоятельная работа студентов подразделяется на аудиторную и внеаудиторную и направлена на углубление знаний по данной дисциплине и побуждение студентов к мотивированной учебной деятельности и всестороннему усвоению учебного материала.

Аудиторную самостоятельную работу составляют различные виды контрольных (проведение экспресс-опросов по конкретным темам в форме теста или игры), творческих (подготовка и проведение заранее разработанной деловой мини-игры) и практических заданий во время занятий.

Внеаудиторная самостоятельная работа студентов включает: выполнение письменного домашнего задания, подготовку сообщения по выбранной теме, составление мини-глоссария, тестовых заданий, написание эссе, подготовку проектов.

С целью контроля преподавателем качества выполнения самостоятельной работы студентами предлагаются следующие методические рекомендации:

- изучение программного материала по учебным пособиям и рекомендованным преподавателем литературным источникам;
- обучение студентов способам самостоятельной учебной работы, развитие у них соответствующих умений и навыков, выделение отдельных тем программы или её частей для самостоятельного изучения студентами;
- организация самостоятельной работы студентов в форме делового взаимодействия, когда студент получает конкретные указания и рекомендации об организации и содержании самостоятельной деятельности, а преподаватель выполняет функцию управления через контроль и коррекцию ошибок;
- промежуточный контроль самостоятельной работы студентов в виде тестовых заданий, кратких письменных работ, устных опросов и т.д.

При подготовке к практическим занятиям и в ходе самостоятельной работы по изучению материала курса студентам следует помнить, что различные деловые контексты требуют употребления определенных лексических единиц и грамматических конструкций для достижения поставленных целей. Таким образом, каждая тема курса требует отдельной тщательной проработки.

При работе над отдельной темой рекомендуется придерживаться следующей последовательности:

1. ***Информационный поиск***. Перед выполнением заданий по теме, необходимо собрать информацию о культурных реалиях, связанных с рассматриваемым вопросом. Для сбора информации можно воспользоваться сначала источниками на родном языке, а далее – на изучаемом. Работая с информацией, полезно сопровождать чтение составлением словарного списка используемых единиц, распределяя их в алфавитном или тематическом порядке.

2. ***Изучение лексики***. На данном этапе следует составить «вокабуляр» по изучаемой теме: отработать со словарем перевод уже составленного списка слов и выражений по теме; воспользоваться предлагаемым во время аудиторных занятий тематическим словарем.

3. ***Выполнение заданий и упражнений***. К работе над заданиями и упражнениями по теме целесообразно приступать только после прохождения предыдущих двух пунктов плана. Только в этом случае выполнение требуемых действий будет осознанным и плодотворным. Особое внимание на этом этапе следует уделять анализу типовых заданий. Прежде всего, следует попытаться выполнить по одному упражнению каждого вида. Затем сосредоточиться на дополнительной работе над теми видами заданий, которые вызывают наибольшие затруднения.

4. ***Письменная или устная презентация по теме***. Обобщить полученные теоретические и практические знания по изучаемому разделу курса поможет систематизация полученных данных в устной или письменной форме с последующим обсуждением. Подобная презентация потребует особых навыков: сравнение, выявление отличий и общностей рассматриваемых реалий в родной и иноязычной культуре, а также умения вербально представить свои выводы. Чтобы последующее обсуждение результатов индивидуальной работы действительно способствовало тренировке навыков эффективного делового общения, следует максимально расширить контекст презентации, включая в нее конкретные данные, цифры, графики и т.д. Презентация может носить собственно информативный характер, исследовательский или творческий, связанный с созданием собственного плана, разработки, рекомендаций и т.д.

Работа над каждой темой в предлагаемой последовательности способствует выработке навыков как логического, так и практического характера, расширяет кругозор и словарный запас, позволяет быть не только пассивным реципиентом информации, но и активным участником информационно-языкового поиска и анализа, помогает приобрести необходимую для дальнейшей профессиональной деятельности компетенцию и уверенность в своих силах.

4.2. Перечень заданий УСР

Управляемая самостоятельная работа студентов реализуется в виде выполнения заданий преподавателя и при его наблюдении. Она предполагает использование библиотечных ресурсов и мультимедийных технологий.

В рамках изучения учебной дисциплины «Деловые коммуникации и основы переговорного процесса на иностранном языке» предлагаются такие виды управляемой самостоятельной работы студентов, как:

- индивидуальные задания по разделам программы;
- чтение и перевод оригинальных профессионально-ориентированных материалов по дисциплине;
- выполнение лексико-грамматических тестов;
- подготовка сообщений, докладов, творческих презентаций, проектов;
- дискуссия, направленная на решение проблемных ситуаций;
- просмотр учебных и документальных фильмов с их последующим обсуждением;
- подготовка различных видов деловых писем;
- организация и проведение деловых ролевых игр, симуляций.

4.3. Примерные задания по каждому разделу учебной дисциплины

Раздел 1. Устная деловая коммуникация

1. Ролевая игра «Знакомство». Работа в мини-группах (3 студента). Партнер 1 – представитель встречающей компании, партнер 2 – представитель потенциального иностранного клиента, партнер 3 – сотрудник встречающей компании, который будет заниматься заказом при успешном заключении сделки. Имена, должности, названия компаний и стран указаны в инструкции для каждой роли. Задача участников – познакомиться, представить партнеров друг другу и «разбить лед».

2. Симуляция «Разговор по телефону». Работа в парах. Каждый участник должен придумать ситуацию, в которой необходимо позвонить в офис компании и назначить встречу. Объясните ситуацию партнеру. Проиграйте обе ситуации. Поделитесь в группе трудностями, которые вы испытывали во время выполнения задания.

3. Телефонный звонок в офис компании (время подготовки – не более 3 минут). Позвоните в офис компании, попросите детали описания услуги / товара, узнайте стоимость.

4. Подготовка вступления к презентации на любую интересующую тему. Можно также выбрать одну из следующих тем: родной город; первая работа; поход в кафе, ресторан; любимый вид спорта; туризм; каникулы; хобби и т. д. Определите аудиторию. Сделайте заметки. Вступление должно длиться не дольше 1-2 минут. Сделайте аудиозапись вашей речи. Оцените ее, ответив на следующие вопросы:

- Информация четко структурирована?
- Выбор лексики соответствует аудитории?
- Вы читали заметки или говорили?
- Речь была беглой/ медленной/ звучала четко и разборчиво?
- Во вступлении была определена тема, структура и содержание целого выступления?
- Вы озвучили время, когда слушатели могли бы задать вопросы?
- Как можно улучшить ваше выступление?

5. Подготовка графика для презентации, отражающий реальную или воображаемую рабочую / учебную ситуацию. Подготовьте описание графика. Речь не должна длиться больше 1 минуты.

6. Проект-исследование «Способы преодоления волнения во время публичного выступления».

7. Круглый стол «Невербальный язык в ситуациях делового общения».

8. Подготовка презентации о национальных особенностях ведения переговоров в выбранной стране. При подготовке презентации, учитывайте все рекомендации, изложенные в соответствующей теме.

Раздел 2. Письменная деловая коммуникация

1. Написание письма-просьбы в деловом стиле с последующим его переводом в нейтральный стиль.

2. Маркетинговое исследование целевого рынка какой-либо фирмы (на выбор преподавателя или студентов) и напишите письмо-предложение для массовой рассылки потенциальным покупателям.

3. Написание текста запроса, пользуясь информацией, данной в письме-предложении массовой рассылки.

4. Написание двух писем, связанных по содержанию: первое является запросом, а второе ответом на этот запрос; содержание запроса выберите самостоятельно, пользуясь в качестве основы иноязычными рекламными текстами в сети Интернет.

5. Написание двух писем, связанных по содержанию: первое является заказом, а второе ответом на этот заказ; содержание заказа выберите самостоятельно, пользуясь в качестве основы иноязычными рекламными текстами в сети Интернет.
6. Составление текста контракта по одной из заданных ситуаций.

Раздел 3. Субъекты переговорного процесса

1. Проект-презентация «Компания будущего».
2. Диалог (полилог) «Знакомство с инфраструктурой компании».
3. Старт-ап проект «Я создаю свою компанию»
4. Ролевая игра «Собрание по плану и без».
5. Монолог «Вступительная речь председателя собрания».
6. Составление протокола собрания.
7. Проект-презентация «Особенности бизнес ланча в разных странах».
8. Эссе «Дресс код: имидж компании или свобода выбора?»

Раздел 4. Технологии переговорного процесса

1. Составление сравнительной таблицы «Переговорные стили», «Переговорные техники».
2. Проект-исследование «Типы переговорщиков».
3. Дискуссия «Эффективные переговоры».
4. Мозговой штурм «Достижение компромиса в конфликтной ситуации».
5. Эссе «Дистанционные переговоры – эффективная форма удаленной коммуникации».
6. Деловая игра «Ведение переговоров».
7. Круглый стол «Конструктивное переговорное поведение».

4.4. Перечень средств диагностики

Для диагностики компетенций студентов в конце каждого тематического раздела и при итоговом оценивании применяются следующие формы: устная, письменная, устно-письменная.

К устной форме диагностики компетенций относятся:

- опрос во время занятий (индивидуальный, фронтальный, групповой);
- доклады, презентации;
- дискуссии;
- ролевые игры, симуляции.

К письменной форме диагностики компетенций относятся:

- тесты;
- письменные работы по оформлению деловой корреспонденции.

К устно-письменной форме диагностики компетенций относятся:

- реферирование и аннотирование текстов;
- зачет.

4.5. Организация текущей аттестации

Программа учебной дисциплины «Деловые коммуникации и основы переговорного процесса на иностранном языке» предусматривает текущую аттестацию студентов в форме зачета: для дневной формы получения образования в 6,7 семестрах; для заочной формы получения образования в 8,10 семестрах.

Объектом контроля текущей аттестации студентов в форме зачета являются коммуникативные умения во всех видах речевой деятельности (чтение, аудирование, говорение, письмо), ограниченные тематикой изучаемых разделов курса. Результаты аттестации по учебной дисциплине оцениваются отметкой «зачтено», «не зачтено».

Требования, предъявляемые при прохождении текущей аттестации студентов

Успешное прохождение текущей аттестации студентами определяется следующими условиями:

– усвоение программного материала в соответствии с этапами обучения;

– своевременное выполнение учебных заданий;

– активная аудиторная и самостоятельная работа.

4.6. Содержание зачета

Зачет по учебной дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» включает выполнение устных и письменных заданий по следующим темам.

Дневная форма получения образования

VI семестр

1. Национальные особенности деловой коммуникации и ведения переговоров.
2. Выстраивание отношений. Приветствие.
3. Приемы установления контакта и активного слушания.
4. Деловое взаимодействие по телефону. Речевые клише делового телефонного разговора.
5. Публичное выступление. Презентация на иностранном языке.
6. Общественно значимые письма.
7. Структура официального письма.
8. Деловые письма. Основные типы деловых писем.
9. Письма-запросы, ответы на запросы, заказы, жалобы и их структура.
10. Цифровой этикет.
11. Онлайн-конференции, видеозвонки, чаты, корпоративные мессенджеры, переписка по электронной почте.

VII семестр

1. Виды государственных, общественных и коммерческих учреждений, их структура.
2. Досье компании.
3. Встречи, собрания, их основные формы и организация. Виды собраний.
4. Повестка дня и ведение протокола. Председательство на собрании.
5. Профессиональная этика и этикет деловой коммуникации.
6. Основы переговорного процесса: позиции и интересы сторон.
7. Подготовка к переговорному процессу.
8. Методы воздействия на участников переговорного процесса и уступки во время переговоров.
9. Решение конфликтных ситуаций и способы достижения компромисса.
10. Способы достижения договоренности в переговорном процессе.
11. Переговорные стили и их особенности. Типы переговорщиков.

Заочная форма получения образования

VIII семестр

1. Национальные особенности деловой коммуникации и ведения переговоров.
2. Деловое взаимодействие по телефону. Речевые клише делового телефонного разговора.
3. Основные типы писем. Общественно значимые и деловые письма.
4. Общие правила деловой переписки. Структура официального письма.
5. Цифровой этикет.

X семестр

1. Виды государственных, общественных и коммерческих учреждений. Досье компании.
2. Встречи, собрания, их основные формы и организация. Виды собраний.
3. Основы переговорного процесса: позиции и интересы сторон. Подготовка к переговорному процессу.
4. Решение конфликтных ситуаций и способы достижения компромисса.
5. Переговорные стили и их особенности. Типы переговорщиков.

4.7. Критерии оценки различных видов речевой деятельности на зачете

Аттестация студентов по учебной дисциплине «Деловые коммуникации и основы переговорного процесса на иностранном языке» производится по системе «зачтено/незачтено». Для оценки учебных достижений студентов используются следующие критерии:

«зачтено»

1) выставляется студенту, показавшему достаточно полные знания по основным разделам программы учебной дисциплины, умеющему решать стандартные (типовые) задачи; при ответе допустившему несущественные ошибки в изложении материала;

2) оформление выполненных заданий по всем работам аудиторных занятий без ошибок;

3) использование специальной лексики, логическое изложение ответа на вопросы, умение делать выводы без существенных ошибок;

4) выполнившему УСР, предоставившему по ней отчет.

5) умение под руководством преподавателя выполнять стандартные (типовые) задания, допустимый уровень культуры исполнения заданий, при ответе могут быть допущены несущественные ошибки в изложении материала.

«незачтено»:

1) выставляется студенту, показавшему недостаточный объем знаний по основным разделам программы учебной дисциплины, не умеющему решать стандартные (типовые) задачи; при ответе допустившему существенные ошибки в изложении материала;

2) отсутствие отчета по выполненным заданиям аудиторных занятий;

3) отсутствие знаний терминологии, изложение ответов на вопросы с существенными лингвистическими и логическими ошибками, искажающими учебный материал и свидетельствующими о непонимании сути изучаемых процессов;

4) не выполнившему УСР, или не предоставившему по ней отчет отказ от ответа, неявка на зачет без уважительной причины.

5. ВСПОМОГАТЕЛЬНЫЙ РАЗДЕЛ

5.1. Основная и дополнительная литература

Английский язык

Основная

1. Маслова, М.Е. Английский язык для деловой коммуникации = The language of modern business : (с электронным приложением): учебное пособие для студентов учреждений высшего образования по специальности «Современные иностранные языки (по направлениям)» / М.Е. Маслова, Ю.В. Маслов. – Минск: РИВШ, 2020. – 330 с.: ил., табл. + 1 электронный оптический диск (DVD-ROM).

2. Хведченя, Л.В. Английский язык. Социокультурное общение = English. Social Communication: учебное пособие / Л.В. Хведченя, А.М. Ковальчук, Э.В. Рунцова. – Минск: РИВШ, 2022. – 176 с. : ил.

Дополнительная

1. Cotton, D. Market Leader: Intermediate Business English Course Book : 3rd Edition / D. Cotton, D. Falvey, S. Kent. – Harlow: Pearson Education Limited, 2010. – 176 p.

2. Sweeney S. English for Business Communication. Cambridge University Press, 2003. – 176 p.

3. Бод, Д. Kind regards= Деловая переписка на английском языке / Дон-Мишель Бод. – Москва: Альпина-Паблишер, 2015. – 230 с.

4. Лебедева, М.М. Технология ведения переговоров / М.М. Лебедева. – М.: Аспект Пресс, 2010. – 193 с.

5. Матвеенок, Т.В. Business English in practice: учебно-методическое пособие для студентов специальностей 1-27 03 01 "Управление инновационными проектами промышленных предприятий" и 1-27 03 02 "Управление дизайн-проектами на промышленном предприятии" / Т.В. Матвеенок, И.А. Поварехо; Министерство образования Республики Беларусь, Белорусский национальный технический университет, Кафедра "Межкультурная профессиональная коммуникация". – Минск: БНТУ, 2020. – 67 с.

6. Михалькевич, Г.Н. Протокол и этикет международного общения / Г.Н. Михалькевич. – Минск: РИВШ, 2012. – 266 с.

7. Плетюхова, О.В. От деловой беседы к деловым переговорам = From Business Talks: Уч. пос. / О.В. Плетюхова, Л.И. Василевская, – МН.: БГЭУ, 2004. – 315с.

Немецкий язык

Основная

1. Eismann, V. Erfolgreich in Verhandlungen. / V. Eismann. – Berlin: Cornelsen Verlag, 2019. – 128 S.

2. Иваненко, Г.Л. Бизнес-коммуникация: первые шаги / Г.Л. Иваненко. – Минск: БГЭУ, 2015 – 130 с.

3. Паремская, Д.А. Практическая грамматика немецкого языка: учебное пособие для студентов вузов по специальности "Современные иностранные языки" / Д.А. Паремская . – 13-е изд., перераб . – Минск: Вышэйшая школа, 2013. – 351 с. + 1 электрон. опт. диск (CD-ROM). – Библиогр.: с. 346 (16 назв.).

Дополнительная

1. Briefe gut und richtig schreiben! Ratgeber für richtiges und modernes Schreiben. – 4., überarbeitete und erweiterte Auflage. – Bearbeitet von der Dudenredaktion. – Mannheim, Leipzig, Wien, Zürich: Dudenverlag, 2006. – 955 S.

2. Hering, A. Geschäftskommunikation. Schreiben und Telefonieren /A. Hering, M. Matussek. – Ismaning, 2016. – 168 S.

3. Постникова, Е.М. Бизнес-курс немецкого языка / Постникова Е. М. – Киев: А.С.К., 2020. – 432 с.

4. Чигирин, Е.А. Основы делового общения (Немецкий язык) : учеб. пособие / Е.А. Чигирин, Л.А. Хрячкова, М.В. Попова, С.В. Полозова. – Воронеж: ВГУИТ, 2018. – 123 с.

Французский язык

Основная

1. Круговец, В.С. Французский язык для изучающих культуру и искусства (A2-B1) : учебное пособие для вузов / В.С. Круговец. – М.: Юрайт, 2022. – 240 с.

Дополнительная

1. Иванова, Г.С. Деловой французский язык / Г.С. Иванова. – М.: НВИ – Тезаурус, 2003. – 201 с.

2. Матвиишин, В.Г. Бизнес-курс французского языка / В.Г. Матвиишин, В.П. Ховхун. – М.: Славянский дом книги, 2010. – 384 с.

3. Пантелеева, И.В. Французский язык. Практикум = Cours pratique du Français; учебное пособие / И.В. Пантелеева. – Минск: РИВШ, 2022. – 212 с.

5.2. Компьютерные средства обучения

Интернет-сайты

https://learnenglish.britishcouncil.org/business-english
https://managementstudyguide.com/
https://edu.gcfglobal.org/en/business-communication/how-to-write-a-formal-business-letter/
https://www.fluentu.com/blog/business-english/business-english-correspondence/
https://englishuniversity.eu/
https://www.businessenglishresources.com/
https://www.sprachheld.de/business-deutsch/
https://www.business-deutsch.com/
https://francaisonline.com/
https://francelex.ru/delovoj-francuzskij
https://frenchfilms.my1.ru/publ/teksty_na_francuzskom_jazyke/francuzskij_delovoj_jazyk/