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Факультет компьютерного проектирования
Кафедра иностранных языков №1

**ПРАКТИКУМ ПО ОБУЧЕНИЮ АНГЛИЙСКОМУ
ЯЗЫКУ СТУДЕНТОВ II СТУПЕНИ ВЫСШЕГО
ОБРАЗОВАНИЯ**

*Рекомендовано УМО по образованию в области информатики
и радиоэлектроники в качестве пособия для специальностей II ступени
высшего образования, закрепленных за УМО*

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Представляет собой систематизированный практический курс английского языка, целью которого является совершенствование навыков, а также развитие умений устной речи в рамках определенных коммуникативных ситуаций профессионально ориентированной и деловой сфер общения во взаимосвязи с другими видами речевой деятельности: аудированием, чтением и письмом.

Состоит из шести модулей: 1) Product Development and its Promotion; 2) Recruitment and Employment; 3) Work and Motivation; 4) Teamwork; 5) A Business Trip; 6) Negotiations.

Разработанные на основе модульного подхода структура, организация и изложение учебного материала позволяют использовать пособие как для аудиторной, так и для самостоятельной работы.

Предназначено для студентов II степени высшего образования, изучающих учебную дисциплину «Иностранный язык». Может быть полезно широкому кругу читателей, желающих совершенствовать навыки и развивать умения английской разговорной речи.

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ПРЕДИСЛОВИЕ

Данное пособие предназначено для студентов II ступени высшего образования БГУИР дневной и заочной форм обучения.

Цель пособия – совершенствование у студентов навыков и развитие умений английской разговорной речи в рамках определенных коммуникативных ситуаций во взаимосвязи с другими видами речевой деятельности, такими как аудирование, чтение и письмо, что осуществляется через комплекс упражнений, разработанный на основе коммуникативного подхода. Данный подход в построении пособия реализуется в шести модулях: 1) Product Development and its Promotion; 2) Recruitment and Employment; 3) Work and Motivation; 4) Teamwork; 5) A Business Trip; 6) Negotiations.

Каждый модуль содержит материал определенной коммуникативной ситуации профессионально ориентированной и деловой сфер общения.

Предлагаемый комплекс упражнений характеризуется коммуникативной направленностью и включает упражнения по формированию и совершенствованию лексических навыков говорения; условно-речевые упражнения по совершенствованию лексических навыков говорения; речевые упражнения по развитию речевых умений в рамках ситуаций профессионально ориентированной и деловой сфер общения.

Предлагаемые в конце каждого модуля ролевые игры не только активизируют речемыслительную деятельность обучаемых, способствуя развитию умений говорения в конкретных ситуациях речевого общения, но и являются мощным средством повышения мотивации в овладении иностранным языком.

Используемые в пособии аутентичные материалы являются высокоэффективным средством в развитии у обучаемых иноязычной коммуникативной компетенции. Данные материалы отобраны из современных англо-американских источников, а также интернет-ресурсов, которые дают возможность обучаемым погрузиться в ситуации реального общения, обеспечить усвоение идиоматических выражений английского языка и реалий англоязычных стран.

Опора на коммуникативный подход, интерактивное взаимодействие участников общения позволяет им быть вовлеченными в сам процесс обучения и приобретать опыт решения речемыслительных задач в рамках определенных коммуникативных ситуаций.

Данное пособие может быть использовано как для аудиторной, так и для самостоятельной работы студентов в рамках программного материала курса изучения английского языка.

BOOK MAP

Modules	Topics	Reading and Speaking	Listening/Video/ Speaking	Writing
Module 1 PRODUCT DEVELOPMENT AND ITS PROMOTION	<ul style="list-style-type: none"> • Famous corporate brands • Brand identity: names, logos and slogans • Brand promotion strategies: how to make a successful presentation at business/academic meetings • Academic writing: abstract and poster 	<ul style="list-style-type: none"> • text scanning • defining statements as «true» or «false» • discussing questions and comparing ideas • expressing points of view • role play 	<ul style="list-style-type: none"> • listening for detailed comprehension • making notes • expressing agreement/dis-agreement • exchanging opinions 	<ul style="list-style-type: none"> • an abstract • preparing a presentation • designing a poster • filling in a registration form for an international scientific conference
Module 2 RECRUITMENT AND EMPLOYMENT	<ul style="list-style-type: none"> • Job hunt • Résumé, Cover letter • Job interview. How to get ready for a job interview 	<ul style="list-style-type: none"> • text skimming • giving reasons • answering questions in pairs • explaining your choice • role play 	<ul style="list-style-type: none"> • listening for gist • «true»/«false» statements • making up a dialogue 	<ul style="list-style-type: none"> • Résumé • Cover letter
Module 3 WORK AND MOTIVATION	<ul style="list-style-type: none"> • Happiness at work and performance • The Google way of motivation 	<ul style="list-style-type: none"> • text scanning • discussing questions in pairs • giving reasons • commenting on quotes • role play 	<ul style="list-style-type: none"> • extensive listening • justifying your point of view • sharing ideas • discussing problems 	<ul style="list-style-type: none"> • motivation letters • encouragement letters
Module 4 TEAMWORK	<ul style="list-style-type: none"> • Teamwork skills • The importance of teamwork • Brainstorming 	<ul style="list-style-type: none"> • text scanning • expressing your attitude • brainstorming ideas • role play 	<ul style="list-style-type: none"> • listening for gist • discussing questions • comparing facts and ideas 	<ul style="list-style-type: none"> • recommendation letters
Module 5 A BUSINESS TRIP	<ul style="list-style-type: none"> • Reasons for travelling • How to organize a business trip • Making changes • A business trip report 	<ul style="list-style-type: none"> • text skimming • comparing information • discussing pros and cons • proving your point of view • role play 	<ul style="list-style-type: none"> • listening for details • debating the problem • confirming information • making up dialogues 	<ul style="list-style-type: none"> • hotel and air reservation letters (emails) • travel itinerary • complaint emails • business trip report
Module 6 NEGOTIATIONS	<ul style="list-style-type: none"> • Negotiation – an art or a skill? • Negotiation strategies 	<ul style="list-style-type: none"> • text scanning • giving comments and arguments • making up dialogues • role play 	<ul style="list-style-type: none"> • listening for gist • discussing questions in pairs • making up dialogues 	<ul style="list-style-type: none"> • business meeting agenda

MODULE 1

PRODUCT DEVELOPMENT AND ITS PROMOTION

A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well.

~ Jeff Bezos ~



- **FAMOUS CORPORATE BRANDS**
- **BRAND IDENTITY: NAMES, LOGOS AND SLOGANS**
- **BRAND PROMOTION STRATEGIES: HOW TO MAKE A SUCCESSFUL PRESENTATION AT BUSINESS/ACADEMIC MEETINGS**
- **ACADEMIC WRITING: ABSTRACT AND POSTER**

1. FAMOUS CORPORATE BRANDS



STARTING UP

I. Are you familiar with the following brands of the world's famous companies? Do you know any interesting facts about them? Work with a partner and share information.

Ford Nike Google Mercedes-Benz LG
 Apple Coca-Cola Chanel Samsung Walt Disney

How often do you buy brands? Have you ever bought products of the brands listed above? Give reasons for your choice.

II. Read the information about the brands, put the letters in brackets in the right order and restore brand names.

<p>It is an American fast food company founded in 1940. It is the world's largest restaurant chain by revenue serving over 69 million customers daily in over 100 countries. It is known for its hamburgers, cheeseburgers, chicken products, French fries, breakfast items, soft drinks, milkshakes, wraps, and desserts</p>	<p>(sModlnDca')</p>
<p>It is an American restaurant chain and international franchise founded in 1958 by Dan and Frank Carney. The company is known for its Italian-American cuisine menu, including pizza and pasta, as well as side dishes and desserts. It has 16,796 restaurants worldwide making it the world's largest pizza chain in terms of locations</p>	<p>(zipza uHt)</p>
<p>It is an American electronic commerce and cloud computing company based in Seattle, Washington. It is the largest Internet retailer in the world as measured by revenue and second largest after Alibaba Group in terms of total sales. It was started as an online bookstore and later diversified to sell video, MP3, audiobooks, software, video games, electronics, apparel, furniture, food, toys, and jewelry. The company also produces consumer electronics – Kindle e-readers, Fire tablets, Fire TV, and Echo – and is the world's largest provider of cloud infrastructure services</p>	<p>(zomAan)</p>

<p>It is an American diversified multinational mass media and entertainment conglomerate, headquartered in Burbank, California. It is the world's largest independent media conglomerate. The company was founded on October 16, 1923. Nowadays it is a leader in the American animation industry diversifying into live-action film production, television, and theme parks</p>	<p><i>(yiDnes)</i></p>
<p>It is a privately held American clothing company known worldwide for its brand of denim jeans. It was founded in May 1853 when German immigrant L. Strauss came from Buttenheim, Bavaria, to San Francisco, California to open a west coast branch of his brothers' New York dry goods business</p>	<p><i>(s'vLie)</i></p>
<p>It is an American multinational corporation that is engaged in the design, development, manufacturing, and worldwide marketing and sales of footwear, apparel, equipment, accessories, and services. The company is headquartered near Beaverton, Oregon, in the Portland metropolitan area. It is the world's largest supplier of athletic shoes and apparel and a major manufacturer of sports equipment</p>	<p><i>(ieNk)</i></p>
<p>It is a multinational corporation, founded and headquartered in Herzogenaurach, Germany, that designs and manufactures shoes, clothing and accessories. It is the largest sportswear manufacturer in Europe, and the second largest in the world, after Nike</p>	<p><i>(iAsadd)</i></p>
<p>It is an American multinational computer software company. The company is headquartered in San Jose, California, United States. It has historically focused upon the creation of multimedia and creativity software products, with a more recent foray towards rich Internet application software development. It is best known for Photoshop, an image editing software, Acrobat Reader, the Portable Document Format (PDF)</p>	<p><i>(deAob)</i></p>
<p>It is a global automobile marque and a division of the German company Daimler AG. The brand is known for luxury vehicles, buses, coaches, and lorries. The headquarters is in Stuttgart, Baden-Württemberg. The slogan for the brand is «the best or nothing»</p>	<p><i>(cseeerMd-Bzne)</i></p>
<p>It is a German automaker founded on 28 May 1937 by the German Labour Front and headquartered in Wolfsburg. Its name is German for «people's car», and the company's current international advertising slogan «Das Auto»</p>	<p><i>(weloVkangs)</i></p>

(From Wikipedia, the free encyclopedia)

III. Work in pairs. Practise saying the brands' names. Then watch the video «10 Brand Names You Are Pronouncing Wrong», 6:20 (https://www.youtube.com/watch?v=3LoTF_B8vrU) and check your pronunciation. Test your partner.

IV. Think of the way to describe an image and qualities of any brand products you are interested in. Use the following adjectives to create an image of the brand chosen.

fashionable	well-made	classic	of premium class
upmarket	reliable	luxury	timeless
inexpensive	stylish	hand-made	affordable

V. Use the adjectives given above to complete the following sentences.

1. Something that is _____ does not cost a lot to buy or use.
2. A _____ product has no defects.
3. A _____ product is attractive and fashionable.
4. _____ goods are expensive and intended to appeal to a high social class customers.
5. A _____ product is one that has been popular for a very long time.
6. If something is _____, you can trust or depend on it.
7. A _____ brand is not affected by changes in fashion.

VI. Talk to a partner:

1. Why do some people prefer brands?
2. Why do many people dislike brand products?
3. Are brand products worth buying?

VII. Say what Belarusian brands you know. Look at the brand logos of some famous Belarusian companies and name the type of goods these companies produce. Which of these brands are world-known? Does Belarus export any goods to other countries?

VIII. Make your own list of top 10 Belarusian brands. What companies will you include in your list? Why? Explain your choice. Whose products do you usually buy? Are you satisfied with their quality?

READING AND SPEAKING

IX. Read the text and comment on the proverb: «No pain, no gain» using information from The Harley Davidson brand story.

BORN IN THE USA: GET YOUR MOTOR RUNNING... THE HARLEY DAVIDSON BRAND STORY

What's far rarer in the world of business, is a company that knows how to accomplish exceptional **brand recognition**, through strong values, an exceptional **identity**, and an unforgettable approach to **customer loyalty**.

The **brand awareness** that belongs to Harley Davidson has been earned through decades of hard work, and determination. Though this company has teetered on the brink of bankruptcy, struggled with **marketing mishaps**, and risked everything more than once, it continues to be one of the most powerful brands in history.



Harley Davidson is arguably the world's most iconic motorcycle brand. The company was founded in a small shed by brothers Walter and Arthur Davidson, and William Harley during 1903. The century-old Harley Davidson story began in 1901, with a design for a small engine that could attach to a standard bicycle frame. William Harley refined this design over the years with his friends Arthur and William Davidson, to develop the first Harley Davidson bike in 1903. Unfortunately, the first model was rejected as being too weak to handle the roads of Milwaukee. However, that didn't stop the team from investing in their first factory in 1906. By 1907, Harley had achieved an engineering degree, and the factory had begun to develop 150 motorcycles a year. During that time, the signature V-Twin engine was born. The coming years saw production increase dramatically, with 16,284 units recorded in 1914.

Of course, like many brands in need of guidance, this famous motorcycle company encountered a few **roadblocks** on the path to success. To say that the Harley Davidson history had taken a bleak turn by 1981 would be a serious understatement. Japanese companies had started **to outsell** the business with better pricing, and the Harley Davidson brand bikes had lost the quality that made them so **appealing**.

The executives were faced with a simple choice: drastically improve their motorcycle quality and satisfy their customers, or **go out of business**. Quickly, the Harley Davidson brand started to copy Japanese quality control and production techniques, releasing a new engine that abolished oil leaks and other common problems.

Perhaps one of the most important lessons any company can learn from Harley Davidson branding is the fact that you need to be willing to adapt to your customer's needs while keeping your essential values in mind. Harley risked everything when they stopped delivering quality in their bikes, so when they planned to start marketing themselves again, they needed a personality and image that would regain their audience's trust.

Fortunately, the Harley Davidson image managed to overcome the problems it had around connections with motorcycle gangs and potentially poor quality, by engaging in some brand refreshing efforts. By finding their own set of unique values, the Harley Davidson brand ensured that they could change effectively with the needs and trends of the time while remaining true to a distinct identity.

Back in the 1990s, people around the world craved custom Harley bikes, the company had achieved exceptional brand awareness, positioning their product as the symbol of a generation. The Harley Davidson **brand image** was so powerful, that the company achieved cult status, with people from all backgrounds coming together to celebrate the beauty and majesty of the unique bikes.

With that in mind, it made sense for the company to try and capitalize on their brand, introducing a range of accessories to match the bike, all the way from key chains, to socks, ornaments and more. Unfortunately, instead of turning out to be a huge success, the new products ended up having a negative impact on the Harley Davidson name.

Even though motorbike apparel seemed to work well with the Harley Davidson brand identity and cultural following, the business seemed to lose focus. The brand started to **extend** itself too far, introducing almost random products like perfumes, aftershaves, and wine coolers. Even the most loyal fans reacted poorly, feeling as though the tough Harley Davidson personality was being overlooked.

The Harley Davidson brand learned first-hand how important it is to focus on building the right marketing campaigns for their customers. Like many companies that came before, and after it, Harley Davidson learned an important lesson about growing a business. More products don't necessarily mean more **revenue** and a better reputation.

Harley Davidson bikes are for people who identify as unique figures in a world of conformity – members of the search for freedom. Because emotion isn't logical or rational, Harley has freed itself of the need to build the best product, service, or price point. Sure, their bikes are great, but what makes the company so effective, is the relationship it has with its followers.

If you can create the same standard of brand loyalty as Harley Davidson, then you can rest assured that your time in business will be one seriously successful adventure.

(<http://fabrikbrands.com/born-in-the-usa-harley-davidson-brand-story>)

X. Say if the following statements are true or false. Prove your point of view.

1. Harley Davidson Company gained their brand recognition easily.

2. In the beginning Harley Davidson Company produced a small engine for a standard bicycle.

3. Harley Davidson copied Chinese quality control and production techniques to overcome difficulties in running their business.

4. Harley Davidson loyal customers reacted poorly when the company started to extend the range of products under its brand name.

5. The key to success for Harley Davidson Company is primarily to keep quality control and brand stretching; secondly, to follow customers' needs.

XI. Match the words and word combinations in bold in the text to the definitions (1–12):

- 1) attractive or interesting;
- 2) how familiar people are with a brand (or its logo and slogan);
- 3) to make a business, an idea, an influence, etc. cover more areas or operate in more places;
- 4) the money that a government receives from taxes or that an organization, etc. receives from its business;
- 5) something that stops a plan from going ahead; an obstacle;
- 6) the fact of a customer buying products or services from the same company over a long period of time;
- 7) to be no longer present in somebody/something;
- 8) the ability of consumers to recognize a brand and compare it to other brands;
- 9) a small accident or piece of bad luck that does not have serious results;
- 10) the ideas and beliefs people have about a brand;
- 11) to sell more or to be sold in larger quantities than somebody/something;
- 12) the characteristics, feelings or beliefs that distinguish people/things from others.

XII. Match the words and word-combinations in column A to the words and word-combinations of similar meaning in column B.

A	B
1) customer loyalty	a) to exceed/outgo
2) appealing	b) distinctiveness
3) identity	c) marketing collisions
4) to extend	d) problem
5) to outsell	e) attractive
6) revenue	f) to make larger/longer
7) roadblock	g) customer's devotion
8) to go out of business	h) profit
9) marketing mishaps	i) to fail/close business

XIII. Look at the word-partnerships with the word «brand». Is there any difference between them? Give your comments.

b	Recognition
r	
a	Awareness
n	
d	Image

XIV. The Harley Davidson Company overcame a lot of difficulties to become world popular. Think of the tips a company should follow to win a successful brand reputation. Use the information from the text or give your own ideas.

BRAND REPUTATION
1) to meet customers' needs;
2) ...
3) ...

XV. Do you think brands can die? Why/why not? Give your arguments for and against. Share your ideas with a partner. The following phrases may be of help to you.

In my opinion, ...	I hold the view that ...	I think/consider/find/feel/believe/suppose/presume/assume that ...
To my mind, ...	It seems to me that ...	My view/opinion/belief/impression/conviction is that ...
As far as I am concerned, ...	I would say that ...	I have no doubt that ...
From my point of view, ...	I guess that ...	It goes without saying that ...

XVI. Do you have a product which is an illegal copy of a famous brand? If yes, what is it? Where and why did you buy it?

XVII. Discuss with your partner:

- 1) why people buy fake products;
- 2) which brands are most often copied;
- 3) how companies suffer from it;
- 4) what actions companies take to protect their business.

XVIII. Play a «Brandomania» game.

2. BRAND IDENTITY: NAMES, LOGOS AND SLOGANS



«A global brand building strategy is, in reality, a local plan for every market» (*Martin Lindstrom*).

NAMING

READING AND SPEAKING

I. Look at the «Brand alphabet quiz» and in small teams find the names of some of the world's famous brands. The first letter of the brand name is given.

BRAND ALPHABET QUIZ



Who has recognized all of them?

II. Do you know the Russian saying «Как корабль назовешь, так он и поплывет»? Where is it taken from? Can you give the English equivalent of the saying? Do you agree with it? Explain why it is important to think of a striking name to a product/project?

III. Look at the examples of brand names given in the table and try to define brand-naming approaches used by the companies. Then read the text to find more information and complete the table.

Brand-naming approaches	Brand names
...	Ford
...	British Airways
...	Buxton Mineral Water
...	IBM
...	Apple
...	Zara

POPULAR TYPES OF BRAND NAMES

The types of brand names for a business usually fall into one of the following categories. Just remember that you're not limited to anything: you want your brand name to be distinct and memorable.

The owner's name or names: An owner's name can serve as the basis for a business name, such as Joe Smith's Piano Tuning Service. Especially for small business sole proprietors, building a new brand on the name of an owner is an easy and effective approach.

Abbreviation names: Unless you're willing to invest a lot of time and money into brand recognition, avoid this route. Either you'll end up with a string of initials that mean little to consumers, or you'll end up with a generic name like ABC Equipment Rental, which exudes no personality or promise.

Geographically anchored names: These are dime-a-dozen names that work to capitalize on a known local landmark or geographic indicator (examples would include the following: Windy City Piano Tuning Service, The Pacific Coast Piano Tuners, or Black Hills Piano Tuners).

Descriptive names: These are names that describe a business's offering or brand promise. Descriptive names work by telling you exactly what the company does. These names convey the nature of the business.

Borrowed interest names: These are names that use existing words that don't directly reflect the brand's offerings or promise but that can be linked to a brand's essence and promise through marketing efforts rather than through direct translation.

Fabricated-word names: These are names that combine acronyms, words, or syllables to form previously unknown words and brand names. Because they're newly invented words, fabricated names are usually available for trademark protection, and the domain names that contain them are likely to be available, too.

(<https://www.dummies.com/business/marketing/branding/popular-types-of-brand-names>)

IV. Match the English words and word combinations given in the left-hand column to their definitions given in the right-hand column:

- | | |
|---|---|
| 1) proprietor
2) string
3) to exude
4) dime-a-dozen
5) generic name
6) acronym | a) a word composed of the first letters of the words in a phrase, especially when this is used as a name;
b) to make apparent by mood or behavior;
c) ordinary/simple/common;
d) products that companies market without a trademark, brand name, or other distinguishing feature; characteristic of or relating to a whole class or group;
e) an owner of an unincorporated business enterprise;
f) an order/succession. |
|---|---|

V. Work in pairs. Which naming approach, in your opinion, would be most successful? What pros and cons of the naming approaches can be found in the text? Comment on them.

VI. Look at the logos of some of the world's famous brands. What do their names originate from? What type of approach was used in the cases below?

		
		
		 Mercedes-Benz

VII. Launching a brand into an already crowded market is a challenging task. Read the opinions of four experts and say who:

- 1) _____ thinks that the product quality is more important than its name;
- 2) _____ is sure that the first perception of a brand is vital for its popularity;
- 3) _____ believes that you shouldn't give up if the first brand name turns out to be a failure;
- 4) _____ considers that sophisticated names can result in a great number of problems;
- 5) _____ warns to be careful with using foreign words the real meaning of which you don't know well.

David Fischer, Art Director

Unlike most people, I actually believe that the brand name is not as important, as long as the product is good. By that, I mean of course that a mediocre brand name at first might become a fantastic brand name, simply because the product speaks for itself and is outstanding. A poor brand name on the other hand will make your life as a brand owner harder than it has to be. If you have to fight too hard to overcome the bad brand name, then something clearly went wrong. Bottom line, think carefully about the brand name you choose, while also not losing too much time with it and moving on to making great product. Some of the most obvious mistakes that I see is falling into current brand name trends; that might be over quicker than you think. Do not use French words in your U.S. streetwear brand name; that ship has sailed already. Especially do not do it if you are not aware what the words you are using actually mean. Do not remove all vowels from your brand name, that one was hot a long time

ago and is also over now. It does not need to mean anything, it can be entirely imaginary. Keep in mind that with the Internet everything is global, so make sure that people all around the world can actually pronounce it – easy to pronounce will make your life a lot easier.

Pete Williams, Editor-in-Chief

Full disclosure. I myself have named a brand. Twice. The first brand name I came up with was, honestly, so bad that I have sworn to never mention it publicly... at first, I thought it was cool and unique but after one season, it felt whack. To get to the point, DON'T make up words or purposefully misspell things or you're going to have to explain your brand name every time it comes up. It's going to get very tedious, very fast, if not downright embarrassing. Remember, if things go well you will have to live with your brand name for a long, long time. So DO think about growth. Will you still like this name in 5, 10, 20 years and will it work with what the product you imagine making at that point? First impressions are important. You know this. So to come back to having to clarify the name – what is the first thing someone thinks of when they hear yours? Many times you won't have the opportunity to explain it. If confusion is the first reaction, you're in a bad place. Another big DO from personal experience: if you're serious about your name, protect it. Trademarking is a long, tedious process, and costs money, but the headaches that can be avoided in the future are 100% worth it. The last thing you want is to come up with the perfect name only to have someone else take it from you, and vice-versa – do your research before launching a brand. You don't want to go through all the hard work of creating product just to have someone else (rightfully) coming after you either. And lastly, once you do choose a name, DO be ready for people to make fun of it. My advice in general for any endeavor is not to take yourself too seriously, but know that people will refer to your brand as Brought Up by Foxes or Raised by your Mother.

Luis Ruano, Art Director

When this subject came up last week, I started to think of quintessential American brands and how they've managed to stand the test of time. A good brand name should serve a personal interest, whether obvious or a bit more subliminal. Building off what Pete mentioned, most people will fail before they can succeed, myself included. If the first name doesn't work out, go with something else. Even though this isn't exactly fashion, I was reading a bit about how Google was initially named BackRub. The name was a bit peculiar, but it was derived from the fact that the system Larry Page and Sergey Brin developed was designed to check backlinks, in effect, estimating the importance of website rankings already named. Eventually they changed their name to Google, based off googol, a mathematical term for the number represented by the numeral 1 followed by 100 zeroes, reflecting their mission to organize a seemingly infinite amount of information on the web. I feel like the most important approach you can take with a brand is producing something that is genuine to what you're trying to achieve. I see too many brands focused on milking

the cash cow with trendy names that in a few months won't really be effective. Push creativity and don't be afraid to come up with something crazy. The brand I'm developing has 17 characters. Like David said, the product will speak for itself.

Alec Banks, editor

One of the most helpful pieces of advice I got when I decided I was going to make a run at the creative field is that «the audience wants to believe». Whether you're writing a film, documenting a person for a profile, or in this case naming a brand, it's okay to assume that the person who is doing the consumption is willing to take a leap of faith, but it's your job as the auteur/brand director to ensure that the experience is one that is met with a certain «challenging accessibility» rather than a twisted and confusing narrative. I have an entire list of brands that rely on gimmick spelling, capitalization and usage of numbers that I've gathered as a means of always getting it right for editorial purposes. For me, a new brand name shouldn't be hard to pronounce or spell for the simple fact that editors out there want to convey authority to a readership, and if there is any confusion regarding naming and country of origin, that's a huge problem. Think about how many times a website will mention the name, the designer, and where the brand is from. It's like Frank Lucas said in American Gangster, «Brand names mean something, Nicky. Consumers rely on them to know what they're getting. They know the company isn't going to try to fool them with an inferior product. They buy a Ford, they know they're gonna get a Ford. Blue Magic that's a brand name; like Pepsi. I stand behind it, I guarantee it. They know that even if they don't know me any more than they know the chairman of General Mills».

(<https://www.highsnobiety.com/2013/08/01/the-dos-and-donts-of-naming-a-brand>)

VIII. While giving a product its name you should bear in mind some «DO's» and «DON'Ts». Look through experts' opinions once again. Fill in the table below with the pieces of advice they recommend to follow.


DO's	DON'Ts
...	...

IX. Say whose opinion(s) you agree with. Explain why you think so. Which advice will you follow? Together with your partner think of some advice you can add to the list above.

LOGOS AND SLOGANS

READING AND SPEAKING

X. Match the world's famous brand logos to the brand slogans.

1.		a) Impossible is nothing
----	---	--------------------------

2.		b) Go further
3.		c) Here dreams come true
4.		d) The taste of a new generation
5.		e) Invented for life
6.		f) Connect with people for no reason at all
7.		g) Just do it
8.		h) Let's battle
9.		i) Don't dream it. Drive it
10.		j) Think different

XI. Which slogan do you think is the most successful one? Why do you think so? Express your opinion.

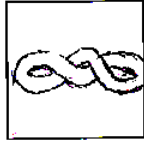
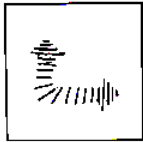
XII. Quickly look at the table again. How many slogans do you remember? Test your partner.

XIII. The logo is like a visiting card – the first impression of a product. Think about the way the logos are made. What rules should be observed while creating a logo? Does it require special skills? Share your ideas with a partner.

XIV. Read the text about 7 essential rules to observe designing an effective logotype. Compare your ideas with those given by the author.

Creating an effective visual representation of a brand requires much more than just graphic design. Like any line of work that involves a set of specific skills, logo design requires plenty of practice and experience for it to be successful; knowledge is definitely power for any graphic designer. For this reason, we have outlined 7 essential rules to follow in order to design an effective logo.

1. Preliminary Work Is a Must



Preliminary sketches are an important first step in designing an effective logo. These can be as simple as paper and pen drawings or drafts made using a vector program. Start with 20 to 30 sketches or ideas and then branch out to create variations of the original ideas. If nothing seems to work, start over and begin sketching new ideas. An effective graphic designer will spend more time on this preliminary work than any other step in the design process.

2. Create Balance

Balance is important in logo design because our minds naturally perceive a balanced design as being pleasing and appealing. Keep your logo balanced by keeping the «weight» of the graphics, colors, and size equal on each side. Though the rule of balance can occasionally be broken, remember that your logo will be viewed by the masses, not just those with an eye for great art, so a balanced design is the safest approach.

3. Size Matters

When it comes to logo design, size *does* matter. A logo has to look good and be legible at all sizes. A logo is not effective if it loses too much definition when scaled down for letterheads, envelopes, and small promotional items. The logo also has to look good when used for larger formats, such as posters, billboards, and electronic formats such as TV and the Web. The most reliable way to determine if a logo works at all sizes is to actually test it yourself. Note that the smallest scale is usually the hardest to get right, so start by printing the logo on a letterhead or envelope and see if it is still legible. You can also test for large-scale rendering by printing a poster-sized version at a print shop.

4. Clever Use of Colour

Colour theory is complex, but designers who understand the basics are able to use colour to their advantage. The basic rules to keep in mind are:

- 1) use colours near to each other on the colour wheel;
- 2) don't use colours that are so bright that they are hard on the eye;
- 3) the logo must also look good in black and white, grayscale, and two colours;
- 4) breaking the rules sometimes is okay; just make sure you have a good reason to.



Knowing how colours evoke feelings and moods is also important. For example, red can evoke feelings of aggression, love, passion, and strength. Keep this in mind as you try out different colour combinations, and try to match the colour to the overall tone and feel of the brand. Playing around with individual colours on their own is another good idea. Some brands are recognizable solely by their distinct colour.

5. Typography Matters... a Lot!

Choosing the right font type and size is much more difficult than many beginner designers realize. If your logo design includes text, either as part of the logo or in the tagline, you will need to spend time sorting through various font types – often, dozens of them – and testing them in your design before making a final decision. Consider three main points when choosing a font to accompany your logo design:

- Avoid the most commonly used fonts, such as Comic Sans, or else your design may come off as amateurish.
- Make sure the font is legible when scaled down, especially with script fonts.
- One font is ideal, and avoid more than two.

Strongly consider a custom font for your design. The more original the font, the more it will distinguish the brand. Examples of successful logos that have a custom font are Yahoo!, Twitter, and Coca Cola.

6. The Goal Is Recognition

The whole point of creating a logo is to build brand recognition. So, how do you go about doing this? Well, it varies from case to case, but the goal with the logo is for the average person to instantly call the brand to mind. A few examples of this are the logos for Coca-Cola, Pepsi, McDonald's, and Nike. Just a glimpse of any of these logos is all you need to recognize the brands. The key to making a popular and recognizable logo is to combine all of the elements discussed in this article: size, style, color, typography, and originality. Overlooking any of these during the design process will impair the quality of your final design. Examine your own logo design and see whether it meets all of these criteria. A quick test to determine if your logo is recognizable enough is to invert it using any graphic design software and see if you can still recognize the brand. Additionally, you should mirror the logo and see if it's easily recognizable in this state. Keep in mind that logos aren't always seen head-on in real world situations, for example, on the side of a bus or a billboard that you drive by. Therefore, you should make sure to view your logo design from all angles and ensure that it's recognizable from any direction before submitting it to your client.

7. Develop a Design «Assembly Line»

To produce consistently high-quality logos, you need to develop your own design process, or «assembly line». This should include the following steps:

- research;
- brainstorm and generate ideas;
- preliminary sketches;
- develop vector designs;
- send to client;
- add or remove anything the client wants;
- finalize the design and resubmit to client.

Although you may want to tweak the order slightly, you should follow these basic steps with each logo design. This will help you streamline your work, stay

organized, maintain focus, and deliver better quality and more consistent results with each job.

(<https://www.webdesignerdepot.com/2009/06/12-essential-rules-to-follow-when-designing-a-logo>)

XV. Are the following statements true or false? Prove it.

1. The preliminary work doesn't take much time for a good designer. There's no need to waste time at the start of the process.
2. The most reliable approach is to keep balance in every step of your logo creating process.
3. A logo should fit in the A4 paper format; otherwise, it is not an eye-catching one.
4. The psychology of colour is of great importance. Use any colour you wish just for creating a bright logo!
5. Find a particular font for a logo. Logo is not an official document. Use your imagination.
6. Creating a logo makes an algorithm of your work. Exact steps will help you to be a success.

XVI. In the text above find the information confirming that:

- 1) preliminary sketches are extremely vital;
- 2) logo has to look good at all sizes;
- 3) choosing a colour for your brand logo is a sophisticated task;
- 4) brand recognition is the aim of logo creating process;
- 5) an «assembly line» of your design process is a key to success.

XVII. Talk to a partner.

1. Do you think these pieces of advice are effective?
2. Which of the instructions do you think most important to observe?
3. Do you know any other useful tips to follow?

VIDEO

«16 Famous Logos with a Hidden Meaning», 6:30

(<https://www.youtube.com/watch?v=UKc271fj2ok>)

XVIII. Watch the video and disclose the symbolic meaning of the following brand logos:

1. ADIDAS: _____
2. APPLE: _____
3. AMAZON: _____
4. TOYOTA: _____
5. BMW: _____
6. COCA-COLA: _____

XIX. Watch the video again and name the company about which it is said that:

- 1) its logo symbolizes two people: a client and the representative of the company;
- 2) the first two letters of its logo symbolize an analogue wave and the last two are similar to the symbols of the digital signal;
- 3) the first two letters depict a car wheel;
- 4) its logo hides the image of a pin;
- 5) its logo has the shape of a bear;
- 6) the logo of this company is a stylized image of a person's face.

XX. Work in pairs. Answer the questions together with your partner:

1. What do you think about the approach «to mask» the meaning of the logo's origin? Is it essential for a logo making process?
2. What types of implications do some logos keep?
3. Whose idea of a «hidden» meaning seems most appealing to you?
4. Can you give any other examples of logos with similar types of implication?
5. Do you know any Belarusian brands the logos of which have background information hidden?

XXI. Discuss with your partner. Any brand comprises three main features: name, logo and slogan. Give the definition of a slogan. Where is it usually used? Is it very important for a brand to have its slogan?

XXII. Read the text «How to Build Your Brand by Updating Your Slogan» and name the tips how to design a catchy slogan.

HOW TO BUILD YOUR BRAND BY UPDATING YOUR SLOGAN

Most marketers strive to differentiate themselves from their competitors with solid branding.

So what exactly is branding and how long has it been around? You could argue branding started out hundreds of years ago when cattle were burned with a symbol or «brand» to show ownership to a certain ranch. As time went on, branding was used by distillers who would burn their mark or symbol into hundreds of wine and ale crates that hit the market for distribution.

Eventually, brands and marks morphed into more than showing ownership and certain brands and symbols started taking on notoriety among their consumers for quality over other labels or brands. This allowed certain business owners the luxury of charging more when they had a well-liked brand. The key was to protect your brand, and in 1870, it became possible to register a trademark to avoid competing businesses from designing, creating and confusing similar products in the marketplace. Certain brands promise self-expressive benefits, such as Bass Brewery's logo, which became the first registered trademark in the United Kingdom in the late 1700s, and Coca-Cola's 1905 slogan, «Coca-Cola Revives and Sustains».

If you have done a good job at branding your firm but need a new slogan (or maybe you never even created one), here's why you might want to jump on it now.

Slogans are a vital part of marketing and have been used to help promote business and engage with customers for hundreds of years. That is why businesses are always toying with this aspect of their branding. How many company names have you seen squeezed between a slogan and a logo?

Additionally, be sure not to confuse a slogan with a tagline. As marketer Max Giordani writes, «Your slogan goes with the battle you are waging right now. That means slogans are often used only for one product, or one campaign. A slogan may change regularly according to your campaigns to advertise a specific aspect of a product or service, while a company tagline is used consistently for a company as a whole».

Let's lay out a few important ideas that will support a strategy and help come up with a well-defined slogan for your brand. I know this approach works because we recently sat in the conference room performing this for our firm with this outline.

Integrate the logo with the slogan if you're developing both at the same time. If not and you have one or the other, just know these two go hand in hand. A logo might be a business name, so use colour to tie it into the message. And don't think you can't change your slogan, you can, top brands always make changes. Remember Coca-Cola's 1905 slogan I shared earlier? Now the slogan is «it's the real thing».

Make sure it states a benefit or solution to a problem or challenge that helps your customers. One way you might go about accomplishing this is through your employees and clients. The client idea is crucial and important by the way. People love to help and if you position the question, ask them to help you understand why they do business with your firm over a competitor you'll be amazed at the answers.

Make it emotional. Emotion is good to integrate into a slogan. A good example that comes to mind here is McDonald's «I'm Lovin' it».

Simplify the image. A logo is only going to be as good as it's perceived and the message it conveys. Just as you want to make sure your belt matches your shoes, you want to apply the same idea of coordination when creating a logo and a slogan. The logo will typically be born first. Be honest with yourself when portraying the firm's personality to clients and prospects. Does your product or service need to depict power, passion or energy? You can accomplish this through the use of color.

Don't make your slogan too long. A slogan can be one or two sentences. It's old school to keep it short (such as Nike's «Just do it»), but if you create one that's catchy and resonates with your customers, then do it that way.

It is believed that a phrase with meaning strikes more of a chord with the customer than just the brand name alone because a good slogan not only gives the customer a commitment but tells them what the brand stands for. Most slogans are a result of the great product or service that your business provides, like Maxwell Coffee's «good to the last drop». In few instances will you ever see a product name or service included in a slogan. A value proposition is a promise of value to be delivered. It's the main reason a prospect buys from you and not a competitor.

(<https://www.forbes.com/sites/forbesagencycouncil/2017/06/05/how-to-build-your-brand-by-updating-your-slogan/#5dd8ed364daa>)

XXIII. Guess the meaning of the following words:

- | | | |
|--|--|--|
| 1. «Ownership» means:
a) property;
b) peculiarity;
c) campaign. | 2. «Notoriety» means:
a) pride;
b) honour;
c) ill fame. | 3. To «portray» means:
a) distribute;
b) image;
c) promote. |
| 4. To «morph» means:
a) accomplish;
b) transform;
c) confuse. | 5. To «squeeze» means:
a) perceive;
b) press together;
c) engage. | 6. «Chord» means:
a) harmony;
b) image;
c) estimation. |

XXIV. Find the information confirming that:

1. To develop a well-liked brand is a good way to protect your product/project.
2. While creating a slogan don't confuse it with a tagline. There is a difference between the notions.
3. Logo and slogan are interrelated.
4. Good slogans should be laconic and emotional.
5. If you promise a value in your slogan, provide it with your product.

XXV. Do you agree with slogan makers that every slogan is supposed to give an answer to the following questions:

- How do your products solve problems or improve situations?
- What specific benefits should customers expect?
- Why should prospects/customers buy from you over a competitor?

XXVI. Name slogans that correspond to the tips mentioned in the text. What makes them effective and memorable?


FOLLOW UP

I. Comment on the following quotations dealing with branding. Express your opinion.



Build a lifestyle around your brand, and the audience will follow.

Eva Chen




Every great brand is like a great story.

Kevin Plank



The keys to brand success are self-definition, transparency, authenticity and accountability.

Simon Mainwaring



No one is going to understand your brand better than you.

Alexander Wang

PROJECT

II. Work in small teams or pairs. Look at the following pictures and choose a product your company would like to introduce to the market. Give your product a «successful» name. Using the information about logo and slogan making process draw a logo for your product and provide it with an effective slogan. Use any stationary you want (paper, marker pens, colour pencils, paints, etc.). Present your product to your group-mates. Choose the winner.



Your ideas

3. BRAND PROMOTION STRATEGIES: HOW TO MAKE A SUCCESSFUL PRESENTATION AT BUSINESS/ACADEMIC MEETINGS



«Successful presentations are understandable, memorable, and emotional» (*Carmine Gallo*).

PRESENTATION PREPARATION: HOW TO MAKE A SUCCESSFUL PRESENTATION

STARTING UP

I. Discuss the following questions in pairs or small groups:

1. Have you ever prepared a presentation? What kind of presentation was it?
2. Did you follow any rules while planning/making your presentation?
3. Have you ever given a presentation in English? How do you feel about giving a presentation in a foreign language?
4. What do you think about your presentation skills?
5. In your opinion, what is the key of a successful presentation?

II. Do you know the means or tools you can use to deliver a presentation? Look at the pictures and name them.



1. _____

2. _____

3. _____



4. _____

5. _____

III. Think how you can answer these questions, and then compare your ideas with a partner.

1. Which of the tools mentioned above are most effective from your point of view?
2. What presentation tools are supposed to be most time-consuming for their preparation?
3. What type of presentation tools would you choose to deliver your presentation in class/at a meeting/at a conference? Give reasons.

VIDEO 1

«How Do You Determine the Structure of a Presentation?», 1:58

(<https://www.youtube.com/watch?v=EkLBGQjmvJo>)

IV. Ask and answer the questions with a partner:

1. How often do you prepare PowerPoint presentations?
2. In what way do you usually structure a presentation?
3. Do you follow any special rules to structure PowerPoint presentations?
4. What is the purpose of any presentation in your opinion?

V. Watch the video, write down the main structural parts of a presentation.

1. _____ 2. _____ 3. _____

VI. Watch the video again, make notes and say what each component part of a presentation should consist of.

1. _____ 2. _____ 3. _____

According to the speaker, what is essential for any presentation? Why?

VII. Think about presentations you have prepared. Were your presentations structured properly? Did you use any «signalling language» in it? Were your slides catchy and appealing? Share your ideas with a partner.

READING AND SPEAKING

VIII. Look at the following picture and comment on the information given in it.



Say how you perceive information.

IX. Express your point of view on the following questions:

1. What are the benefits of using visual and vocal aids while giving a presentation?
2. Should/shouldn't the text information be completely excluded from the presentation?
3. What types of visual aids do you know?

X. Read the extracts about some visual aids, fill in the table below and compare the information you have found with that of your partner.

Flip Charts

Flip Charts are quick, inexpensive visual aids for briefing small groups. The charts, felt-tip markers and graphic materials are readily available, and with a modest ability at lettering, the presenters can compose the desired visual aid in-house. Flip Charts help the speaker proceed through the material, convey information, and provide the audience with something to look at in addition to the speaker. They can be prepared prior to, as well as during the presentation, demonstrate that the speaker has given thought to his or her remarks. Flip Charts can be used to record audience questions and comments and can be converted to slides. Flip Charts may require the use of graphics talent, are not suitable for use in a large audience setting and may be difficult to transport

Posters

Posters are prepared graphic devices that can be made of photographs, diagrams, graphs, word messages. Posters work best in smaller audience sizes. Posters are permanent and portable. Posters can be simple or very elaborate. Posters can be used alone or in a series to tell a story. Posters tend to contain too much detail. Transporting them can be difficult. The more elaborate posters require extensive preparation and can be quite costly. When preparing posters each poster should contain one message or theme. Words, charts, diagrams, and other symbols must be penned in a large enough size to be seen by everyone in the room. Use all capital letters, don't slant or italicize them. Use and vary the color, check from a distance to make sure the color works well

Videotape

Videotape electronically carries both a picture and a sound track. Its features of sound, movement, vivid image, colour, and variety hold an audience's attention the way film does. Videotape can be used to program an entire presentation, or to support a speaker's remarks by highlighting certain topics. Videotape productions can be expensive to create and require experienced production teams. In large meetings, the audience may not be able to see the monitor. When developing videotape practice with the equipment by filming, as well as showing, is the best way to overcome hesitations about its use

Slides

Slides enliven a presentation for virtually any size audience. They can project a professional image, are relatively inexpensive to produce, and if necessary, can be produced quickly. Slides have high credibility with audiences because viewers looking at photographic slides taken in the field often feel that seeing is believing. The only hardware required is a slide projector and a screen. Slide programs are easy to package in slide trays. Changes in slides or in their sequencing can be done rapidly to meet changing conditions or audiences. Limitations: slides cannot be made using a photocopying machine. Slides require a great deal of preparation and rehearsal. When developing a slide presentation use the outline or text of your talk to note places for appropriate visuals. The best slide programs often mix field photographs with slides of charts, graphs, and other supporting images. Catalog and categorize slides, and place a date, location, and other relevant information on each slide. Vendors can make word slides and illustrations by computer, though they tend to be costly

(<http://www.rufwork.com/110/mats/oshavVisualAids.html>)

Visual aids	Pros	Cons
Flip Charts		
Posters		
Slides		
Videotape		

XI. Which visual aid do you think is most:

- a) suitable for a small meeting;
- b) catching from the point of view of audience's attention;
- c) helpful for presenters to convey information;
- d) convenient (portable);
- e) reliable for the listeners in terms of the information it contains.

XII. Discuss in pairs:

1. Which of the mentioned visual aids are most appealing to you?
2. Have you ever prepared any of them for your presentations? Did they help you to deliver your presentation?
3. Which of the visual aids are more common and useful for business presentations/conference reports/class performances?

XIII. Express agreement or disagreement.

1. Visual aids and an appropriate structure are the main issues to be taken into account while preparing a presentation.
2. There are some special linguistic means which can help you to prepare a successful oral presentation.
3. Non-verbal communication is a kind of signal. The clearer the signal, the better is the understanding.

SPEAKING

XIV. Work in pairs. Any presentation should start with the pre-introduction part. What does this part imply? Look through the list of pre-introduction activities and put them in the right order:

1. State the purpose of your presentation.
2. Welcome the audience.
3. State how you want to deal with questions.
4. Introduce yourself.
5. Get the audience's attention.

XV. Look through the useful language boxes and match each box of phrases with an appropriate step of the pre-introduction part.

A	<ul style="list-style-type: none">✓ The purpose of this presentation is ...✓ My objective today is ...✓ My aim is to ...✓ The objective of this presentation is ...✓ I'm here to ...
B	<ul style="list-style-type: none">✓ Hi, everyone, I'm Good to see you all.✓ Let me briefly introduce myself. My name is ... and I am delighted to be here today to talk to you about ...✓ First, let me introduce myself. My name is ... and I am the ...

	<ul style="list-style-type: none"> ✓ I'm ... from ... and today I'd like to talk to you about ... ✓ For those of you who don't know me, my name is ... ✓ As you probably know I'm the ...
C	<ul style="list-style-type: none"> ✓ Good morning, ladies and gentlemen! ✓ Hello, Hi, everyone! ✓ First of all, let me thank you all for coming here today. ✓ I'm happy/delightful that so many of you could make it today. ✓ On behalf of ..., allow me to extend a warm welcome to you
D	<ul style="list-style-type: none"> ✓ I won't comment on this now ... ✓ Perhaps you'd like to raise this point at the end ... ✓ I'll come back to this question later in my talk ... ✓ I'd like to deal with this question later, if I may ...
E	<ul style="list-style-type: none"> ✓ Ask a rhetorical question (e.g. Is market research important for a brand development?, Do we really need quality assurance?) ✓ Start with an interesting fact (e.g. According to the article I read recently ..., Did you know that ...?) ✓ Tell them a story or anecdote (e.g. I remember when I ..., at a conference in Madrid, I was once asked the following question ...) ✓ Give them a problem to think about (e.g. 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 your first step be?)

XVI. Do you know any useful phrases to conclude the presentation? Work in pairs and make a useful language box for conclusions. Share your ideas.

Concluding

To sum up, ...
Well, this brings me to the end of my presentation.
...

VIDEO 2

«5 Steps to Calm Your Nerves Right Before a Speech», 2:45

(<https://www.youtube.com/watch?v=yyL7f8Ow45w>)

XVII. Think about the presentation of your product brand in public. Will you be nervous? Is it difficult/easy for you to deal with nervousness? Have you ever been worried or nervous delivering the presentations before?

XVIII. Watch the video and write down 5 pieces of advice how to cope with the nervousness:

1. _____;
2. _____;
3. _____;
4. _____;
5. _____.

XIX. Ask your partner:

1. What is the most useful/useless tip given in the video?
2. Do you know any other ways to cope with the nervousness?
3. Which of the mentioned tips have you ever used/practised?

XX. In the video the speaker provides the viewer with a saying: «Public speaking is not a talent – it is a skill». Do you agree/disagree with this statement? Can anyone develop their public speaking skills? Is it your cup of tea?

XXI. Comment on the following quote «Body language and tone of voice – not words – are our most powerful assessment tools» (Christopher Voss). Can you control your body language? Do the questionnaire below about the body language.

1. How should you stand?

- a) arms crossed on chest;
- b) straight but relaxed;
- c) knees unlocked.

2. What should you do with your hands?

- a) put hands on hips;
- b) put one hand in a pocket;
- c) keep hands by your side.

3. How can you emphasize something?

- a) point finger at the audience;
- b) move or lean forward to show that something is important;
- c) use a pointer to draw attention to important facts.

4. What should you do when you feel nervous?

- a) hold a pen or cards in your hands;
- b) walk back and forth;
- c) look at the flip chart or screen (not at the audience).

5. How should you keep eye contact with the audience?

- a) make eye contact with each individual often;
- b) choose some individuals and look at them as often as possible;
- c) spread attention around the audience.

6. How fast should you speak?

- a) about 20 % more slowly than normal;
- b) just as fast as in a normal conversation;
- c) faster than in a normal conversation.

7. How should you express enthusiasm?

- a) by raising voice level;
- b) by waving arms;
- c) by making hand or arms gestures for important points.





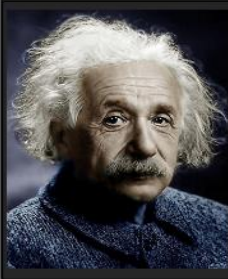

(«English for Presentations» by Marion Grussendorf)

XXII. Compare your answers with a partner. How much do personality and culture influence your body language during the presentation?

FOLLOW UP

I. Prepare the presentation of your brand product you have already developed in Task XXVI of the previous section. Use PowerPoint Slides which will help you in delivering the oral presentation of your product. Give the presentation in public.

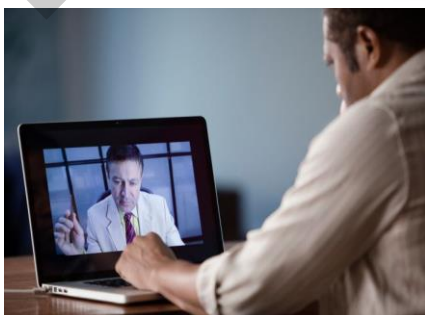
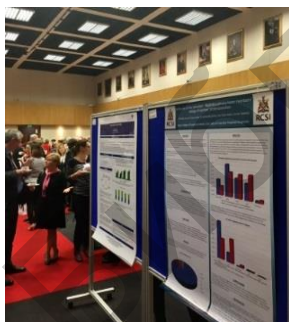
II. Comment on the following quotations dealing with presentations. Express your opinion.

 <p>Half the world is composed of people who have something to say and can't, and the other half who have nothing to say and keep on saying it.</p> <p>Robert Frost</p>	 <p>People who know what they are talking about don't need PowerPoint.</p> <p>Steve Jobs</p>
 <p>If you can't explain it simply, you don't understand it well enough.</p> <p>Albert Einstein</p>	 <p>All the great speakers were bad speakers at first.</p> <p>Ralph Waldo Emerson</p>

4. ACADEMIC WRITING: ABSTRACT AND POSTER

READING AND SPEAKING

I. Look at the pictures of various types of meetings. Match the picture to the appropriate definition describing a particular event.



A. An event to conduct live meetings or presentations via the Internet. Each participant sits at his/her own computer and is connected to other participants via the Internet.

B. A large official meeting, usually lasting a few days, at which people with the same work or interests come together to discuss their views.

C. A specific type of web-conference which is typically one-way, from the speaker to the audience with limited audience interaction.

D. It is a get-together of peers to exchange thoughts and opinions on a certain topic. A meeting at which everyone is equal and has the same rights.

E. It is the presentation of some research information, usually peer-reviewed work, in the form of a paper placard that conference participants may view.

II. Discuss in pairs:

1. Have you ever presented your research/project to your team or group?
2. Have you ever attended any of the meetings mentioned above?
3. Have you ever prepared the abstracts of your scientific paper for a conference/publication in a collection of conference proceedings?
4. What is the procedure of presenting a paper at a conference?
5. Have you ever prepared a poster for the poster session at the conference?
6. Which would you prefer: to prepare the abstracts of a paper or to make a poster presentation of your research results?

III. Making a poster is not an easy task. Read the tips for making a memorable poster and fill in the gaps choosing an appropriate word from the box.

abstract	colours	title	white space	font	number
simple	text	columns	contact	heading	sentences

General points

- Give your poster a (1) _____ which summarizes the main idea.
- Keep your poster focused and (2) _____ so someone can understand the key points without any extra explanation.
- Remember that a poster is a summary of your work – so it's not usually necessary to include an (3) _____.
- Don't forget to include your name and (4) _____ information

The look of your poster

- Arrange information in (5) _____.
- Use charts and diagrams as much as possible, only using (6) _____ to support your ideas.
- Give each section of your poster a clear (7) _____ in large type.
- (8) _____ each section to guide readers through your poster.
- Leave plenty of (9) _____ around each section to make them stand out more easily

The text in your poster

- Use phrases rather than full (10) _____.
- Try to keep phrases short.
- Choose a (11) _____ size which makes the text easy to read from a distance of 1-2 metres.
- Use different (12) _____ for different kinds of information in the poster – but remember to use them consistently

(«Cambridge English for Scientists» by Tamzen Armer)

IV. Work in pairs. Using the poster tips plan the design of a poster presenting a part of your current master's research work. Use the following chart to help you.

Points to discuss	My research poster
Topic	
Purpose	
Visual aids	
Text information	
Results	
Language means	

V. In order to take part in a conference you have to prepare a written abstract of the paper. Read a short piece of information about an abstract and say why it is important for master's students to prepare it.

An abstract is a condensed version of a longer piece of writing that highlights the major points covered, concisely describes the content and scope of the writing, and reviews the contents of the writing in abbreviated form. People write abstracts when submitting articles to journals, applying for research grants, writing a proposal for a conference paper, completing Master's/Ph.D. degree thesis or dissertation.

(«English for Postgraduate Students» by S.I. Garagulya)

Have you ever written any abstracts? Have you had them published?

VI. Read the tips for writing a successful abstract of a paper and answer the questions in brackets asking your opinion.

- ✓ An abstract is like a movie trailer. People will only consider reading the rest of the manuscript if they find your abstract interesting. (What does it mean?)
- ✓ Write the abstract after you have finished writing your whole paper. (Why?)
- ✓ Pick out key statements from your introduction, methods, results, and discussion sections to frame your abstract with a logical flow. (Do you agree?)
- ✓ Edit your abstract carefully to make it cohesive and meet the word count requirements of the journal. (Why?)
- ✓ Use the active voice when possible, but note that much of your abstract may require passive sentence constructions. Regardless, write your abstract using concise, but complete sentences. Get to the point quickly and always use the past tense because you are reporting on a study that has been completed.

- ✓ The abstract SHOULD NOT contain: lengthy background information; references to other literature [something like, «current research shows that...» or «studies have indicated...»]; elliptical or incomplete sentences, abbreviations, jargon, or terms that may be confusing to the reader

(<https://www.editage.com/insights/a-10-step-guide-to-make-your-research-paper-abstract-more-effective>)

WRITING

VII. Think of your master's research work. Following the instructions above, practise writing an abstract for the part of your research work you have already finished. Present it to your groupmates.

VIII. Look through the posters advertising forthcoming international conferences. Discuss with your partner which conference you would like to take part in and explain your choice.



The poster features a stylized blue atomic symbol on the left. The main text reads: "5th International Conference on Radioecology & Environmental Radioactivity". Below this, it says "Amsterdam, Netherlands | 19th - 24th April 2020". At the bottom, there is a blue line-art illustration of a city skyline with windmills.



The poster has a light blue background with a large, stylized neutron symbol on the right. The text says: "Geek out at the **NEUTRON CONFERENCE 2020**". Below that, it reads: "Surprises from renowned scientists and speakers". At the bottom, it lists: "September 3-5, 2020", "10AM-6PM", and "The National Park Museum".



The poster features a blue speech bubble containing the text "BUSINESS TECH CONFERENCE" and "WEEK OF MAY 4TH". To the right, there is a green speech bubble with "DISNEY'S YACHT CLUB RESORT", "Orlando, Florida", and "WATCH FOR UPDATES IN THE ADD NEWS". A small "2020" bubble is also present. The bottom of the poster says "SAVE The DATE" in large green letters. A "BTC 2020" logo is in the top right corner.



The poster has a light green background. The text reads: "International Surfaces, Coatings & Interfaces Conference". Below this is the logo for "SURFCOAT KOREA 2019" with the year "2019" in a large font. At the bottom, it says: "March 27th - 29th, 2019" and "Songdo Convensia, Incheon, Korea".

IX. Study the registration form of the international conference participant, paying attention to the structure and the information that should be provided in it.

REGISTRATION FORM FOR INTERNATIONAL SCIENTIFIC CONFERENCE		
_____ (date)		
Name and Surname:		
Academic title/Degree:		
Participation:	with a paper	
	without a paper	
The title of the presentation:		
Language of the paper:	English	Russian
Place of employment:		
Position:		
Address of correspondence (including country, city/town, post code):		
Tel no.		
E-mail:		
Specify accommodations (if it is necessary):		
Please specify dietary requirements for lunch (including if vegetarian/non vegetarian/other):		
Please specify the payment methods for registration (cheque/credit/debit card):		
Would you like to join the dinner reception * after the Conference (Yes/No)? (*Cost not included in registration fee)		

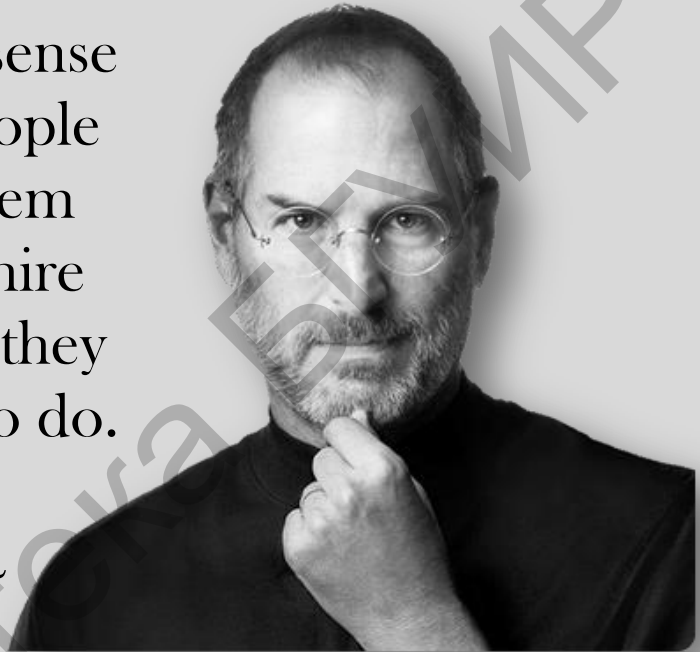
X. Fill in the registration form for the international conference you have chosen in Task II. Send it together with your abstract to the Organizing Committee of the conference.

MODULE 2

RECRUITMENT AND EMPLOYMENT

It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.

~ Steve Jobs ~



- **JOB HUNT**
- **RÉSUMÉ, COVER LETTER**
- **JOB INTERVIEW. HOW TO GET READY FOR A JOB INTERVIEW**

1. JOB HUNT



«One important key to success is self-confidence. An important key to self-confidence is preparation» (Arthur Ashe).

STARTING UP

I. There is a quotation from Tim Cook «Work takes on new meaning when you feel you are pointed in the right direction. Otherwise, it's just a job, and life is too short for that». What does it mean? Express your opinion.

II. Work in pairs. Discuss the following questions.

1. What is employment?
2. What does it mean to be employed?
3. What role does employment play in a person's life?

VOCABULARY AND SPEAKING

III. The words below can be used to describe a strong and a weak candidate for the position of a computer engineer. Which of the words can be used to describe: a) good qualities; b) bad qualities?

adaptable	diligent	proactive	absent-minded
detail-oriented	contemptuous	workaholic	responsible
mistrustful	focused	quality-oriented	results-oriented
hard-working	efficient	withdrawn	reckless

What other words can you add to this list?

IV. Work in pairs. Analyze your own good and bad qualities which are relevant to the position of a computer engineer. What qualities do you need to develop or strengthen?

V. What is the ideal candidate for the position of a computer engineer? Look through the list of soft skills and explain why he/she needs to possess them. What skills are not very important for this position? Can you think of other skills?

analytical
communication
creative thinking
critical thinking
interpersonal
language
artistic

leadership
management
multitasking
organizational
painting
persuasion
planning

physical
problem solving
research
service
teamwork
technical
writing

VI. Tell your partner what skills you have and what skills you would like to acquire.

READING AND SPEAKING

VII. Read the article about the way how to start job searching. Express your opinion on the necessity to use all possible strategies of job searching even if you are sure that some of them may not «work».

10 STEPS FOR FINDING YOUR NEW JOB

By Alison Doyle

Are you looking for a new job? What's the best way to start a job search, find companies who want to interview you, and get hired?

Here are ten steps you can take to find a new job, including where to look for jobs, the top job sites to use, how to use your connections *to boost* your job hunt, how *to ace* the interview, how *to follow up*, and more advice on how to get hired for your next job.

Find the Best Job Listings

What are the best sites to use to find job *openings* fast? Check out the best job search engine sites, job banks, company websites, networking sites, niche job sites, and sites listed by type of job. Also consider working with a recruiter to maximize your opportunities. Review a list of the best job sites to use to get started.

Keep Your Job Search Focused

Use the job search engines to find jobs by using keywords that match your interests and the location where you want to work. Narrowing your search criteria will help you focus your job search and will give you more *relevant* job listings to

review and fewer non-relevant job listings *to weed through*. Use advanced search options *to drill down* to the location where you want to work and the specific positions you're interested in.

Build Your Professional Brand

Create profiles on LinkedIn and other networking sites. A strong personal brand that portrays you in a professional light will provide recruiters, employers, and contacts with a strong positive impression of you as a candidate they should be interested in.

Connect with Your Contacts



Now that you've created profiles on networking sites, start using them. Connect with everyone you know, because you never know which contact may be able to help you with your job search or put you in touch with someone who can. If you're a college graduate, check out the networking opportunities available for *alumni* from your university. Do you belong to a professional association? It will be another good source for networking leads.

Use Job Search Apps and Tools

There are a variety of apps, widgets, gadgets, and tools that will help you *to expedite* your job search and manage your career. Use them to organize your job search and save valuable job searching time. You'll be able to do many of your job search activities from your smartphone or tablet.

Create a List of Companies You'd Love to Work

Do you have a list of companies you would like to work for? If not, it's a good idea to research company information and create a list of companies to target in your job search. All the information you need is available on the web, and it's easy to find detailed information about potential employers online. Once you have a list of dream employers you'd love to work for, you can do some special *outreach* to get your application noticed. You may even be able to sign up to get email notifications for new job openings immediately after they are posted.

Take the Time to Target Your Résumé and Cover Letter

How do employers know that you've got the skills they are looking for? You'll need to show them. It's important to take the time to write targeted résumés and cover letters that specifically link your qualifications to the hiring criteria for the jobs you are applying for.

The hiring manager will be able to see, at a glance, why and how you are qualified for the job. You'll have a much better chance of getting an interview than if you merely sent a *generic* letter and résumé.

(The Balance Careers <https://www.thebalancecareers.com/steps-to-find-a-new-job-2060725>)

VIII. Match words and phrasal verbs given in bold italics in the article to the definitions 1–11:

- 1) _____ *noun* graduates or former students, esp. male, of a particular school, college, or university;
- 2) _____ *verb* to remove something, esp. inferior or unwanted items or members from a group or collection;
- 3) _____ *noun* an available job or position;
- 4) _____ *verb* to continue (action) after a beginning, esp. to increase its effect;
- 5) _____ *verb* to get an A or its equivalent in (a test or exam);
- 6) _____ *verb* to help or encourage (something) to increase or improve;
- 7) _____ *adjective* closely connected or appropriate to the matter at hand;
- 8) _____ *verb* to make (an action or process) happen sooner or be accomplished more quickly;
- 9) _____ *adjective* common, typical;
- 10) _____ *verb* to consider in more detail;
- 11) _____ *noun* the extent or length of reaching out.

IX. Look through the article and choose some other necessary words and word combinations to discuss the tips. Make a list of them. Think if you know any more words to add to the list.

X. In the article find the tips for job searching which are of particular importance and those which can be omitted. Give your reasons.

XI. Work in pairs. Add some more tips to boost your job hunt. Use the words and word combinations from your list and those given in bold italics in the article above.

XII. In a group of two or three think over the following situations and discuss them.

1. What applicant has more chances to be employed? Name his/her qualities needed to succeed in getting a job.
2. Your friend is upset because he is sure that he/she has no chances to get a good job without connections and recommendations. Approve or disprove of this opinion according to your personal experience and conviction.
3. You're going to call to HR manager about a vacancy advertised for a position of a software developer. Convince him that you are the right person whom the company needs. Is it worth asking the questions about salary, perks and bonuses?
4. Your friend is very sensitive. He/she is afraid of starting his/her job hunt. Encourage him/her explaining that one should make an effort and any man can do what another man has done.

5. Compare the responsibilities and requirements listed in the advertisement below with the skills you have. Discuss your chances to get this job.

Technical Expert / Support

Kino-mo is looking for **Technical Expert** in Minsk office.

Kino-mo is a London-based company that develops hi-tech smart visual technologies. **Kino-mo** received a number of British awards, worked with global brands from Samsung and Intel to Aston Martin and was awarded Top 3 British innovations of the year.

RESPONSIBILITIES:

- ✓ Deliver **24/7** excellent technical support for Kino-mo customers and partners regarding Hypervsn™ product.
- ✓ Establish the initial contact and provide support by Skype, e-mail, and remote connection to customer systems.
- ✓ Respond to customer enquiries by diagnosing issues and providing the most appropriate technical solutions, or escalating to the necessary specialist.
- ✓ Maintain knowledge database by logging case notes, correspondence, solutions, documents, and other records.

REQUIREMENTS:

- ✓ Excellent knowledge of English, both oral and written. Required to possess ability to effectively communicate with different customers, including native and non-native speakers.
- ✓ Advanced PC user (knowledge of Networking basics is required).

XIII. Steve Clark, a graduate of Michigan University, is looking for a position of a computer engineer. He is talking to HR manager about a vacancy by phone. Look through their dialogue and make up your own dialogue, using the model, words and word combinations below.

Model:

Steve: Hello, my name is Steve Clark. I've learnt about a vacancy posted in the Telegraph for a computer engineer. I'd like to ask you if this position is still available. I believe working for your company is very prestigious and challenging.

HR: Yes it is. We are looking for a computer engineer having deep knowledge in automatic problem solving, object-oriented models and systems, expert systems.

Steve: I have got 2-year-experience in designing and developing hardware and software. I participated in the development of web and mobile applications together with our customers, who are both small startups from Silicon Valley with high technical expertise and giant companies from Fortune 500. I'm skilled in programming in Linux, C++, Unix.

HR: Sounds good. I'd like to invite you for an interview with your cover letter and résumé in hand.

Steve: Oh, thank you. Can you tell me when to come?

HR: What about this Friday 10 AM?

Steve: It's perfect.

HR: I've got you scheduled for this Friday 10 AM.

Steve: Okay. I'll be there on Friday 10 AM. Thank you. Good-bye.

HR: Good-bye.

a vacancy posted in ...

position is available ...

be skilled in ...

prestigious and challenging

to have got ... year-experience in ...

participated in ...

having deep knowledge in ...

READING

XIV. Read the article and say why you need to be very careful to avoid mistakes in choosing a company if you look for freelance work.

LOOKING FOR FREELANCE WORK?

HERE ARE 50 COMPANIES FREE AGENTS LOVE

Looking to freelance for a company that treats free agents well?

And freelancers typically have their own set of pain points. A surprising number of companies that treat their full-time permanent employees very well often behave as if their freelancers are air plants, mysteriously able to survive by absorbing whatever they need to sustain themselves from the environment. Many otherwise exemplary firms have given little or no thought to putting good systems in place to communicate effectively with freelancers, put their skills to the best use, make them feel like part of the team or get them paid on time.

A surprising number of companies treat freelancers like Tillandsia plants, somehow able to survive by absorbing what they need from the environment – as if they are unlike other workers who need things like timely pay. Credit: Shutterstock.

Those gaps affect not only the freelancers but the companies' ability to serve their customers, with more firms relying on these workers for important projects. If you hire a freelancer to design a website in time for a mission-critical product launch but your company is making him wait 60 days for payment on every job, due to bureaucracy and tough payment terms, he's going to have to squeeze in a lot of other work on top of your current project to maintain his cash flow and pay his bills.

That means you've prevented him from giving your high-priority project his highest level of attention and put him in a situation where gnawing financial stress is preventing him from doing his best work. No matter how much you pay in the end, he may miss your deadline because he's piled up with other work that pays more quickly.

The flip side of this is that companies that treat freelancers really well will have an edge in securing talent for key projects. Say you're working with a high-level freelance consultant who is always in demand. If you treat her with respect and pay

her quickly, you'll naturally float to the top of her priority list when she has little availability left in her schedule.

A list like Kalo's is a first step toward recognizing the companies that understand how important their freelance talent pool is to their success and are treating the free agents who help them with the respect every worker deserves.

As Peter Johnston, CEO and founder of Kalo put it in a blog, «The survey can provide a starting point for the expected minimum standards for a company, and create a roadmap for how companies can treat freelancers as first-class citizens».

Any company that needs a competitive edge should be paying attention.

(<https://www.forbes.com/sites/elainepofeldt/2018/01/27/looking-for-freelance-work-here-are-50-companies-free-agents-love/#5bd9aa3e7d91>)

XV. Say if the following statements are true or false. Prove your point of view.

1. A sufficient number of companies demonstrate a better attitude to their staffers than to freelancers.

2. Nevertheless, freelancers always have good means of communication with their executives.

3. There is no correlation between the way the company treats their freelancers and the quality and efficiency of their work.

XVI. Taking into consideration the previous abstract, explain:

1) why the companies' ability to serve their consumer suffers if freelancers are not treated properly;

2) why freelancers can't display their abilities and talent to the full even if the company pays them much after completing the project;

3) when companies gain an advantage of getting the best possible results from their freelancers.

XVII. Discuss in pairs:

1) pros and cons of freelancing;

2) what qualities a good freelancer should possess to work in this field;

3) your own experience or intentions to be employed as a freelancer.

SPEAKING

XVIII. A. Proverbs and sayings of different countries often convey similar ideas stating the general truth or pieces of advice. Disclose their content and suggest the Russian ones with similar meaning. In what situations might these proverbs and sayings be used?

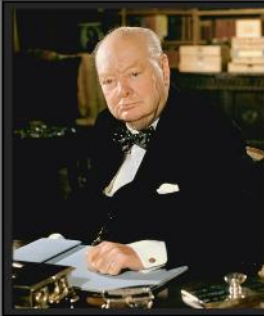


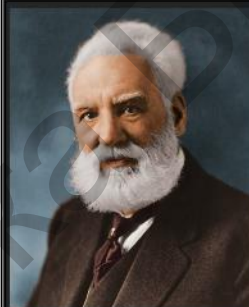
1. A man of words and not of deeds is like a garden full of weeds.

2. No one knows what he can do until he tries.

B. Money has always been the sphere of the utmost human endeavour, desire to possess. Express your ideas about the following:

1. He that has a full purse never wanted a friend.
2. He is a good man whom fortune makes better.

XIX. Comment on the following quotations and suggest your understanding of the notion «success». Tell a real-life story where the following quotations might be used.

 <p>Success consists of going from failure to failure without loss of enthusiasm.</p> <p>Winston Churchill</p>	 <p>Believe in yourself! Have faith in your abilities! Without a humble but reasonable confidence in your own powers you cannot be successful or happy.</p> <p>Norman Vincent Peale</p>
 <p>Big jobs usually go to the men who prove their ability to outgrow small ones.</p> <p>Ralph Waldo Emerson</p>	 <p>When one door closes, another opens; but we often look so long and so regretfully upon the closed door that we do not see the one which has opened for us.</p> <p>Alexander Graham Bell</p>

XX. Role play the situation: «Looking for a job».

1. Student A. You are the applicant. You need to inquire if the position is available and get some other information to see whether the vacancy suits you. Ask about degrees and experience required, if it is a full-time or a part-time position or for freelancers, flexible hours, salary, perks and benefits, long holidays, pension scheme, etc.

Student B. You are the HR officer. Answer the questions about the vacancy. Be friendly with the applicant. Then switch the roles.

2. Student A. You are looking for a position of a freelancer but you have no idea what the pitfalls of this type of activity are. Ask your friend, an experienced freelancer, for advice.

Student B. You are an experienced freelancer. Explain pros and cons of freelancing to your friend. Then switch the roles.

2. RÉSUMÉ, COVER LETTER



READING AND SPEAKING

I. Functional résumés are especially useful for applicants lacking work experience or direct job-related experience. William Parker is a graduate of George Smith University. He's got a Master's degree in computer science and is applying for a position of a computer engineer. Look through his résumé and make the conclusion about his chances to obtain this position.

William Parker	
157 East Davis St • East Roxbury, 5 • Tel: 504 756 1345 • w_parker@outlook.com	
CAREER OBJECTIVE	Full-time challenging position in data processing and computer science, with special emphasis on computer-aided design to serve the betterment of the company
EDUCATION	2014–2018 George Smith University of Science and Technology, Fairfax, Virginia, Master's degree in computer science
PROFESSIONAL SKILLS	Designing and developing, testing, installing and modifying hardware and software; encoding, testing and debugging documents. Able to assist in computer maintenance and repair
TECHNICAL SKILLS	Deep knowledge in automatic problem solving, object-oriented models and systems, expert systems. Skilled in programming in Linux, C++, Unix. Good at constructing databases and interactive sensing routines. Good knowledge of principles and system organization of databases
PERSONAL TRAITS	Responsible and hard-working, with a high level of self-organization, using a systematic approach, able to prioritize work, can work under pressure. Excellent communication and interpersonal skills. Able to maintain good long-term working relations with clients and co-workers
LANGUAGES	English (mother tongue); fluent German and upper-intermediate level of French
REFERENCES	References available upon request

II. Say if the following information is true or false. Justify your point of view. If it is wrong, explain why and correct it.

1. William Parker is looking for a part-time job in computer science.
2. He is inclined to be a freelancer because he lacks work experience with customers.
3. William has enough qualification to apply for the position of a computer engineer.
4. William isn't an effective communicator.
5. William's résumé comprises the constituent parts: career objective, education, honors, technical skills, professional skills, personal traits, languages, interests and references.
6. William can be qualified as an expert both in hardware and software.

III. Give arguments for the following:

- 1) why William can be considered as an adequate applicant for the position of a computer engineer;
- 2) in what way his personal traits are relevant to the applied position;
- 3) whether William has skills to pretend to get a challenging position;
- 4) why William didn't need to include the section «Areas of effectiveness»;
- 5) why William can be sent to travel on business abroad.

IV. In pairs, take turns to ask and answer the questions.

1. What would you personally include into the section «Professional Skills»?
2. Did William describe the carrier objective in the best possible way? What would you add or exclude?
3. What information is better not to mention at all in the section «Personal Traits»?
4. Is it appropriate to list all technical skills you possess or better to outline the significant ones?
5. Is information about the languages you know necessary for your résumé?

LISTENING

«Cover Letter», 1:40

(Downes, Colm. *Cambridge English for Job-hunting / Colm Downes.* – Cambridge University Press, 2008. – 112 p.)

V. Think of your cover letter. What is the purpose of a cover letter? How will you write a successful cover letter? What could you recommend? Use some of the words in the box to describe it.

positive impression good quality paper not to be too informal	do some research about the company demonstrate the required skills
---	---

VI. Listen to the abstract and complete the sentences.

1. It's extremely important to create _____ .
2. You want to sound as _____ as possible.
3. Your cover letter should be written specifically for _____ .

VII. Define the following statements as true or false.

1. You don't need to investigate the company you are applying for very profoundly.
2. When you write your cover letter, you should focus on the skills which are relevant to the position.
3. It is obligatory to enclose a copy of one's university degree certificate with the letter.

VIII. With your group-mate, act out the roles below based on Tasks V-VII. Then, switch the roles.

Use language such as:

I've got some great tips ...	The most important thing to bear in mind ...
I see what you mean ...	You've been a great help ...
What, you mean, I should ...	I'll let you know how I get on with the application ...

Student A. You are an expert in writing cover letters. Talk to **Student B** about:

- creating a positive impression;
- using good-quality matching paper;
- writing specifically for the position you are applying for;
- using contractions;
- investigating the company in more depth;
- demonstrating the skills required for the post.

Student B. You are an applicant. Talk to **Student A** about:

- doing research and reading about the company;
- sending a copy of your university degree certificate;
- your gratitude to an expert.

READING AND SPEAKING

IX. Writing a «successful» cover letter will get you to the most important stage of the job hunt – personal interview. It is the first thing the reader sees. Having reviewed many advertisements, Louise Cable found an appropriate position for a network engineer on the web site of Computer Genius Inc. Look through her cover letter and say whether she is a good candidate or not. Convince your group-mates.

Approve or disapprove of the statements given after the cover letter.

Louise Cable
9 Monitor Close
Scanner End
DO5 50D
lousem7@hotmail.co.uk
01300 654 5678

Ms PC Mouse
Computer Genius Inc.
Monitor Road
Swindon
SW 12 3WS

30 April 2012

Subject: Graduate Position for Network Engineer

Dear Ms. Mouse,

I am applying for the above position which I saw advertised on your website. I have recently completed a BSc degree in Computer Network Management.

Your selection criteria stipulate that you require a good understanding of specific key technologies. My degree has given me the knowledge, competence and understanding of a wide range of languages, including HTML and JavaScript. A complete list is included in my CV.

Having entered university as a mature student, I have several years' employment experience in diverse roles including management, customer service and an electronic technician. This has given me a wide range of transferable skills related to the description including: technical and commercial skills; problem solving skills; written, oral and presentation skills; customer service.

I am impressed by the work you undertake within technology development and I am very motivated to work for Computer Genius Inc.

I enclose my CV outlining my experience and training to date and hope that I will have the opportunity to discuss at interview how I can use these to benefit your company in the role of a network engineer.

Sincerely yours,
Louise Cable

(www.cialischeapon.com/27-best-network-engineer-cover-letter-download/network-engineer-cover-letter-free-download-great-cover-letter-sample-jobs-cover-letter-job-resume-cover-letter-download)

1. Your cover letter should include all the points of your résumé.
2. Emphasize the points which best relate to the company you are applying for.

3. It should be full of elaborate or literary words and phrases.
4. It should be clear, logical, rich in content, brief.
5. You may include information about your previous salary and your future salary expectations.

WRITING SKILLS

COVER LETTER

X. Study the sample how to write a cover letter, analyze the constituent parts and its content.

SAMPLE LETTER

Harrison Jones
44 Morningside Road
Edinburgh, Scotland EH10 4BF
Mobile: 07956 654 32
E-Mail: example-email@example.com

Dear Ms. Del Rey,

As a highly skilled Senior Software Engineer, I read your posting for a new Software Engineer II with interest. My experience aligns well with the qualifications you are seeking at Core Design and Development, in particular my position with Market logic, and I am certain I would make a valuable addition to your organization. With more than eight years' experience in software engineering, I am adept in performance optimization, software design, and implementation coordination.

Moreover, whilst my on-the-job experience has afforded me a well-rounded skill set, including first-rate analytical and organizational abilities, I excel at:

- Designing clean, intuitive interfaces for optimal user experience.
- Coordinating design with clients and engineers.
- Programming in multiple languages.
- Improving efficiency through development of automation tools.

In addition to my experience and personal qualities, I have a solid educational foundation and a passion for software design. I am extremely enthusiastic about Core Design and Development's focus on mobile software and would welcome the opportunity to contribute to your development of new navigational tools for mobile platforms. Please review my attached CV for additional details regarding my expertise and career achievements. I will follow up to request an appointment to discuss how my experience and background meet your needs.

Thank you for your time and consideration.

Sincerely,
Harrison Jones

(www.livecareer.co.uk/templates/cover-letter/engineering/software-engineer-template)

XI. Study the following phrases which might be useful in writing your cover letter.

The introduction paragraph:

I am writing to apply for the position of ... advertised in ...	My ... degree and my experience in ...
I would like to be considered for the position of ...	I am applying for the position of ...
I will graduate from ... with a ... degree of ...	I am writing in response to your advertisement in ...
... help qualify me for the position of ...	

Body paragraph (education and job experience):

I have recently undergone training in ...	For one year I worked as a ... at ...
I was responsible for ...	I am familiar with ...
My education in ... has given me a strong background in ...	I took courses in ...
My work experience would be appropriate for ... as ...	I have gained considerable experience in ...

The closing paragraph:

I would like to have the opportunity to apply ...	I am available to interview at your convenience ...
I enclose my résumé containing more detailed information ...	I'd love to get interviewed ...
I will follow up to request an appointment to discuss how my experience and background meet your needs	I would like to be involved ...

XII. Find more useful phrases and sentences in the letter given above that might help you to write your cover letter.

XIII. Using the sample write your cover letter. Do your best to convince your prospective employer that you are worth interviewing.

RÉSUMÉ

XIV. Study the sample of the functional résumé paying attention to its constituent parts.

SAMPLE

DEEPAK KUMAR

Sri Ganganagar, Rajasthan

Contact No. : +91-8875332931 /+91-9214012330

Educational Qualification:-MCA (Pursing), MA, ADCHN, CISE, CCNA Certified

Email: deepuverma@outlook.com, Webpage: - www.deepuverma.in

Dear.....,

I am submitting herewith my resume for your perusal consideration in your organization. I understood hardworking & dedicated employee assets to any organization and I will always put the best efforts to be one.

Work & Experience:-

A professional offering almost **6.5 years** of work experience in the area of **IT/ Telecom Networking (Cisco, HP, FirePro), Virtualization (Citrix/NOC Desktop)** etc.

- 🔧 Network Engineer-SRAOSS at Cisco System Inc. **(March-15 to Present)**
- 🔧 Desktop Engineer –INS E Solution Ltd. at KSS Group **(OCT-11 to Feb.-15)**
- 🔧 Hardware & Network Engineer –ACME Enterprises. **(Jul.-09 to Sept.-11)**

My Technical Skills :-

Networking/Telecom:- BGP, MPLS, ACL, VLAN, STP, OSPF, IS-IS, EIGRP, RIP, IP Multicast, TCP/IP, IPv6, IPv4, Carrier Ethernet, ACL, QoS, 4G LTE/Optical Fiber/Microwave, EnodeB.

Hardware: HP Server, Dell PowerEdge, FirePro (Mikrotik) 1000, Cisco Switch 2960, Cisco Router 1700, 1720, ASR 920, 903, 9000 Series, Fortigate 80C Firewall, Dell, HP, IBM, Wipro Desktops, Laptops, RAD Switch, Alcatel-Lucent, Ceragon Microwave.

Application S/W: - Citrix Xenapp, NOC Desktop, MS Office, Vista, Putty, Xshell5, Wireshark, Dude tool, IT 360 Admin, ManageEngine, HPMS etc.

I am seeking a challenging job that would synergize my skills and knowledge with the objectives of the organization. Being a dedicated and focused individual, I am determined to add value to the organization I work for, through my exceptional knowledge and learning ability.

My basic objective is to hone in my skills for comprehensive personality development and be an epitome of trust and reliability in the corporate world. My prime goal is to understand professional environment and capitalize on opportunities

The above credentials along with my enclosed resume make me ideally suitable for a position in your organization. I would appreciate an opportunity for a Telephonic or personal interview.

Thanking you.

Yours Sincerely
Deepak Kumar

(www.slideshare.net/DeepakKumar644/cover-letter-for-network-engineer)

XV. The following phrases might help you in writing your résumé emphasizing the aspects which are most relevant for the job you look for.

Career objective:

A challenging position ...
... where technical experience, interpersonal and communication skills, initiative will be used for maximizing efficiency ...
I will put the best efforts to serve the prosperity of the company ...

Education:

I possess a Bachelor of Science Degree in ... Engineering	Courses in ...
---	----------------

Work experience:

creating ...	designing ...	re-organized ...
developing ...	playing a key role in ...	maintained ...
planned ...	transforming complex company concepts into innovative solutions ...	

Organizing skills:

initiated ... which saved ...	developed and organized
created ... which resulted in improving ...	

Technical skills:

years of experience in ...

Professional skills:

designing	installing	debugging
developing	modifying	computer maintenance and repair
testing	encoding	

Personal traits:

good health	willing to relocate and travel ...	interested in new approaches to ... in ...
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Languages:

Fluent, upper intermediate level of ...

Closing part:

Being a performance-driven and forward-thinking professional ...
I welcome the opportunity to meet with you ...
... make me ideally suitable for a position in your company

References:

References available upon request

XVI. Write your résumé using the sample and the clichés. Arrange the content logically, emphasizing your qualifications, transferable skills and personal traits and motivate your prospective employer to invite you to the interview.

3. JOB INTERVIEW. HOW TO GET READY FOR A JOB INTERVIEW



VOCABULARY AND SPEAKING

I. There is a saying «You only get one chance to make a first impression!» What does it mean? Do you agree with this idea?

II. Discuss the following questions with your partner:

1. Have you ever participated in a job interview? Recollect your experience.
2. Did you succeed in passing it?
3. What special difficulties did you encounter when passing an interview?
4. What questions were the most unexpected and «tricky» ones?
5. Give advice on how to overcome nervousness and stay calm during an interview.

III. Match these word combinations to the ones with a similar meaning.

- | | |
|--------------------------|---------------------------|
| 1) to be suitable | a) to take an interest in |
| 2) to deal with | b) to be appropriate |
| 3) to get interested in | c) to be answerable |
| 4) to be responsible for | d) to be gifted in |
| 5) to be good at | e) to be engaged in |

IV. Which of the following words and word combinations can characterize a candidate from the positive/negative side? Give your reasons.

- | | |
|------------------------------------|---------------------------|
| to procrastinate | to put things off |
| to set strict schedule | in advance |
| to be better organized | to set personal deadlines |
| to be not familiar with Apple Macs | to manage to learn |
| to be keen to learn | in advance |

V. Work in pairs. Ask your group-mates about their strengths and weaknesses. Characterize yourself as a possible candidate from the positive/negative side.

VI. Match the words and word combinations in column A with the ones in column B.

A	B
1) match	a) the success of the company
2) be suitable for	b) the requirements
3) contribute to	c) the position
4) break down a problem into	d) analysis
5) perform	e) its component parts
6) mitigate	f) the problem

VII. Explain how you deal with difficult problems. What steps should be taken to cope with a new project. What do you do to turn a bad situation into a positive one? Use words and word combinations from Task VI.

READING AND SPEAKING

VIII. In an interview a candidate is often asked the question how his/her skills and experience match the requirements for the position. Look through the extract and say if the answer given in this letter is logical and tinged with emotions.

Well, I think I'm suitable for the position at Futterra because I understand the issues you deal with and I'm passionate about them. Four years ago I joined Greenpeace and have been an active member ever since.

Following my BA I found out an exciting project in Kenya and spent six months educating local people about the need for reforestation. That's really when I started getting interested in sustainability and also when I started learning about different communication strategies. For example, our team found that simply putting up posters didn't really have much of an impact, but going and talking to respected members of the communities and getting them to talk to others was much more effective.

When I was at university I was the communications officer of the student union and I was responsible for dealing with suppliers and other student organizations. So I've got quite a lot of communication experience, I know you're also looking for someone who's good at research. For my dissertation for my MA I'm researching how best to communicate reforestation issues, building on my own practical experiences gained in Kenya.

So to sum up, I think I'm suitable for the position at Futerra for three reasons. Firstly, I've done a lot of communication work. Secondly, I'm a good team worker, and finally because I have a good understanding of the sustainability issues this agency deals with.

(«Cambridge English for Job hunting» by Colm Downes)

sustainability – stability
exciting – causing great enthusiasm and eagerness

IX. Say if the following information is true or false. Justify your point of view.

1. She didn't care about the issues of stability before she started to participate in the project in Kenya.
2. She is sure that she is relevant to the position she is applying for.
3. She mastered various communication techniques before she joined Greenpeace.
4. Involving honorable people to inform the rest of the communities about the project appeared to be more efficient.

X. Rearrange the following statements according to the whole abstract. Prove your choice.

1. Drawing a conclusion about her suitability for the position, specifying the main reasons for it.
2. Expressing confidence in her suitability and enthusiasm about the position she is applying for.
3. Describing her experience that is relevant to the position she is applying for and can contribute to the success of this company.
4. Giving further examples describing how her experience matches the requirements for the position.

XI. What can you say about her as a convincing candidate. Will she be employed? Explain why you think so.

XII. Discuss in pairs, choose appropriate phrases from the abstract:

- 1) how your skills and experience match the requirements for the position;
- 2) what skills and experience are relevant to the position «of your dream» in both the short and long term.

XIII. In an interview an applicant will be certainly asked difficult «trap» questions to assess whether he/she is suitable for the position. A candidate should be very cautious when speaking about his/her weaknesses. It is worth describing what you should do to overcome them. Three different candidates answer the question about their weaknesses. Look them through. Do they keep their answers positive or negative?

Candidate 1: Well, in the past I sometimes used **to procrastinate** a little. There were times when I used to put things off until the last minute, when completing an essay for university for example. But I realized that perhaps this wasn't the most effective way of working and so I started setting a strict schedule for all my projects well **in advance** and set myself personal **deadlines**. Using a schedule has really helped me and I'm much better organized now and able to take on more projects at the same time.

Candidate 2: Hmm. My weaknesses? Let me think. Well, in answer to your question you mentioned that the staff here use Apple Macintosh computers. I am not very **familiar** with Apple Macs and I'm used to using Windows. However, I

managed to learn how to use a number of programs very quickly **on my own** and I'm sure I'd get used to using Apple Macs and new gadgets, and I'm **keen** to learn how to use new technology.

Candidate 3: Weaknesses? Well, I can be a bit of a workaholic and always get very involved in every project that I work on. I'm happy to spend a lot of time and energy making sure that every project is as successful as possible. So, occasionally when I feel that other members of the team might not be working as hard, I can get a little **frustrated**. I'm **aware of** this problem, and try to solve situations like this by being extremely positive and enthusiastic.

(Cambridge English for Job hunting. Cambridge University Press, 2008)

XIV. Look through these extracts again. Which words or word combinations in the box are similar in meaning to the ones given in the text in bold?

to postpone closing date to succeed in doing something	disappointed ahead of time without assistance	having a good knowledge of enthusiastic to realize
--	---	--

XV. In the interview find the information which proves the following ideas. If the statements are wrong, suggest the true variant.

1. Candidate 1 was accustomed to putting her work off from time to time.
2. Candidate 1 used to write an essay step by step for a long time.
3. Candidate 1 began to plan her work and fulfill the tasks according to her schedule.
4. Candidate 2 seems enthusiastic about upgrading his knowledge in computing.
5. Colleagues of candidate 2 helped him to master new technologies.
6. Candidate 3 is full of optimism and has a strong interest and desire to cope with his tasks in the best way possible.
7. Candidate 3 can feel and express distress and annoyance when other members of the team are not as diligent as they might be.
8. Candidate 3 is eager to make up friends with his colleagues.

XVI. Find the evidence in the job interview of candidates 1, 2, 3 that proves the following:

1. Candidate 1 can be involved in doing more projects simultaneously than she could do before because she managed to develop a higher level of self-organization.
2. Candidate 1 began to plan her work beforehand and determine priorities and due dates of every stage.
3. Candidate 2 is enthusiastic in learning new technologies.
4. Candidate 2 is able to learn and master new knowledge by himself.
5. Candidate 3 feels disappointed to find out that his colleagues don't make maximum efforts to complete their joint project.
6. Candidate 3 tries to be well-wishing and displays activity and desire to work hard.

XVII. When answering the interview questions the candidates soften the negative information and emphasize the positive one. In the interview find out the words and phrases that help you to do that.

XVIII. Match the candidates 1, 2, 3 to the techniques they use when speaking about their weaknesses.

1. Speak about your trait of character in such a way that it can eventually be considered as a positive one.

2. Describe how you managed to overcome your weakness and emphasize that you will be able to cope with similar problems in the future.

3. Explain that any difficulty can be overcome as long as you work on the problem learning new things, techniques, etc.

XIX. In pairs, tell your group-mates whom you choose as a stronger candidate. Why? The following expressions might help you.

in advance set oneself personal deadlines used to put things off	on one's own get very involved in be aware of can be a bit of a ...	managed to be sure be keen to learn
---	--	---

XX. Discuss with your group-mates the pros of each technique. Justify your choice talking about your own experience.

LISTENING AND SPEAKING

«Competency-based Questions», 2:59

(Downes Colm. Cambridge English for Job-hunting / Colm Downes. – Cambridge University Press, 2008. – 112 p.)

XXI. Think of the possible interview questions. What are the traditional interview questions based on? Use some of the words in the box to describe them.

to have the skills to have knowledge	relevant to the position match the requirements
---	--

XXII. Listen to the speakers and complete the sentences.

1. The interviewer asks you competency-based questions about _____.
2. The interviewer wants to find out if you really have these _____.
3. In these questions the interviewer will be looking for evidence of how you acted in _____.

XXIII. Define the following statements as true or false.

1. Candidates should state their competencies in their CVs.
2. It's impossible to prepare for a competency-based question.
3. Candidates should simply repeat word for word what is written in their CVs.
4. Competency-based questions have become widely spread in all interviews.

XXIV. With your group-mate, act out the roles below based on Tasks XXI–XXIII. Then, switch the roles.

Use the language such as:

so, basically	the ability to communicate effectively	leadership skills
exactly	looking for evidence of how you	definitely
certainly	acted in real situations	they'll go into much more depth

Student A. You are an applicant. Ask **Student B** questions about:

- the difference between traditional interview questions and competency-based questions;
- behavioral competencies, i.e. the character traits and behavior qualities of an individual, such as the ability to communicate effectively, etc.;
- the necessity to state these competencies in their CVs;
- preparing stories that demonstrate evidence of the competencies needed for a particular job.

Student B. You are an experienced interviewer. Talk to **Student A** about:

- competency-based questions about your character and personal attributes;
- the necessity to prove your skills in an interview;
- stating your competencies in your CV briefly, but not in any real detail;
- proving you have the right skills and personality for the position.

READING AND SPEAKING

XXV. Preparing for an interview is an integral part of a job hunt. Alan wrote a letter to his friend John sharing his experience how to answer some typical questions at a job interview. Do you agree with his tips? Explain why you approve or disapprove of the statements given after the letter.

Dear John,

In your letter you ask me for advice about some job interview questions and the right answers. In my opinion, you should be ready to answer the question like: «When you start a project, do you prefer to create a flowchart or immediately start coding?» In this case you're being asked to discuss your methodology in breaking down a problem into its component parts, and the preferred plan of attack in starting and finishing a project.

«What analysis do you perform immediately before launching a project?» The interviewer will want to see how you approach a problem and whether you account for all variables before starting a project. I'd recommend you to say: «I prefer to break a project into components, then build timelines for completing various segments of an application. Once I have a clear overview of how the application will look, I assign responsibility to project members and start my own coding».

Then pay attention to one more question: «How did you try to mitigate the problem?» Here the interviewer wants to learn what steps you have taken to turn a bad situation into a positive one. You are being measured for your aggressiveness in handling the problem, and for leadership and the willingness to assume responsibility.

«What problem-solving techniques have you used to eliminate a similar problem?» Give a concrete solution and avoid theory or abstract possibilities. Your answer might be like this: «By assigning overtime and hiring fifteen temporary programmers to meet the deadline. I even canceled vacation plans to pitch in».

You may be asked about the reasons motivating you to seek a new position. The interviewer will want to know why you're interested in his or her company and what you find so appealing about the job opening. Be candid, without discussing any negatives about your current position, and show enthusiasm for the challenges of working for the interviewing company, and how you hope to broaden your skills and background with this new position. You may say: «I've been in my present position for the past two years and, though I've progressed, I'm currently seeking to expand my technical knowledge along with my professional responsibilities».

Please write me soon and tell me about your interview.

Best wishes,
Alan

1. It is worth prioritizing your work, dividing it into its constituent parts to succeed in difficult stressful situations.
2. You may describe unpleasant things, problems with your supervisor and colleagues concerning your current position.
3. It is safer to demonstrate theoretical knowledge and give abstract examples when discussing how you make the problem easier.
4. You should thoroughly think over what to say when you are asked what attracted you to the position.

XXVI. In interviews you will be asked some common questions. The key to brave them is to think them over beforehand. Look at some sample job interview questions. In pairs, discuss what you think about some suitable job interview answers to these questions.

1. What can you tell us about yourself?
2. What is your greatest strength?
3. What is your greatest weakness?
4. How do you handle a stressful situation?
5. How did you overcome the toughest problem you ever faced?
6. Why do you want this job?
7. Why do you think you are the best candidate for this job?

XXVII. One of the interviewers provided some suitable pieces of advice how to answer these questions. Would you agree/disagree with the tips suggested below? Explain why/ why not. Convince your group-mates of your point of view.

1. The right answer to this question focuses both on the personal as well as professional qualities. The key is to be honest, but always talk only about one's best traits. The traits that relate to the desired job should especially be mentioned. It would also help to highlight some of the proudest experiences and accomplishments.

2. The answer to this question should highlight one's best skills. It would be smart not to pick just one skill but, focus on the top three or four skills instead. It would help to mention those skills that are required for that particular job.

3. This question demands a really careful answer. Mentioning something just for the heck of it can be a real problem. Instead, the right thing to do is to relate a weakness that is not a key element required to get the job. This will help to maintain the honesty and leave the right impression.

4. The right way to answer this is to relate some stressful situations dealt with in the past. One should mention how he or she used skills like problem solving, time management and decision-making to reduce the stress.

5. The key to answering this question is to relate a problem that was faced by one's previous organization. Remember the bigger the problem is, the solution will appear to be better. It always helps to mention the techniques and skills used to deal with such problems. The successful results should be emphasized. There should not be an attempt to take the whole credit.

6. The answer is fully based on the research done about that particular company. The right way to start is with the explanation that there was always an inherent desire to work with that company. Also adding something about the company to the answer can help a lot.

7. The key to deliver a good answer for this is to be as confident and enthusiastic as possible. It helps to emphasize the several skills and reason that makes one fit for that job. It does not help to refer to oneself as the best qualified person because one doesn't know the qualifications of other people.

(<http://www.jobinterviewsecret.com>)

VIDEO

«Interview. Tips from Jack», 2:04

(<https://www.youtube.com/watch?v=JEJlzFfb44>)

XXVIII. Think about a job interview. How can we impress an interviewer? What could you recommend?

XXIX. You are going to watch a video with Jack. Before you watch, read the words and look up the meanings of the unknown ones in the dictionary.

practice	feedback	initiative	appearance	appropriate	genuinely
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XXX. Watch the video, discuss and answer the questions with a partner.

1. What do you need to get from your friend while practising your interview questions?
2. How can you do the research about the company you are applying for?
3. How do you need to look in an interview?
4. How should you speak in an interview?
5. What questions are recommended to ask people working in the company?

XXXI. Work in pairs. Express your point of view on the questions 1–5 in the task above.

FOLLOW UP

I. Role play the situation «At the Job Interview». Have a look at the suggested questionnaire. What other questions do you think might be asked in the interview? Think them over and get ready to answer them using the words and word combinations from the part «Job Interview».

Questions	Clear	Truthful	Adult-to-Adult relation	Child-to-Adult relation	Enthusiastic	Logical	Body language
What can you tell us about yourself?							
What is your greatest strength?							
What is your greatest weakness?							
How do you handle a stressful situation?							
How did you overcome the toughest problem you ever faced?							
Why do you want this job?							
Why do you think you are the best candidate for this job?							

Student A. You are the applicant. Answer the questions of the interviewer sincerely. Be sure of yourself, speak distinctly and freely.

Student B. You are the interviewer. Ask questions from the questionnaire. Be friendly with the applicant.

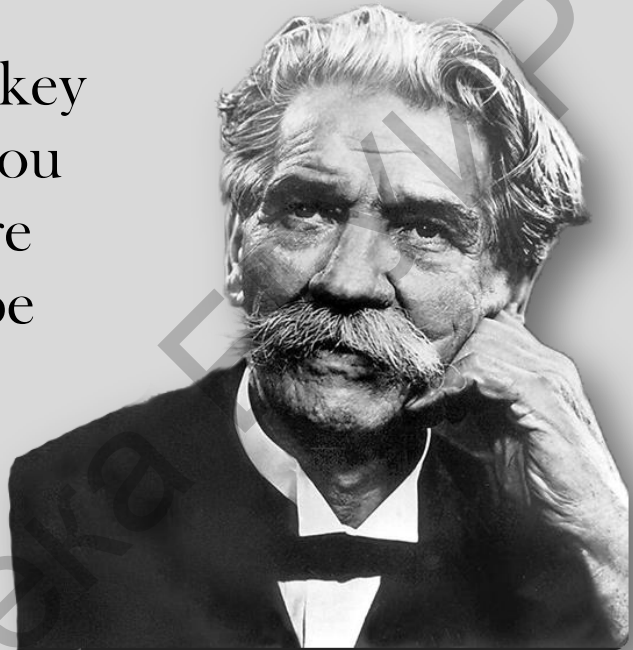
Student C. You are the observer. Mark with a tick the applicant's good answers in the questionnaire. After each interview identify the strengths of the applicant. Switch the roles.

MODULE 3

WORK AND MOTIVATION

Success is not the key
to happiness. If you
love what you are
doing, you will be
successful.

~ Albert Schweitzer ~



- **HAPPINESS AT WORK AND PERFORMANCE**
- **THE GOOGLE WAY OF MOTIVATION**

1. HAPPINESS AT WORK AND PERFORMANCE



STARTING UP

I. Look at the list of motivators and choose the most important for you. Share your opinion with a partner.

- Job security.
- Recognition for achievement.
- Responsibility for a complete task.
- Opportunity for growth and development.
- Team participation.
- Positive moral.
- Opportunities to travel.
- Money.
- Flexible work schedule.

What other important motivators would you like to add to this list?

II. In pairs, discuss the following questions.

1. Do you think it's important for employees to be happy at work? Give your reasons.
2. Should companies promote happiness in the workplace? Say why or why not.
3. What can make company staff happy and satisfied?

III. Read the story and say what Lisa's problem was.

Lisa was falling behind at work. Every morning she woke up nervous about the workday ahead of her. Every evening she went home thinking of all the tasks she hadn't gotten around to.

Lisa is a 35-year old engineer and project manager at a Danish IT company. With business booming, keeping up had become a struggle – she felt she had to run really fast, just to stay in place.

With her in-box overflowing and people all around her clamoring for assistance on their projects, she started to look at various productivity tools and systems and quickly settled on the one she would use. As it is typical for Lisa, once she's decided to do something, she does it, and with new ways of tracking time, improved to do-lists and prioritizing her work, she did notice that she was getting more work done.

But she still felt that she could be more productive. While she was thinking about her next step, it struck her: some of what she did, she hated doing.

While she generally enjoyed her job, especially helping people plan their projects and advising them on the best ways to move forward, some of her tasks were administrative in nature: tracking progress, updating various statistics, generating reports and so on. They didn't take up that much of her time – but they were a lot less fun. Let's face it: to Lisa, they were boring as hell.

fall behind	to fail to do sth fast enough or on time
get around to	to do sth that you have intended to do for a long time
keep up	to do whatever is necessary to stay level or equal with sb or sth
clamor	to make a loud complaint or demand

IV. In the story find the facts illustrating how Lisa tried to improve her work situation. Express your opinion about the effectiveness of measures taken by her.

V. Describe how Lisa felt about her work and what idea crossed her mind.

VI. In pairs, discuss Lisa's situation and help her make the right decision.

VII. Can you predict what Lisa did to change the situation she was in.

VIII. Read the continuation of the story and check if you were right. Say how Lisa's problem was solved.

She talked to her boss about it, and they decided to give those tasks to a project secretary. This freed up a little time for Lisa, but mostly it allowed her to work on those parts of her job that she really liked. Consequently Lisa became a lot happier at work – and THAT'S when her productivity sky-rocketed. Now she had the energy to connect with her people and the creativity to think up and implement new ideas. Instead of feeling stressed and harried, she was optimistic and positive.

While her productivity system had definitely helped her get more done, the productivity boost she got from being happy at work was many times bigger. Lisa is now working less hours – and getting much more done. And most importantly, she's enjoying work a lot more!

(<http://productivemag.com/1/happiness-at-work-as-productivity-booster>)

harried	anxious or worried because you have too many things to do
boost	an improvement or increase, or an action that causes this

IX. Prove that the decision taken by Lisa's boss was correct. Give evidence that her productivity increased and what the cause of it was.

X. What conclusion can you make from Lisa's story?

XI. Is there a link between happiness at work and productivity? Does it go both ways? When is the link strongest: from happiness to productivity or vice versa?

READING

XII. Read the post and say why it is necessary for company leaders to invest in happiness of their employees. How does unhappiness influence employee productivity?

THE IMPORTANCE OF HAPPINESS IN THE WORKPLACE

By Kelly Vennus

For a long time, work and happiness weren't strongly associated with each other. Work was a place where you were meant to come in, get the job done and clock out. Happiness was for your free time.

However, we now know just how important it is for employees to be happy in the workplace. Consider these statistics from the iOpener Institute:

- Happy employees stay with their companies four times longer than their unhappy counterparts.
- Employees that are happy in their organization **commit** twice as much time to their tasks than those that aren't happy.
- Happy team members have 65 per cent more energy than unhappy employees.

Work output also improves when happiness is the norm. According to a study by the University of Warwick, when leaders invest in promoting happiness in the office, productivity levels can rise up to 12 per cent.

Why Does Happiness Amongst Employees Matter?

Clearly, happiness isn't just a bonus, it's a necessity for any high-functioning workplace. According to International leadership advisor and author Annie McKee, this can be attributed to the fact that when we are unhappy our brains tend to disengage, effectively decreasing our capacity for creativity, critical thinking and a wide range of other core functions. In an article for the Harvard Business Review she explains: «There are clear neurological links between feelings, thoughts, and actions. When we are in the grip of strong negative emotions, it's like having blinders on. We focus mostly – sometimes only – on the source of the pain», she says. «We don't process information as well, think creatively, or make good decisions. **Frustration**, anger, and stress cause an important part of us to shut down – the thinking, engaged part. **Disengagement** is a natural neurological and psychological response to **pervasive** negative emotions».

When our team is unhappy, the capacity of the entire business suffers. As leaders, we need to invest in a happiness agenda, but what does this look like?

How Can You Make Your Employees Genuinely Happier?

It's more than just **gimmicks** – free coffee in the kitchen is nice but it's not enough **to sustain** an **empowered** and motivated workforce. In fact, work perks have been shown to have a weak correlation with **retention** and engagement. A report by TINYpulse found that employees are happier when they feel valued and engaged in their work.

The driving factor in this kind of employee happiness comes down to good relationships. Your team members want to work in an environment where they are connected to their colleagues and their leadership in meaningful ways. These kinds of relationships create higher levels of engagement and collaboration, allowing a more **nimble** and **resilient** organization to emerge.

The foundation of employee happiness is good working relationships.

Building these relationships all starts with having **genuine** conversations about what happiness means for your employees on a professional level. What do they need to be **content** in the workplace? Where are you hitting the mark? Where could you use some work?

According to McKee, a big part of happiness stems from having an **aligned** vision between the company and individual employees. Team members want to know where they stand in the company's big picture, giving them a pathway and goals helps create a business that is made up of empowered people working towards the same vision in their own individual ways.

Investing in happiness begins and ends with strong internal relationships built on a foundation of genuine communication.

(<https://www.leadingteams.net.au/importance-happiness-workplace>)

LEXIS IN CONTEXT

XIII. Match the words in bold in the text to the definitions 1–13.

- 1) _____ *verb* to spend time on something/somebody;
- 2) _____ *noun* the feeling of being upset or annoyed as a result of being unable to change or achieve something;
- 3) _____ *noun* the action or process of withdrawing from involvement in an activity, situation, or group;
- 4) _____ *adjective* existing in all parts of a place or thing; spreading gradually to affect all parts of a place or thing;
- 5) _____ *noun* a trick or device intended to attract attention, publicity, or trade;
- 6) _____ *verb* to provide the conditions in which something can happen or exist;
- 7) _____ *verb* give someone the authority or power to do something;

- 8) _____ *noun* the ability of a company to keep its employees and stop them from going to work somewhere else;
- 9) _____ *adjective* able to think and understand quickly;
- 10) _____ *adjective* able to withstand or recover quickly from difficult conditions;
- 11) _____ *adjective* happy enough with what one has or is; not desiring something more or different; satisfied;
- 12) _____ *verb* to change something so that it has a correct relationship to something else;
- 13) _____ *adjective* not pretended, sincerely felt or expressed.

XIV. Say what pieces of advice Annie McKee gives readers and complete this list with the information from the post. Do you agree with what she suggests?

1. Feeling valued and engaged in their work.
2. ...

VOCABULARY AND SPEAKING

XV. Read the definitions of two types of employee motivation and arrange the words and word combinations in the box below according to these types. Justify your choice.

INTRINSIC VS EXTRINSIC

Intrinsic motivation refers to a person's internal drive to perform an action purely because of the enjoyment they get from it.

Extrinsic motivation refers to stimulus that originates from external influences such as money or other types of rewards.



healthcare and insurance; dental benefits; vocation packages; profit sharing; being valued and recognized; cash prizes	opportunities to communicate ideas and thoughts; awareness of the company's plans and future projects; a sense of belonging; a challenging and creative job; the pursuit of knowledge; new responsibilities	team bonding events; opportunities for self-realization; retirement savings; free employee outings; having an impact on decision making; additional vocational days
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Intrinsic motivational factors	Extrinsic motivational factors

XVI. Which of these two types does Annie McKee propose to motivate the employees (see Task XIV). Which of them do you consider most important in motivating the staff? Give your reasons.

XVII. If you were the manager of a company, what extrinsic motivators would you suggest for encouraging intrinsic employee motivation. Use the ideas from the table in Task XV and your own ones.

XVIII. Which of the following opinions do you agree with? Share your ideas with a partner.

1. Employees can enjoy satisfaction from personal achievement and progress only if they are well paid.
2. Some level of insecurity and fear of being fired can make people more productive.
3. People are lazy by nature and to work hard they need constant supervision and clear-cut rules of discipline.
4. Workplace stress is a strong motivator to focus on tasks and increase efficiency.

LISTENING AND SPEAKING

VIDEO 1

«Dan Pink: «The Puzzling Secret to Motivation» (Key Points Talk)», 2:53

(<https://www.youtube.com/watch?v=wE5ZV7HfrXU>)

XIX. You are going to watch and listen to a well-known business writer and a presenter Daniel H. Pink, talking about motivation at work. Before watching study the words which will help you understand what he says.

thumbtack	<i>noun</i> a short, sharp pin with a flat round top that can be pushed into soft wood or other material
receptacle	<i>noun</i> a container used for storing or putting objects in
contingent	<i>adjective</i> depending or influenced by something else
reward	<i>noun</i> something given in exchange for good behavior or good work
incentive	<i>noun</i> something that encourages a person to do something
I rest my case	<i>idiom</i> what you've just heard or said proves, supports, or sums up my argument or point of view

XX. Watch the video, discuss and answer the questions with a partner.

1. What is a candle problem?
2. What did Sam Glucksburg's experiment demonstrate?
3. Where «if-then» rewards don't work and why?
4. What does science know that business doesn't always do?

XXI. Do you share the opinions given below? Why?/Why not?

1. A traditional «carrot-and-stick approach» to motivation isn't always as effective as businesses might think.
2. «If-then» rewards can work only for simple routine tasks that require little creativity.
3. The secret of high performance is employee's unseen intrinsic drive to do work because it does matter.
4. Nowadays businesses have to take a new approach to employee motivation.

VIDEO 2

«Drive: Secret Behind Motivation», 3:61

(<https://www.youtube.com/watch?v=BrHAQVDfGqg>)

XXII. Watch one more video and name the motivational factors for employees doing cognitive tasks. Give examples from the video.

XXIII. Do you agree with the speaker that there are other things that motivate people more than money? Give your reasons.

XXIV. Get familiar with senior business leaders' opinions about the ways of motivating employees. Say who you most agree with and explain your choice.

Sean Azari (CEO at Breakthrough Social):

«Give them what they want. If they want more money, give them more money. If they want more time, give them more time. And if they want more credit, then give them credit. It's basic. You have to give people what they want to extract what you need. But, make sure you don't give anyone more than what they're worth. It's important to balance the numbers to stay in the profit zone».

Pauli Mosser (CEO at Vippin Urkka):

«It's easier said than done, because you have more than one individual to motivate. The best way is to stick to your role of a leader or manager, show authority and try to reduce a conflict. But that's possible only when you know the cause of a conflict, which may be due to demotivation. Find out the reason and you're good to go. At times employees are demotivated only because nobody is trying to motivate them. So be that positive figure and you'll see good results».

Kathleen Marsh (CEO and Co-Founder of Musicnotes.com):

«The most effective motivation occurs when the team understands and accepts the mission and goals of the organization. Motivation begins with hiring talented individuals who believe in the company. It then continues when those individuals are allowed to exercise their talents and creativity freely with full support of management».

Daniel Fisher (Gold Dealer and CEO of Physical Gold):

«The most effective way to motivate a team is primarily by having strong leadership. A strong leader will set clear goals for the team (so everyone knows what they're working towards) and empower the individuals (so they can get on with their job). Showing appreciation also motivates the team to want to perform well again, next time».

Aric Shelko (CEO of BatteryClerk):

«Your team will be highly motivated to perform if you make them feel appreciated. Internal motivation is more powerful than external motivation. External rewards have their place, though nothing is more motivating to a team member than feeling appreciated by their team leaders and management».

(<https://www.forbes.com/sites/brentgleeson/2016/11/30/the-best-ways-to-motivate-employees-and-get-results>)

XXV. In pairs or small groups, discuss the following questions:

1. Does the company you are working for treat you fairly?
2. Do you think you are being paid what you are worth?
3. Is your work challenging, rewarding and stimulating?
4. Do you feel like you are continuously developing at your work? Are there a lot of opportunities for personal growth at your company?
5. Does the head of the company you are working for lead by example?
6. Do your managers know how to motivate their employees?

XXVI. Make up a list of factors that can make you stay motivated and feel happy at work. Start by analyzing what it is that you sincerely want out of work that you are doing. Write down 5 things that you want out of work and 5 things that you most certainly don't want. Compare your ideas with a partner.

XXVII. Comment on the following saying:

*"People may take a job for more money,
but they often leave it for more
recognition." - Bob Nelson*

creativetad.com

2. THE GOOGLE WAY OF MOTIVATION



«My job as a leader is to make sure everybody in the company has great opportunities, and that they feel they're having a meaningful impact» (*Larry Page*).

I. In pairs, discuss what you know about Google.

II. Look through the text and check if you remember the main facts about the company.

Google is an American multinational technology company specializing in Internet-related services and products. These include online advertising technologies: search, cloud computing and software. Google was founded in 1998 by Larry Page and Sergei Brin who met at Stanford University in 1995. By 1996 they had built a search engine that used links to determine the importance of individual web pages.

Google's mission is to organize the world's information and make it universally accessible and useful.

VIDEO

«10 Things You Didn't Know About Google», (2:20)

(<https://www.google.by/search?q=10+things+you+didn%27t+know+about+Google+video&oq=10&aqs=chrome.0.69i59j69i57j69i65j69i60l3.3527j0j7&sourceid=chrome&ie=UTF-8>)

III. Watch the video and name the facts that surprised you most of all. Discuss them with your partner.

VOCABULARY AND SPEAKING

IV. Match the words to their definitions.

- | | | |
|-----------------------|--|---|
| 1) reimbursement | | a) a situation in which business and financial activities are |
| 2) maternity benefits | | done in an open way without secrets; |

- 3) transparency
- 4) tuition
- 5) cross-training
- 6) stock option
- 7) 401 K plan
- 8) profit-sharing

- b) something such as medical insurance or pay that a woman employee receives when she has a baby;
- c) teaching employees the skills and responsibilities of another position at a company to increase their effectiveness;
- d) a system in which the people who work for a company receive a direct share of the profits;
- e) an employer-sponsored savings account specifically for retirement savings;
- f) an opportunity for the employees of a company to buy shares at a special price;
- g) a sum paid to cover money that has been spent or lost;
- h) money paid for being taught, especially at a college or university.

V. Can you explain the difference in meaning between «benefits» and «perks»? If you have difficulties, read how «Robert Half International», an American human resource consulting firm, defines them and from the words and word combinations given below choose the ones that can be referred to perks.

Benefits – a non-wage compensation that if not offered, employees would likely have to self-fund.

Perks – nice-to-have additions to an employee’s salary and benefit package.

- | | | |
|---------------------------|--------------------------|--------------------------|
| retirement packages | company car | flexible schedule |
| paid time off | tuition reimbursement | bringing animals to work |
| life insurance | in-office snacks | no-cost health |
| standing desks | employee retreats | travel allowances |
| massage programs | laundry and dry cleaning | gym memberships |
| free haircuts | facilities | staff dinners |
| work-from-home-options | bike repair | hotel suites |
| free fitness/yoga classes | parking fees | flex spending accounts |
| maternity/paternity leave | having no dress code | profit-sharing |

VI. Which of them do you find a) most attractive; b) unnecessary?

VII. Fill in the gaps with the appropriate word.

wages salary bonus perks benefits

1. He is on a ____ of over \$2500 and his work is very challenging and demanding.
2. The company offers a generous ____ package.
3. She earns \$150 a week, which is not very much as a living ____.

4. By the end of the year everyone in the company can get a ____ for high levels of productivity.

5. ____ offered by the firm include a car and travel insurance.

staff

employer('s)

employee(s)

1. It's a small shop but the ____ are very polite and helpful.

2. The ____ goal is to attract and retain high-quality, high-performing people.

3. ____ that feel respected respond with responsible actions.

VIII. Work with a partner and discuss the questions below.

1. Which of the benefits are standard in an employment contract in your country?

2. What perks are offered by the companies in your field?

READING AND SPEAKING

IX. Read how Google motivates employees and say what makes its model unique.

THE GOOGLE WAY OF MOTIVATING EMPLOYEES

When it comes to motivating their employees, it can be said without a question that Google stands out from the rest. Google was named the 2014 «Best Company to Work For» by the Great Place to Work Institute and Fortune Magazine. The organization topped the list for the fifth time. True, in its short lifespan, Google has acquired for itself a huge and bright workforce (over 50,000 employees spread throughout the world) that serves millions of people all over the globe.

Google's model of motivation and leadership topples traditional leadership theory which focuses more on results than on the people who deliver those results. The company's work culture is true to its philosophy: «To create the happiest, most productive workplace in the world». These words from the Vice President of people development at Google only serve to support that fact: «It's less about the aspiration to be №1 in the world, and more that we want our employees and future employees to love it here, because that's what's going to make us successful».

While the company was in its early days, its co-founders Larry Page and Sergei Brin went looking out for organization that were known to care for people, develop truly amazing brands and trigger extraordinary innovation. The objective of this search was to be able to draw and keep great talent. In their search they found the SAS institute as one company that was worth modeling. Interactions with SAS executives led the Google founders to understand that people were really successful in their jobs and loyal too when they felt truly valued and thoroughly supported. The result was the Google work culture as we know it now with huge and plentiful perks, unconventional office designs, and amazing freedom, flexibility and transparency, among other things.

Uncommon Yet Affordable, Amazing Perks and Benefits

Just like other companies, Google offers the usual extrinsic benefits such as flex spending accounts, no-cost health and dental benefits, insurance, 401K plans, vacation packages and tuition reimbursements. However, Google is better known for some really distinctive and «more than just attractive» perks and benefits which just serve to show the very extreme lengths the company goes to to make its employees consistently happy. What follows are some examples of these remarkable perks and benefits.

- Reimbursement of up to \$5000 to employees for legal expenses.
- Maternity benefits of a maximum of 18 weeks off at about 100 percent pay.
- On-site car wash, oil change, bike repair, dry cleaning, gym, massage therapy and hair stylist are available at the company's headquarters in Mountain View.
- At the Googleplex, there's an onsite doctor, a free fitness center and a trainer, and a facility to wash clothes among other benefits.
- Lunch and dinner is available free of charge. In addition, an assortment of delicious but healthy meals is available every day, prepared by gourmet chefs.

Info Credit - Cleverism.com

DO IT GOOGLE WAY AND LEARN How to Motivate your Employees



Voice and Value

At Google, democracy prevails with employees given a considerable voice. Here are some ways how:

- The company hosts employee forums on all Fridays where there is an examination of the 20 most asked questions.
- Employees can make use of any of a number of channels of expression to communicate their ideas and thoughts. Channels include Google+ conversations, a wide variety of surveys, Fixits (24 hour sprints wholly dedicated to fixing a specific problem), and even direct emails to any of the Google leaders.

- Googlegeist, the company's biggest survey seeks feedback on hundreds of issues and then employs volunteer employee teams all over the company to resolve the major problems.

Transparency

As Google is a company that considers its people to be its biggest asset, everything that can be shared, is shared. In this way, they are able to show their employees that they trust them with confidentiality and trust their judgement.

After the first few weeks of every quarter, Google's Executive Chairman shares with all Googlers, practically the same material that Google shared with their Board of Directors at their most recent meeting. The material includes launch plans and product roadmaps in addition to team and employee OKRs (quarterly goals) so that all Googlers are aware of what fellow Googlers are working on.

30 minutes of a weekly all-hands meeting hosted by Google's co-founders and called TGIF (Thank God it's Friday) are devoted to a Q and A session where almost anything can be debated or questioned from the founder's attire to whether the company is proceeding along the right direction.

Freedom over How and When Work is Completed

One of Google's strongly held beliefs is that they can get amazing output from people by giving them freedom. Google's employees are allowed greater discretion on their hours of work and also on when they can go and have some fun whether it involves getting a massage, heading to the gym or just indulging in volleyball. In addition, the firm allows each of its employees to give 20 per cent of his time (1 day per week) to doing anything they like. This can range from assisting with another project to even just sleeping. Anything that is ethical and lawful is okay with Google.

(<https://www.cleverism.com/google-way-motivating-employees>)

X. Say if the following statements are true or false. Prove your point of view.

1. Google leads the way in keeping its staff as happy as possible.
2. Traditional model of motivation used by other companies doesn't differ much from that of Google's.
3. SAS executives helped Google founders shape its work culture.
4. Google's employees are only informed about the plans their team is working on.
5. At Google everybody is given the opportunity to express their opinion.
6. Google is only known for its plentiful perks and benefits.

XI. Find the information confirming that Google:

- 1) supports young parents;
- 2) takes care of its employees' health;
- 3) is interested in Googlers' opinions and interests;
- 4) provides its employees with help and support if they experience difficulties at work;
- 5) allows its personnel to arrange their work as they wish.

XII. Say which of Google's perks and benefits surprised you most of all. Compare them with the benefits available at other companies abroad and in your country if you know any.

XIII. Name Google's main goal in employee motivation and say if you support it. In your opinion, what sort of environment encourages motivation?

XIV. Discuss with your group-mates if Google's formula of successful employee motivation is acceptable for our companies. Justify your opinion.

XV. A lot of talented people from all over the world think that a career at Google is heaven. How could the most ambitious tech company on the planet possibly be bad? But opinions differ. Get familiar with different views of people working for the search giant and say what they are dissatisfied with.

Joe Cannella, former senior account manager:

«Basically, you end up spending the majority of your life eating Google food, with Google coworkers, wearing Google gear, talking in Google acronyms, sending Google emails on Google phones, and you eventually start to lose sight of what it's like to be independent of the big G, and every corner of your life is set up to reinforce the idea that you would be absolutely insane to want to be anywhere else».

«It's hard to be honest with your colleagues».

«They hire the same person over and over again, same background, same 10 schools, same worldview, same interests. It's no exaggeration to say that I met 100 triathletes in my three years at Google. Only a handful of them were interesting people».

John L. Miller, former Staff Software Engineer:

«The worst part of working at Google for me was, as for many others, feeling under-utilized. As someone with ~25 years of programming, management, and architecture experience, I wasn't doing anything that a good college hire with ~2 years of experience couldn't do faster and just as well. That's a depressing situation».

«You can work there for eight years and never get a promotion».

(<https://www.gadgetsnow.com/slideshows/employees-confess-all-things-that-they-hated-most-about-working-at-google/its-hard-to-be-honest-with-your-colleagues/photolist/56103590.cms>)

XVI. Would you like to work for Google? Why?/Why not?

WRITING SKILLS

MOTIVATION AND ENCOURAGEMENT LETTERS

I. Have you ever received any motivation and encouragement letters or emails from your boss? Would you like to receive such kind of letters? Do you think they can help increase employee motivation?

II. Read what an encouragement letter is and name its purpose.

Encouragement letters are letters you write to give someone confidence, support, and hope. Such letters are written to motivate people to do something that seems impossible or give them hope during difficult times. The objective of encouragement letters is to put a smile on people's face and help them have a positive outlook when facing a difficult situation. If drafted honestly, and passionately, these letters can have a powerful impact on others and encourage them to do greater things.

III. Study the samples given below paying attention to the information and the way it is presented in them.

SAMPLE LETTER 1 (to all the employees)

	[Senders Name] [Address line] [State, ZIP Code] [Letter Date]
[Recipients Name] [Address line] [State, ZIP Code] [Subject: Normally bold, summarizes the intention of the letter] - Optional -	
Dear [Recipients Name],	
We are asking each and every employee to put forth their very best effort into helping accomplish all the tasks needed to be able to finish our latest project. We have unfortunately encountered some delay due to some technicalities, and we have no choice but to make up for the lost time by giving just a little bit more effort.	
We at management know that we are all quite exhausted from all the hard work being done lately, but we wish to encourage everyone to keep on doing their best. With a little bit more effort, we are sure to accomplish this enormous task set before us. Now, more than ever, we are putting faith in the superb teamwork everyone has been showing these past days.	
Just a little more guys! We can do this!	
Sincerely, [Senders Name] [Senders Title] - Optional -	

SAMPLE LETTER 2 (to an individual)

	[Senders Name] [Address line] [State, ZIP Code] [Letter Date]
[Recipients Name] [Address line] [State, ZIP Code] [Subject: Normally bold, summarizes the intention of the letter] - Optional -	
Dear [Recipients Name],	
I am very grateful to you for releasing the latest version of our software. If it had not been for your hard work, determination and dedication, we would not have been able to reach our deadline and bring out such a refined product. Customers of this new software, have given positive feedback, and we hope that we will be able to bring in new customers who will understand how user-friendly our software is.	
Your contribution and effort are vital to us. We look forward to a brighter future together.	
Sincerely, [Senders Name] [Senders Title] - Optional -	

(<https://www.sampl templates.com/letter-templates/appreciation-letter-doc.html>)

TIPS HOW TO WRITE ENCOURAGEMENT LETTERS

Written encouragement can be very powerful. It gives the reader something to keep, share and review.

The tone is always positive, focusing on things that have or can be achieved. Avoid criticism, either direct or implied

Steps

1. Mention the situation for which your reader needs encouragement or motivation.

Sentences you can use in a letter that's meant to inspire and/or encourage.

- April 20, the end date for our final test, is approaching rapidly. We need to make one final push to reach our goal.
- The deadline for applications is next Monday.

Useful Phrases

a significant achievement	all your hard work	as you may be aware
a terrific opportunity for	are sure that you will	can be very proud of

must act fast	encourage you to	happy to inform you
deadline is approaching	need to make a final effort	never been a better time to
is a good time to	time is right to	take advantage of
no time like the present	please note that	tireless effort to

2. Provide encouragement, suggestions, and/or instructions about the situation, and offer assistance if appropriate.

Sentences you can use in a letter that's meant to inspire and/or encourage.

- I know you have been very busy but this is a high priority issue. Please focus on the project until it is completed, and have it on my desk by Friday. Call me if you need any assistance.

- This is an exciting and challenging project and a great opportunity for you to use your creativity. Be sure to bring your ideas to our staff meeting on Thursday afternoon. We'll see you in the conference room at 2:00 p.m.

Useful Phrases

all we need to do is	be ready for more	can confidently expect
encourage you to	every reason to suppose	excellent opportunity to
expecting great things from	has been proven to	have an excellent chance of
hope you will continue	if you need help	need to act immediately
please go ahead with	set our sights even higher	will end up with
need your continued	will certainly pay off	will help you with

3. Close on a positive note.

Sentences you can use in a letter that's meant to inspire and/or encourage.

- Let's keep the ball rolling. I know we can reach our goal.
- I am sure you will be able to complete the task on time, and am looking forward to seeing your results.
- I can hardly wait to see what you come up with.

Useful Phrases

a great opportunity to	a successful conclusion	am confident that
are delighted that	best wishes for this venture	am sure you will
have great confidence in	have a great team	have no doubt that
how much we appreciate	keep up the good work	meet the challenges of
look forward to	pleased to work with	results will be worthwhile
sincerest thanks and congratulations	will do a great job	wish you the best of luck

(<https://www.writeexpress.com/tutorial/encour05.html>)

IV. From the sample letters (see Task III) write down examples of phrases or sentences that can be used to encourage or inspire people according to the steps you've read in the tips above.

V. Write an encouragement letter to a team having to work hard on their project under the tight deadline and intense pressure.

FOLLOW-UP

I. Study the pictures and quotes below and comment on them.



Some days it's hard to find motivation.
Some days motivation finds you!



If we were motivated by money, we would have sold the company a long time ago and ended up on a beach.

Larry Page



Motivation is the art of getting people to do what you want them to do because they want to do it.

Dwight D. Eisenhower



Motivation is what gets you started. Habit is what keeps you going.

Jim Ryun

II. Read the questions people ask at forums. In groups, think of advice that you can give them. Report your ideas to another group.

1. What can I do to raise employee morale when our work week starts on Sundays?
2. How do I get my employees to work harder if they have to work irregular hours, including early morning, evening, and night shifts?
3. I work in a volunteering society. How can I motivate volunteers to get the best output and not make them feel bored?

III. Read the quotes that motivate other people. Express your point of view on the role of self-motivation at work.

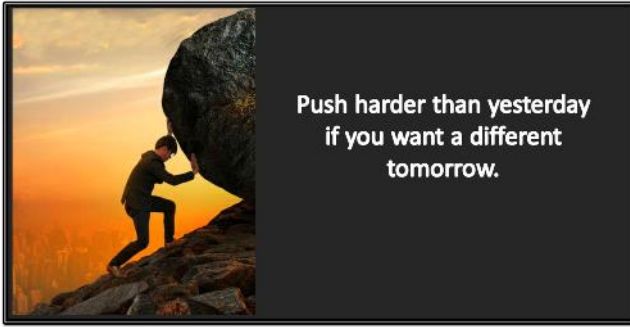


The Obstacle is The Path.

Zen Proverb



Never give up!



Push harder than yesterday
if you want a different
tomorrow.



My life motto is 'Do my best,
so that I can't blame myself
for anything.'

Magdalena Neuner

IV. Think about the quotes that keep you motivated, make your own motivational poster and present it to your groupmates.

V. Work in small groups. Role play the following situation. You are partners setting up your own company.

1. Decide on the type of company you want to set up (product or service) and the number of employees you need.
2. What benefits and perks will you offer to your employees?
3. How will it affect the employee motivation and productivity, and the company's success in general?

MODULE 4

TEAMWORK

There is no «I» in team
but there is in win.

~ *Michael Jordan* ~



- **TEAMWORK SKILLS**
- **THE IMPORTANCE OF TEAMWORK**
- **BRAINSTORMING**

1. TEAMWORK SKILLS



STARTING UP

I. Discuss these questions in pairs.

1. Do you usually work alone or in a team?
2. What are the advantages of working in a team?
3. Do you get along easily with people?
4. What problems can occur when working with other people?

II. Read the Aesop Fable «The Belly and the Members» and say how it is related to the topic discussed.

One day it occurred to The Members (parts) of the Body that they were doing all of the work while the Belly got all of the food. They believed the Belly was lazy and unproductive.

It was decided that they would hold a meeting that evening to discuss how unfair this seemed. After what was a very long meeting that night it was voted on that The Members of the Body would go on strike until the Belly agreed to take its proper share of the work.

The unhappy body parts didn't do anything for several days in an attempt to stop feeding the Belly. The Legs stopped walking, the Hands stopped moving and the Teeth stopped chewing.

As a result of this inactivity and the starving of the Belly, the Legs became more and more tired, the Hands could hardly move anymore and the Mouth became parched and very dry.

Eventually the entire Body collapsed and passed away as the Belly completely starved.

(<http://www.teamworkandleadership.com/2014/01/the-perfect-story-for-teamwork-a-powerful-team-tale-4-tips.html>)

III. What is the moral of the story? How does this story relate to your team, teams you have managed or teams you have observed? Say if you had the similar experience and share it with your partners.

VOCABULARY

IV. Look at the list of work skills and choose the most/least important ones for a team player. Share your opinion with a partner.

Teamwork Skills List

advising
commitment
communication
confidence
cooperation
creativity
defining problems
dependability
encouragement
flexibility
feedback

idea exchange
group decision making
motivation
problem solving
responsibility
support
listening
leadership
recognizing the achievements of others
reliability
respect

What other important teamwork skills would you like to add to this list?

V. Match the qualities a good team player should possess to their descriptions.

- 1) critical thinking
- 2) logical thinking
- 3) creative thinking
- 4) conflict management
- 5) multitasking
- 6) collaboration

- a) It entails juggling different work activities and shifting attention from one piece of work to another.
- b) It is the ability to observe and analyze phenomena, reactions, and feedback and then draw conclusions based on that input.
- c) It refers to the ability to analyze information objectively and make a reasoned judgment.
- d) It means looking at something in a new way. It is the very definition of «thinking outside the box».
- e) It is the practice of being able to identify and resolve serious disagreements sensibly, fairly, and efficiently.
- f) It enables workers to interface productively with others. It requires a cooperative spirit and mutual respect.

VI. Get familiar with the opinions of different people about good teams and find words or phrases characterizing an outstanding team player. Say who you most agree with and explain your choice.

Robert

Team players are genuinely committed to their cause. Good team players might make sure they are in the office when needed, but great team players will make «seat» time worth it and contribute as much as possible. They strive for excellence.

Mark

Instead of sitting on the bench watching the rest of the crew perform, an outstanding team player wants to see the magic happen through his or her efforts as well. They are flexible to the situations thrown their way, and they participate and tackle challenges without showing too many signs of stress or pressure.

Joanna

It seems obvious that you wouldn't want to shut someone from your team out, or laugh at other people's ideas, but we do these things in a subtle way, without realizing it, all the time. It is important to become more self-aware of how you treat others. Remember, you'll receive respect when you give it to others. An ideal team player knows how to have fun, but he would never do it at someone else's expense.

Daniel

Your team leader may be working on solving problems, but there is no reason why you can't offer solutions yourself. Your teammates will appreciate your skills, and this may pay off later when your manager considers you for a promotion!

Matthew

A good team player will back off an idea when it becomes clear it's not the right path. If you believe strongly that your team is making a mistake, you can find a way to come back to the issue when the time is right, but being a stubborn stick in the mud is not a quality of a good team player.

(<https://www.collegerecruiter.com/blog/2015/07/14/10-qualities-of-an-excellent-team-player-at-any-workplace>)

VII. Make a portrait of an ideal team player. Do you possess any qualities mentioned above?

READING

VIII. Alison Doyle is one of the industry's most highly-regarded career experts, with all the know-how to help you with job searching, interview skills, résumés,

cover letters, and even more. Read her view point on what skills a strong team player should possess. Enumerate them.

In today's business world, companies are taking well-planned steps to increase their productivity and profitability. For doing so, they depend on their employees. However, for employees to meet the targets and deliverables, it is necessary that they work in a team and make as much use of teamwork skills as possible. Teamwork is required for almost every industry, ranging from business services to information technology to food services.

This is true even if it seems like your job is best suited for an independent worker. You may perform the bulk of your job duties alone, but you'll still have to be able to think of your work in the context of the company's larger goals, and communicate your accomplishments to other people at the organization.

Regardless of your role, you need to be able to work well with others – and convey that fact to hiring managers, recruiters, and prospective employers. Scan any job listing and you'll see that even ads that seek «self-starters» also inevitably drop the phrase «team player». Below are some of the core skills needed for anyone to be part of a workplace team.

Good team players might silently get the work done but shy away from speaking up and speaking often. Great team players communicate their ideas honestly and clearly and respect the views and opinions of others on the team. Clear, effective communication done constructively and respectfully is the key to getting heard. You must be able to convey information via phone, email, and in person. You want to make sure your tone is always professional but friendly.

An important teamwork skill is being able to mediate problems between team members. You need to be able to negotiate with your team members to settle disputes, and make sure everyone is happy with the team's choices.

Another important part of communication is listening well. You need to listen to the ideas and concerns of your peers in order to be an effective team member. By asking questions for clarification, demonstrating concern, and using nonverbal cues, you can show your team members that you care and understand them.

A great team player is constantly reliable day in and day out, not just some of the time. You can count on them to get the job done, meet deadlines, keep their word and provide consistent quality work.

People will be more open to communicating with you if you convey respect for them and their ideas. Simple actions like using a person's name, making eye contact, and actively listening when a person speaks will make the person feel appreciated.

(<https://www.thebalancecareers.com/list-of-teamwork-skills-2063773>)

IX. Do the following statements correspond to Alison's opinion? Prove it.

1. Most interviewers or hiring managers want to hear that you have the ability to work successfully as part of a group.
2. There are very few jobs that require employees to work independently.

3. Both verbal and non-verbal communication are important when working with a group in person.

4. If you want to show that you are a great team player emphasize that the group succeeded only because of your efforts.

5. A team player helps solve a problem or challenge that strikes the group.

6. To be a great team player, you just need to avoid giving your opinion and only do what your job title states.

X. In Alison's comments find the information that helps you to explain:

- why employers expect employees to be team players;
- what will help you get your colleagues' confidence;
- why it is important to become more self-aware of how you treat others.

XI. Use your own words to summarize the pieces of advice Alison gives in each paragraph. What do you think of them?

VIDEO

«Skills for Work: Team-working Skills», 5:33

(<https://www.youtube.com/watch?v=XepS4nmU5vM>)

XII. How important is teamwork in your work or studies? Do you enjoy working as part of a team? Why?/Why not?

XIII. You are going to watch the video where Amanda and some of her team discuss a problem. Before watching study the words which will help you understand what they say.

to resolve	to settle or find a solution to (a problem)
to be in breach of contract	to fail to perform any term of a contract, written or oral, without a legitimate legal excuse
valued	considered to be important or beneficial; cherished
deli (abbreviation for «delicatessen»)	a shop or part of a shop that sells food such as cheese and cold meat
to disclose	make (secret or new information) known
hamper	a large basket with a lid, used especially for carrying food in
small print	the part of a contract that might include unfavourable conditions which someone might not notice or understand
(team) dynamic	a force that stimulates change or progress
to address an issue	to think about and begin to deal with (an issue or problem)
to prioritise	to treat something as more important than other things
to step in	to get involved in a difficult situation because you think you can or should help with it
to facilitate	to make an action or process easier or more likely to happen

beyond the call of duty	exceeding the expectations of one's job, position, more than one is required or expected to do
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XIV. Watch the first part of the video and define if the following statements are true or false.

1. The team blame each other for the error that has caused the customer, Felipe Mascorro, to complain.
2. Mateo was with Felipe Mascorro that morning.
3. The Client Services Manager wasn't available that morning.
4. Rosie is sure that Felipe Mascorro is in breach of contract.

XV. Answer the questions.

1. Do you think the meeting has addressed the issue in hand?
2. What behaviour prevents the team from working more effectively?

XVI. Watch the life coach's feedback and complete the statements. Discuss the life coach's comments with your groupmates.

1. Firstly, Amanda failed to ____ to her team properly, and didn't ____ contributions from the group.
2. Team members were critical of each other and seemed more ____ their own position and ____ than seeking a solution.
3. No one was willing to ____ because of a negative atmosphere.
4. As a result, the meeting ended with a ____ of action.

XVII. Work in groups. Make predictions about how the team members could work together to achieve a more successful outcome. Watch the second part of the video to see if you were right.

XVIII. Watch the second part of the video once again to define who the words below belong to: Mateo, Amanda, Sofia or Rosie.

1. ... we have an important issue with a customer.
2. It's no problem.
3. We should also check ...
4. That would be great. Keep us informed as to the outcome.
5. Thank you for raising this.
6. Thank you all for helping, and I'm quite sure we'll get this situation resolved this afternoon.
7. I'm really happy to ...

XIX. How was this meeting different from the first one? Watch the life coach's feedback and match the beginnings to the endings.

1. When the meeting was more effectively facilitated by Amanda	a) seeking a solution and everyone was quick and keen to show initiative
--	--

2. As a result, all group members were proactively	b) each member of the group was listening, contributing and focusing on the issue in hand rather than on their own concerns
3. Also the use of collaborative language reinforced this team dynamic,	c) helped to create a positive atmosphere where each team member's contribution was valued
4. Phrases such as «I appreciate it wasn't a great start», «Good point» and «That would be great» all	d) with everyone supporting and encouraging each other

XX. Think about how the team-working skills analyzed in this video could be adapted to other aspects of life.

SPEAKING

XXI. Read the stories about challenging workplace situations. Discuss characteristics that enabled these people to collaborate effectively with their co-workers and supervisors. What would you do in similar situations?

David

When I was a junior, I worked on a case project for a marketing class where six of us were asked to analyze the marketing practices of Amazon.com and make recommendations for alternative approaches. Early on we floundered in an effort to find a focus. I suggested that we look at Amazon's advertising strategy within the social media.

I led a discussion about the pros and cons of that topic, and encouraged a couple of the more reticent members to chime in. Two of the group members didn't initially embrace my original proposal. However, I was able to draw consensus after incorporating their suggestion that we focus on targeted advertising within Facebook based on users' expressed interests.

We ended up working hard as a group, receiving very positive feedback from our professor, and getting an A grade on the project.

Alex

About a year ago, I was working on a team project with a tight deadline. One team member felt that his voice was not being heard, and as a result, he was not working quickly enough on his element of the project. I sat down with him and listened to his concerns, and together we came up with a way for him to feel he had more input in the project. By making him feel listened to, I helped our team complete the project successfully and on time.

(<https://www.thebalancecareers.com/how-to-respond-to-interview-questions-about-teamwork-2061100>)

XXII. In the stories given above find words or phrases with similar meaning:

- 1) we were in serious difficulty;
- 2) about the advantages and disadvantages;
- 3) persuaded two co-workers to join in;
- 4) didn't accept my plan willingly and enthusiastically;
- 5) to reach an agreement;
- 6) receiving a high mark;
- 7) his problems;
- 8) suggested a solution to the problem.

XXIII. What do you do when a team member refuses to complete his or her piece of work? Read the following situations and suggest your solution to the problem.

1. Once at a former company, an employee left days before a big project of his was due. I was asked to take it over, with only a few days to learn about and complete the project. ____ I think I tend to thrive under tight deadlines.

2. Once I was working on a team project, and two of the team members got into an argument, both refusing to complete their assignments. They were both dissatisfied with their workloads, so I _____. This made everyone happier and more productive, and our project was a success.

XXIV. Tell your groupmates about the time you worked well as part of a team. Think of a situation when you practised some of the teamwork skills listed above.

Telling a story from your past use the STAR interview response technique (STAR stands for **S**ituation, **T**ask, **A**ction, **R**esult):

- **Situation:** Describe the context, or situation. Explain where and when this group project took place.

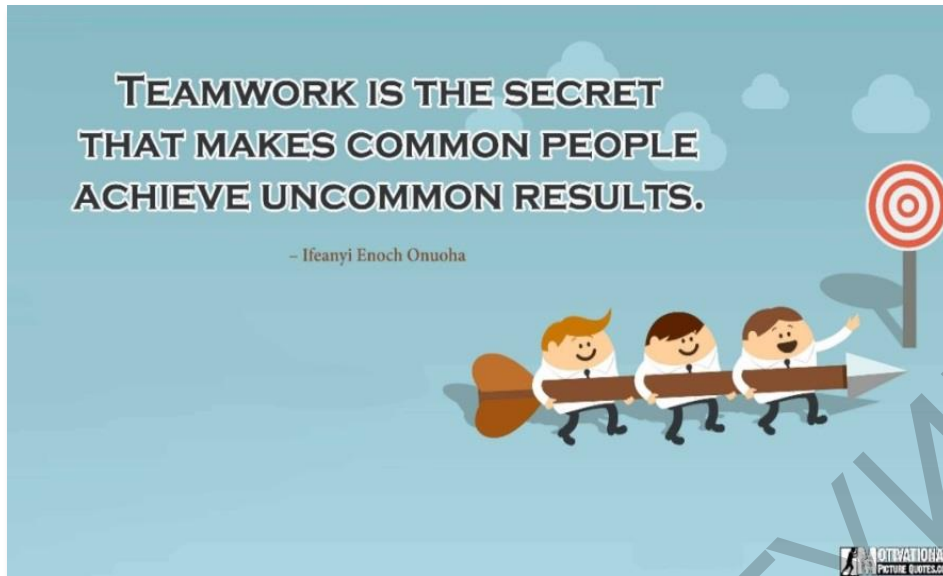
- **Task:** Explain the mission of the group – describe the particular project you were working on. If there was a problem in the group, explain that problem or challenge.

- **Action:** Describe the actions you took to complete the project, or solve the particular problem.

- **Result:** Finally, explain the result of the actions taken. Emphasize what your team accomplished, or what you learned.

(<https://www.thebalancecareers.com/what-is-the-star-interview-response-technique-2061629>)

2. THE IMPORTANCE OF TEAMWORK



I. Comment on this statement.

Every Rolls Royce is a car, but not every car is Rolls Royce. Similarly, not every team is a high-performing team.

(<https://activecollab.com/blog/collaboration/high-performing-teams>)

II. Read the story emphasizing the importance of teamwork in the workplace and say if Google has discovered the key to good teamwork.

In the last decade, Google has spent millions of dollars on measuring nearly every aspect of its employees' lives – from which traits the best managers share to how often particular people eat together. The tech giant was determined to find out how to compile «the perfect team».



The company's executives worked hard on finding the perfect mix of individuals necessary to form a stellar team. They believed that building good teams meant combining the best people. But it wasn't that simple.

In 2012 Google ran a project known as Project Aristotle. It took several years and included interviews with hundreds of employees. They analyzed data about the people on more than 100 active teams at the company.

«We looked at 180 teams from all over the company. We had lots of data, but there was nothing showing that a mix of specific personality types or skills or backgrounds made any difference. The «who» part of the equation didn't seem to matter» – AbeerDubey, a manager in Google's People Analytics division. Google's intense data collection led to the same conclusions that good managers have always known: in the best teams, members show sensitivity, and most importantly, listen to one another.

Matt Sakaguchi, a midlevel manager at Google, was keen to put Project Aristotle's findings into practice. He took his team off-site to open up about his cancer diagnosis. Although initially silent, his colleagues then began sharing their own personal stories.

At the heart of Sakaguchi's strategy, and Google's findings is the concept of «psychological safety» – a shared belief that the team is safe for interpersonal risk-taking.

Google now describes psychological safety as the most important factor in building a successful team.

Google ended up highlighting what leaders in the business world have known for a while: the best teams are mindful that all members should contribute to the conversation equally, and respect one another's emotions. It has less to do with who is in a team, and more with how the members interact with one another.

(<https://medium.com/@merily/7-stories-that-prove-the-importance-of-teamwork-ab37907453f0>)

III. What statements correspond to the contents of the story?

1. Google has concluded that a stellar team consists of outgoing individuals.
2. Google has come to the conclusion that among the most important teamwork skills are listening and management skills.
3. The tech giant's study on team performance revealed that the highest-performing teams have one thing in common: psychological safety.
4. The purpose of Google's study was to raise people's sensitivity in the workplace.
5. The researchers concluded that what separated high-performing teams from dysfunctional ones was how members of the team treated one another.
6. Individuals need safe space to take risks and make mistakes without fear of negative consequences.
7. The research shows that personal traits of character, skills, backgrounds are important for perfect teamwork.

IV. Express your attitude to the results of the study. What is essential for perfect teamwork?

VIDEO

«How Google Builds the Perfect Team», 2:22

(<https://www.youtube.com/watch?v=v2PaZ8Nl2T4>)

V. Watch the video and say what Project Aristotle is devoted to.

VI. Choose the correct statements.

1. The best teams are a good mix of extroverts and introverts.
2. Team makeup is more important than team interaction, according to a study recently completed at Google.
3. According to Google researchers success is determined more by how people interact rather than who is actually on the team.
4. The researchers couldn't find any correlations between team membership and team success.
5. Google researchers identified the top five characteristics of an effective team in their company.
6. Psychological safety is the most important factor to build a perfect team.

VII. A. In order for a team to achieve psychological safety, there are two characteristics that matter most: equality in conversational turn-taking and ostentatious listening. What do they imply? Choose the correct answer.

1. Equality in conversational turn-taking:

- a) when everyone speaks roughly the same amount during a meeting;
- b) when you talk to other members of a team as an equal.

2. Ostentatious listening:

- a) when members of a team listen to seek certain information which they will appreciate;
- b) when members of a team demonstrate they are actively listening by repeating what has just been said and making eye contact;
- c) consists of appearing attentive in conversation while actually ignoring or only partially listening to the other speaker.

B. Watch the video and check your answers.

READING AND SPEAKING

VIII. Google researchers identified the top five characteristics of an effective team in their company: a) psychological safety; b) dependability; c) structure; d) meaning; e) impact. Say what is meant by these words matching them to the questions given below. Do you think they have a greater influence on team effectiveness than traits like staff tenure, skill level and location?

1. Are we working on something that is personally important for each of us?
2. Can we count on each other to do high quality work on time?
3. Do we fundamentally believe that the work we're doing matters?

4. Can we take risks on this team without feeling insecure or embarrassed?
5. Are goals, roles and execution plans on our team clear?

IX. The Performance Factor, a book by Pat MacMillan, CEO and Founding Partner of Triaxia Partners, gives the best graphical representation of a high-performing team model. Why do you think the model is represented in the shape of a circle?



X. Read the information explaining the model given above and match the headings to the gaps at the start of each paragraph.

- A** The Strategy for Cooperation – Setting Clear Roles
- B** Business Results – The Center of the Circle and the Ultimate Goal
- C** The Climate of Cooperation – Solid Relationships
- D** The Means of Cooperation – Excellent Communication
- E** The Reason for Cooperation – Common Purpose
- F** The Structure for Cooperation – Accepted Leadership
- G** The Method of Cooperation – Effective Processes

1 _____

The point of teaming up is **accomplishing** results that you as an individual can't achieve alone. However, those results need to be measurable. Without a clear goal, team efforts can come down to focusing on how we «feel» about our team. When members concentrate more on their feelings, rather than meeting goals, team efforts tend to get treated like HR exercises - focus remains on team building. Strong relationships are an important piece, but they're not the only piece, which is why business results are at the center.

2 _____

Team's common goal has to be clear, relevant, significant, **urgent**, and achievable. It represents the cornerstone of a high-performance team. Without it, team members won't be able to **align** their efforts in the same direction. And since teamwork is a means to an end, an effective team must be purpose-directed and judged against its results.

3 _____

Member roles have to be defined, compatible, **complementary**, complete, **congruous**, and should cover everything that needs to be accomplished. The key to tapping into the potential **synergy** of the team is proper task delegation, based on various strengths of the members.

4 _____

High-performing team leaders are flexible, service-oriented, and task-driven. An effective team leader quickly **adjusts to** various situations and personalities, keeps team purpose in mind at all times, and remembers that the leadership role is designed to serve, not to be served.

5 _____

The process needs to be well defined, designed, documented, **straightforward**, and continually improved. It's not just about how the team gets things done, but how it thinks as a unity as well. These processes need to be **mastered**, mapped, and changed when required. The unoptimized process is nothing more than a time-waster and a taxation on productivity.

6 _____

Solid relationships are based on trust, understanding, sincerity, respect of contribution, acceptance of differences, and mutual **accountability**. The objective is not to become best friends, but to know how to work together. By being «solid», relationships can **withstand** misunderstandings, conflicts, and occasional bad days.

7 _____

Communication within the team should be clear, honest, timely, and accurate. It allows the team to coordinate divided roles, provide feedback, clarify details, and resolve conflicts effectively. Excellent communication is the glue that holds the team together.

(<https://activecollab.com/blog/collaboration/high-performing-teams>)

XI. Match the words in italics in the text to the definitions 1–11.

- 1) _____ *verb* place or arrange (things) in a straight line;
- 2) _____ *noun* responsibility;
- 3) _____ *noun* the interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects;
- 4) _____ *adjective* uncomplicated and easy to do or understand;

- 5) _____ *verb* remain undamaged or unaffected by; resist;
- 6) _____ *verb* achieve or complete successfully;
- 7) _____ *adjective* combining in such a way as to enhance or emphasize the qualities of each other or another;
- 8) _____ *verb* adapt or become used to a new situation;
- 9) _____ *adjective* in agreement or harmony;
- 10) _____ *adjective* requiring immediate action or attention;
- 11) _____ *verb* acquire complete knowledge or skill in (a subject, technique, or art).

XII. Comment on the model in Task IX on p. 95.

XIII. Read the letter and say what has happened to John, a college grad.

Hello John,

Regretfully I have to inform you that the hiring committee went with another candidate for the accounting position. Although we felt you were strong in many areas, it was your lack of job-related experience that prevented us from hiring you.

A number of attributes, which I'll describe in detail, made you a strong candidate. I'm not in the habit of doing this for job candidates, but I want to give you some feedback from the search committee. I feel that you have a great deal of promise and hope to see your job search come to fruition.

To begin with, we were particularly impressed with your leadership skills. You were a lifeguard supervisor for two summers. During this time you were responsible for six staff members. The recommendation from your manager described you as a «natural leader».

Another attribute you possess is strong communication skills. You demonstrated this as president of your class at the State University of New York. There you proved your verbal communication skills as a member of the debate team. As well, you wrote weekly articles for the university newspaper.

Your grade point average of 3.9/4.0 is remarkable by any standards, especially because you majored in Business Administration and minored in International Studies. You should be extremely proud of yourself. This fact did not go unnoticed by the hiring committee; let me assure you of this.

You also came across as someone who would work well in a team environment, which is essential in our organization. By leading organizations on campus, most notably the Self-Awareness committee, you proved that you can work well with a diverse group of individuals. I was impressed when you told us that you empowered your teammates by delegating responsibilities you knew you could handle on your own.

Having played lacrosse for my college, I was impressed with the fact that you were the captain of the team your junior and senior year. I know how difficult it is to be

the goalie in a game like lacrosse. You have to be a quarterback and be able to bounce back from injuries due to blistering shots from the opposition. This experience shows that you have leadership skills.

Lastly I want to applaud you for taking control of the problem that arose from your dormitory. You realized a problem existed with certain factions in the dormitory, so you organized a forum where people could discuss their complaints. You moderated these weekly meetings and eventually came to a resolution. This showed your problem-solving skills, which is important in any job.

Despite all this, John, we couldn't ignore the fact that you don't have the job-related experience required to hit the ground running. As you know, we need someone who can prepare, examine, or analyze accounting records, financial statements, or other financial reports to assess accuracy, completeness, and conformance to reporting and procedural standards.

The hiring committee didn't get the sense you were strong in *all* these areas. They also wondered if you could adapt to a very fast-paced environment with very strict deadlines. I admire your experience of supervising the lifeguards, but the responsibilities you would have assumed here are dissimilar.

I want to end with a little bit of advice, John. You don't have any internship experience throughout your university years, and this hurt you. However, it's not too late. You can seek out internships, or volunteer experience, near your home town. If you're fortunate, you may secure a paid internship.

I wish we had a spot for you on our team, but we need someone who – as I've stressed – has the job-related experience.

Sincerely,

Susan Jackson, Hiring Committee

(<https://www.youtern.com/thesavvyintern/index.php/2015/12/16/the-rejection-letter-no-young-professional-should-ever-receive>)

XIV. What skills does John possess? What do you connect John's failure in getting the position to? Do you think the hiring committee were right?

XV. Do you think robots can be our teammates? Why?/Why not? Read the article written by Celeste Biever and prove your opinion.

TRADING PLACES WITH US MAKES ROBOTS BETTER TEAMMATES

It's good when co-workers understand each other – especially if one of them is a robot.

Read how a mechanical arm learned our reporter's mind.

I am not a natural team player: I hate to have to rely on other people performing well but, equally, I am devastated if I fear I have let them down. That

makes working with me a tough brief for my latest teammate, Abbie, a bright orange industrial robot arm. Together we are going to insert three screws into a tabletop.

It seems simple but, behind the scenes, a profound human-machine connection could emerge. I just need to meld my mind to her software brain.

Whether humans and robots can bond as teammates used to be a theoretical concern. Factory robots tend to sit in cages, safely cordoned off from their human colleagues, so the two cannot touch, let alone collaborate. That is starting to change.

Baxter, a robot that can work safely beside humans, was launched by Rethink Robotics of Cambridge, Massachusetts. Meanwhile, the US National Institute of Standards and Technology is creating safety standards for us to share workspace with robots.

To fully exploit this opportunity, Stefanos Nikolaidis, one of Abbie's programmers, and his supervisor, Julie Shah, want to teach robots to work fluidly with people and be better at anticipating their actions – as well as winning their trust. To do this, they have turned to human psychology.

My collaboration with Abbie will be based on a psychological technique called cross-training, in which team members work more effectively if they swap roles in preparation for a task. The rationale is that they will converge on a shared plan – or mental model – to complete the task, leading to fewer errors on the day. Will the same be true for Abbie and me? From the beginning, the chips are stacked against us – deliberately.

There are two ways to perform our task: Abbie can either get to work as soon as I have put the first screw in the hole, or wait until I have them all in place and then screw down all three in one go. I express a preference for the first option, so Nikolaidis loads Abbie's software brain with the exact opposite preference – to ensure the mind-meld is as hard as possible to achieve.

We rehearse in a virtual workshop and swap roles so I control a virtual Abbie wielding a screwdriver and she controls a virtual me. When she puts a screw in place I jump in to screw it down before she has moved onto the next one, even though she's programmed to expect me to wait.

When it is time to try the task for real, Nikolaidis uploads the updated version of Abbie's brain into the robotic arm and I don a black glove covered in red LEDs to make it easier for the robot to read my hand movements. We stand facing each other across a bench top drilled with three holes.

I know I have adapted as a result of the rehearsal but has Abbie? Abbie's machine learning software analysed my behaviour as I carried out her role, which gave her a glimpse of my expectations of her. Because I performed it differently to the way she had been programmed, she should have modified her behaviour to meet my expectations. «The goal becomes not only to do the task, but in a way that is closer to the person's preferences», says Nikolaidis. We start the task Abbie's way but end up completing it in a hybrid fashion – she starts to do things my way once I've positioned the second screw.

I am not the only human capable of bonding with a robot. Shah and Nikolaidis asked 18 volunteers to cross-train with virtual Abbie. They spent less time idle than a control group that simply rated how well she performed. Those who crosstrained also stood closer to Abbie and spent more time moving at the same time as her – a sign of fluidity that perhaps arose from greater trust. They also reported a stronger belief that Abbie had «learned their preferences». The results will be presented on 4 March at the Human-Robot Interaction conference in Tokyo, Japan.

Disappointingly, I didn't feel an eerie connection to my robo-teammate, but perhaps that is a sign of how well the training worked. «The fact that you weren't thinking about it at that level – or stressed out – that's a success of cross-training too», says Shah.

(<https://www.newscientist.com/article/dn23157-trading-places-with-us-makes-robots-better-teammates>)

3. BRAINSTORMING



I. Do you know what brainstorming is? Give your ideas.

II. Read the definition to find out what it means.

What is brainstorming

„The best way how to have a good idea is to have many ideas“

– Alex F. Osborne, 1939

- **method of thinking** up solutions, concepts, ideas in problem solving
- using the **brain** to **storm** new ideas in groups
- „It is easier to tone down a wild idea than to think up a new one.“



(<https://www.slideshare.net/Brainpowersolutions/brainstorming-creative-problem-solving-method>)

III. Discuss these questions in pairs.

1. Have you ever taken part in brainstorming? Was it effective?
2. How often have you used brainstorming to solve a problem?
3. Many experts think that it's important to structure the brainstorming process.

Do you agree with them? Why? Why not?

IV. Get familiar with the basic brainstorming rules. Match them with the notes made by one of the participants of the seminar «How to organize a successful brainstorming session». Comment on each stage.

1. State the problem clearly.
2. Provide the necessary background information.
3. Pick an appropriate facilitator.
4. Invite the right people.
5. There are no bad ideas.
6. Set a time limit.
7. Go over your list of ideas.

a) discuss the list and pick out the most promising ideas;
b) keep the session on track;
c) explain why that's a problem, what the consequences of this are, and so forth;
d) announce a firm time limit at the beginning of the session;
e) a diverse mix of participants;
f) write down whatever ideas are thrown out without comment or criticism;
g) in question form on a white board or flipchart.

VIDEO

«IDEO Brainstorming Video from IDEO U», 1:57

(<https://www.youtube.com/watch?v=VvdJzeO9yN8>)

V. Watch the video and say if the team members follow all the rules mentioned in the previous task.

ROLE PLAY

«I think we should be very careful about artificial intelligence. If I had to guess at what our biggest existential threat is, it's probably that. So we need to be very careful» (*Elon Musk*).

«If people design computer viruses, someone will design AI that improves and replicates itself. This will be a new form of life that outperforms humans» (*Stephen Hawking*).

VI. Brainstorm the following problem:

Can we build AI without losing control over it?

Student A: You are the leader of the meeting. Explain to everybody the importance of their participation in the meeting.

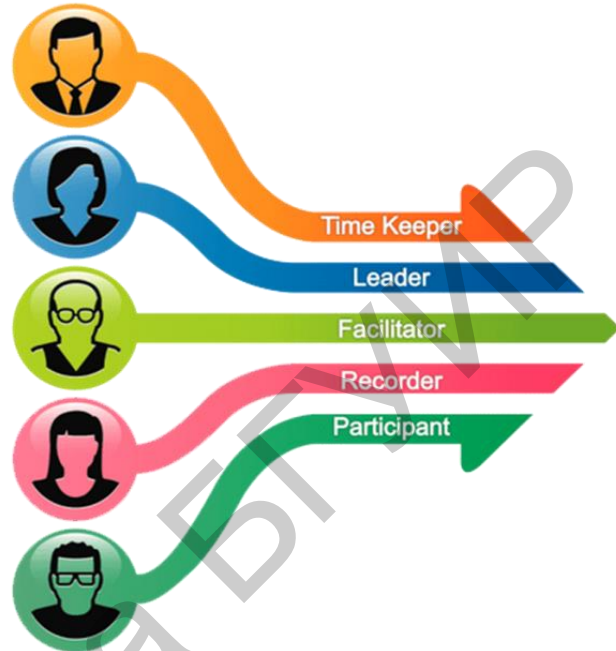
Student B: You are the facilitator of the meeting. You set up the structure of the brainstorm and make sure participants follow through with it. You ensure that everyone stays on the agenda, understands their roles, feels ownership in the process, listens to others, and makes key and timely contributions.

Student C: You are the recoder. You take the meeting minutes and capture contributions on flip charts if needed.

Student D: You are the time keeper. You watch the time and help the facilitator who is busy keeping the discussion moving forward. You notify everyone that time is up, you should give a 5-minute warning prior to the end time on agenda items and a 10-minute warning before the meeting ends.

Group 1: ideas generators.

Group 2: ideas analysts.



(<https://www.co2partners.com/what-is-a-facilitator-role-and-responsibilities>)

WRITING SKILLS

RECOMMENDATION LETTERS

I. Have you ever written any recommendation letters or emails for an employee, a friend, or someone you've worked with? Have you ever been asked to write such kind of letters? Do you think they are really significant?

II. Read what a recommendation letter is and name its purpose.

A recommendation letter is written by a previous employer, colleague, client, teacher, or by someone else who can recommend an individual's work or academic performance. The goal of recommendation letters is to vouch for the skills, achievements, and aptitude of the person being recommended. Think of these letters as symbols, intended to represent an important person's vote of confidence in a candidate – without having to go in person to a hiring manager's office and make

their case. Most often, a recommendation letter is sent to a hiring manager or admissions officer to facilitate an interview or introduction of the candidate.

(<https://www.thebalancecareers.com/what-is-a-recommendation-letter-2062074>)

III. Study the sample letters given below paying attention to the information and the way it is presented in them.

SAMPLE LETTER 1

April 8, 20...

Megan Greene
Sales Director
Acme Incorporated
14 Oak Drive
Anycity, CT 32444
555-222-3333
mgreene@email.com

Marlene Gray
Domestic Sales Manager
CBI Industries
321 Main Street
Bigtown, NY 12000

Dear Ms. Gray,

I am writing to you regarding Mark Slade, who has applied for the position of sales associate with your company. Mark has worked in my department as a sales associate since graduating with honors last year from University of Connecticut. We hired him after graduation in part due to his outstanding performance as an intern the previous summer.

Mark has been a fantastic addition to my team. He assimilated easily into our department, quickly and thoroughly learning about all of our products, not just those he was responsible for selling. His enthusiasm for his work and his superb communication skills made him an instant asset to the company. Mark exceeded his personal goals for every quarter and even made time to help his peers close particularly difficult sales. Mark is competent and organized, and his positive attitude and sense of humor made him popular among our customers as well as his colleagues.

I believe that Mark has a tremendous amount of potential and would be an outstanding addition to your staff. I would have no reservations about hiring him again and am confident in recommending Mark for employment with your company. If you have any further questions or would like to speak with me personally, please feel free to contact me.

Sincerely,
Your Handwritten Signature (for a hard copy letter)
Megan Greene

(<https://www.thebalancecareers.com/how-to-write-a-letter-of-recommendation-2060460>)

SAMPLE LETTER 2

George McAdams
Coach / Biology Teacher
Thomas Jefferson High School
8740 Highland Avenue Hillside, Illinois 60162
(000) 123-1234
gmcadams@email.com

May 21, 20...

To Whom It May Concern:

It is with much enthusiasm that I am writing this personal recommendation for my student, Keeshan Williams. Keeshan has been an indispensable member of the Thomas Jefferson High School football team that I coach since his freshman year in 2015-2016.

Keeshan is truly one of our star students at Thomas Jefferson High School. Not only has he twice been recognized as MVP for our football team, but he also is an honors student, maintaining a 3.85 GPA as he completes a full schedule of AP classes in English, Biology, Chemistry, and Calculus. He is an acclaimed student leader, holding offices in student government and Beta Club, and also volunteers as a Biology tutor in our peer mentoring program.

Keeshan possesses a maturity and focus that far exceeds those of most students his age. Determined to eventually go to college and medical school (to pursue a career in sports medicine), he has worked various part-time jobs in retail to help fund his education, and understands how to provide attentive customer service, operate point-of-sale systems, and build team morale and project ownership.

I thus highly recommend Keeshan Williams, confident that he will bring the same drive and dedication to your organization that he brings to the classroom and the football field.

Please contact me at the email or phone number listed here if there is any other information I can provide.

Sincerely,
George McAdams

(<https://www.thebalancecareers.com/letter-of-recommendation-template-2062920>)

TIPS HOW TO WRITE RECOMMENDATION LETTERS

1. Writer Address

Your Name

Job Title

Company

Address

City, State Zip Code

Date

2. Salutation

Useful phrases

Dear Dr. Goldberg Dear Ms. Killen, etc. (for a personal recommendation letter) To Whom it May Concern (for a general letter)
--

3. Paragraph 1 – Introduction

It explains the purpose of the letter, how you know this person, and for how long.

Sentences you can use in a letter:

- I am happy to provide a reference for Mike Wilson. I first became acquainted with Mr. Wilson in 2010, when he joined our manufacturing company.
- I am writing this letter at the request of Mr. Wilson. I have worked closely with him for 10 years.
- I am writing on behalf of Mr. Wilson, who is a candidate for a systems analyst position. It has been a pleasure to be Mr. Wilson's supervisor since 2017.
- I would like to recommend Mr. Wilson for a position at your organization. I have known him both personally and professionally for more than 10 years.

Useful phrases

am honored to support him as a candidate	first became acquainted with
am delighted to be called upon as a reference for	has worked directly under my supervision
can offer only the highest recommendation for	have been his supervisor since
is a pleasure to recommend	have known Ms. Doe for
have no hesitation in recommending	first came to my attention when
has asked me to write a letter of recommendation	has been a pleasure to supervise
This is in response to your recent request for a letter of recommendation for	in the past two years
I am pleased to be able to write this letter of recommendation for	was a student in two of my classes
I am writing on behalf of	have had the opportunity to

4. Paragraph 2 – Details

It contains specific information on the person you are writing about, such as his qualities, expertise, skills, accomplishments, etc. If possible, include specific examples that illustrate the person's strengths and qualifications.

Sentences you can use in a letter:

- Since the beginning of our collaboration I know him as a hard-working and thoughtful person.
- I have always been impressed by his ability to analyze problems and outline necessary courses of action.
- I was particularly impressed by his outstanding diligence and his high level of technical expertise.
- I would like to mention here, that John is accurate and thorough in his research and pays careful attention to details.
- He consistently produces high quality work in a timely fashion.
- He is an expert at determining each team member's strengths and weaknesses and delegating work accordingly.
- John always takes an active part in scientific discussions, demonstrating maturity, strong ability to defend his ideas while paying careful attention to the opponent's remarks.

Useful phrases

a creative problem-solver	has a flair for organization	innovative and creative
always punctual and hard working	demonstrated particular strengths in	completely loyal and trustworthy
always behaves professionally	gets along well with others	willing to take on new responsibilities
works independently and effectively	excellent communication skills	willing to go beyond what is required
deep commitment to	easy to work with	wide-range knowledge of
communicates her ideas clearly	outstanding leadership abilities	works efficiently and effectively
demonstrated initiative, intelligence and creativity	intelligent and ambitious	keeps calm under pressure
functions as a productive member of a team	comments are well thought out and clearly articulated	works well with little supervision
excel in any job	broad range of skills	mature beyond her years

5. Paragraph 3 – Summary

It includes a brief summary of why you are recommending the person.

Sentences you can use in a letter:

- I believe John Smith to be an excellent candidate for this position and have no doubt he will prove a valuable asset to you and to your organization.
- Mr. Smith would be an asset to your program.
- Mr. Smith has my strong recommendation.
- I recommend Mr. Smith very highly.
- I have every confidence that Mr. Smith will continue to be very productive.
- I believe in John's outstanding abilities for scientific work.

- I can confidently say that Mr. Smith would make a positive and beneficial addition to your company and he has my highest recommendation.

Useful phrases

every confidence in her ability to	will meet your expectations
give him my highest recommendation	will be successful in any enterprise he undertakes
strongly recommend	will be a credit to
would be a valuable addition to	will measure up to your high standards
have admiration and respect for	will be a great addition to
have no reservations in	request your favorable consideration of
recommend without reservation	has always proved satisfactory

6. Paragraph 4 – Conclusion

It contains an offer to provide more information, a phone and email address.

Sentences you can use in a letter:

- If you have any further questions with regard to Mr. Smith's background or qualifications, please do not hesitate to call me at the number listed below.
- Please do not hesitate to call with any questions.
- I will be pleased to answer any additional questions you may have.
- I am very interested in Mr. Bright's application and will be happy to provide further information.
- Please contact me at any point should you have questions about this recommendation.

Useful phrases

if I can further assist	should you have any questions
if you have further questions	if you need additional information
if you would like more information	please e-mail or call me

7. Letter Closing

It includes a formal letter closing and your name and title.

Sincerely,

Signature (for hard copy)

Writer Name





Job Title

IV. From the sample letters (see task III) write down examples of phrases or sentences that are used to explain: a) how well the sender knows this person; b) an evaluation of the person's skills/achievements.

V. Write a recommendation letter to a co-worker you worked with at a project or did research.

FOLLOW-UP

I. Study the quotes below and comment on them.

	<p>Teamwork divides the task and multiplies the success.</p> <p>Author Unknown</p>		<p>Great things in business are never done by one person. They're done by a team of people.</p> <p>Steve Jobs</p>
	<p>Coming together is a beginning; staying together is progress; working together is success.</p> <p>Henry Ford</p>		<p>If you want to go fast, go alone. If you want to go far, go together.</p> <p>African Proverb</p>

II. Work in small groups. You work for a large company. There are several new projects that need team work.

1. A research project.
2. A new brochure to advertise your services to companies.
3. A scientific conference.

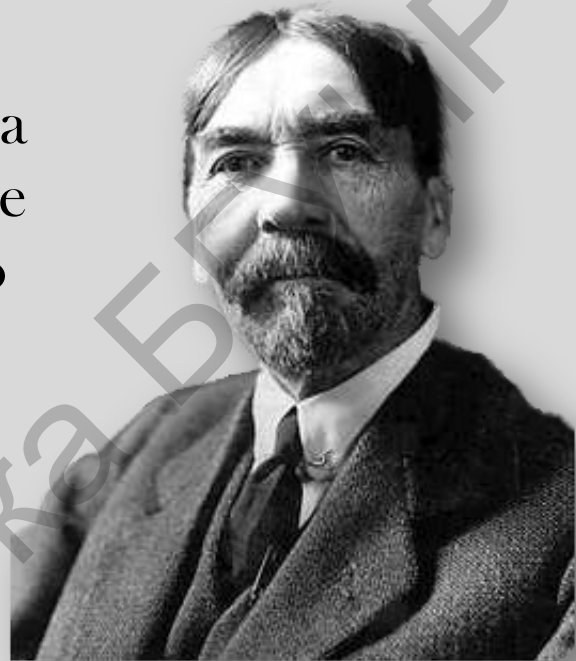
III. Talk about each project and the people they need for it. Give your reasons.

MODULE 5

A BUSINESS TRIP

No one travelling on a business trip would be missed if he failed to arrive.

~ *Thorstein Veblen* ~



- REASONS FOR TRAVELLING
- HOW TO ORGANISE A BUSINESS TRIP
- MAKING CHANGES
- A BUSINESS TRIP REPORT

1. REASONS FOR TRAVELLING



STARTING UP

I. Work in pairs. Look at the pictures. What reasons for travelling do they demonstrate? Do these people travel on business or for pleasure? What other reasons for travelling can you think of?



II. What are the reasons to go on a business trip? Match the reasons to the statements below. What other reasons can you add?

- 1) to network
- 2) to close a deal
- 3) to check conditions
- 4) to show sample products to a client
- 5) to meet clients face to face

- a) It's often essential to see a place where your product is made and packaged.
- b) Potential customers are much more likely to sign with you if you meet them in person.
- c) Seeing that the client understands how it works is often better than any other way.
- d) Take the time to take your clients for a drink or meal to show your gratitude.
- e) The more connections you have, the greater your business opportunities will be.

III. Work in pairs. Discuss these questions.

1. Who travels more frequently, a holidaymaker or a business person?
2. When did you travel last?
3. Where did you go? How did you get there?
4. Where did you stay?
5. What was the reason to go there?
6. What do you like or dislike about travelling on business or for pleasure?
7. Do you think the Internet will make business travel unnecessary? Why or why not?
8. What are the benefits and challenges of business travel?

READING AND SPEAKING

IV. Read the article and match the headings below to paragraphs 1, 2, 3 and 4.

A Networking

B Human Interaction

C Closing a Deal or Signing New Business

D Leadership

4 REASONS WHY BUSINESS TRAVEL IS STILL IMPORTANT

By Laura Longwell

In an era when mobile phones and video conferencing are **ubiquitous**, some people question the need for business travel at all. Many companies view business travel as simply an **expense** and don't see the benefits that come from it. Sitting in an office and staring at a glowing screen is not a replacement for putting your feet on the ground. There are four key reasons why business travel is still important.

1 _____

Face-to-face meetings are important to closing business. Oxford Economics has found that the rate of converting prospects to actual customers nearly doubles when a face-to-face meeting is added. In many industry segments, that can mean

closing nearly 100 % of the **business deals**. Some Fortune 100 companies won't **sign** large **contracts** without a face-to-face meeting between company leaders. Think about it – would you trust your professional future to someone you've never met?

2 _____

When you are out in the field, you have the chance to meet people you would never interact with if you were sitting in your office. This networking can take several forms. One scenario is that you meet someone you have no relationship with at all, strike up a conversation on a plane or in a restaurant, and you find that there are synergies between your businesses. Another possibility is that you're visiting an existing customer and meet someone else you don't have a relationship with, and you **figure out** how your company can **expand** its footprint with this new contact. You are broadening your book of business with an existing customer just by networking. You never would have uncovered these opportunities without an in-person meeting.

3 _____

Two key parts of leadership are the ability to inspire others to have confidence in you and your company and to motivate others, even if you lack **authority**. To do this, you need to be visible – both with colleagues and with customers. Taking the time to meet with people in-person can help them feel that you are invested in their success.

4 _____

The biggest reason why business travel is important is to **foster** personal interactions. Face-to-face meetings can increase understanding and empathy, reduce miscommunication, and foster a team spirit of «us».

Technology is not a substitute for getting in front of your customers and colleagues. Business travel is not only a cost to your business; it can also result in tremendous benefits and **yield** new business opportunities.

(<https://www.tripit.com/blog/2016/01/4-reasons-why-business-travel-is-still-important.html>)

V. Prove that:

- it is still important for business people to travel regularly;
- networking is the way to expand your book of business;
- a technology cannot replace face-to-face meetings.

VOCABULARY

VI. Match the words and phrases in bold in the text to the definitions.

1. A particular instance of buying or selling.
2. Money spent or cost incurred in an organization's efforts to generate revenue, representing the cost of doing business.
3. To make a document, agreement etc. official and legal by writing your signature on it.
4. To increase in size, number, or importance, or to make something increase in this way.

5. Existing everywhere, or seeming to exist everywhere; omnipresent.
6. To solve or discover the cause of a problem.
7. The power or right to give orders, make decisions, and enforce obedience.
8. To encourage the development or growth of ideas or feelings.
9. To supply or produce something positive such as a profit, an amount of food or information.

VII. In each of the following sentences substitute the word in bold for a word from the box which makes the least change to the meaning of the sentence.

prospects	benefit	relationship	synergies	networking
in-person	options	strike up	book of business	

1. It's easy to **begin** a conversation with someone when you're travelling.
2. Future steps include establishing **contacts** with various international agencies.
3. This project represents an excellent example of co-operation and **collaboration** between the two work areas.
4. Communication can take a variety of forms, including **face-to-face** meetings, online dialogues, consultation with affected stakeholders, and formal public reports.
5. After we broke the 1,000 customer level, we decided we needed to have a **client list**.
6. Another **advantage** of using travel alternatives instead of face-to-face meetings is that it allows the attendees of a meeting to archive sessions and view them again later on.
7. Fortunately, increased travel means more opportunities to network, with a focus on clients and **perspectives**.
8. Teleconferencing, web conferencing and videoconferencing appear to be the most viable **alternatives** to travel.
9. Many **interactions** can be built and maintained through mediated communications such as telephones, emails and videoconferences.

READING AND SPEAKING

VIII. Travel, whether on business or for pleasure, can be one of the most rewarding and beneficial experiences a person can have, regardless of career status. It can inspire creativity and build a network. It can also be terrifying. Read these comments from people about their business travel experiences. Write briefly what each person speaks about.

Ayesha Popman	<u>the first business trip</u>
Laura Longwel	_____
ViroopaVolla	_____
David J. Danto	_____

Ayesha Popman

As my first business trip, everything was new to me. However, the connections I made both with other delegates as well as potential new business partners were invaluable. From a business perspective, the trip has been a huge success and from my personal perspective, I have learned so much and I feel extremely thankful for the generosity and hospitality we were shown both in Malaysia and Myanmar.

(<https://www.linkedin.com/pulse/my-first-experience-international-business-trip-ayesha-popman>)

Laura Longwel

Prior to launching my own business, I was an executive at an international advertising agency. I had a colleague in Europe, and our communications were fraught with tension and misunderstandings. We just couldn't get on the same page. I frequently felt like we were working against each other, instead of working together for mutual success. After about a year of this, we had a chance to meet in person. During our meeting, we found we had common goals and were able to build a long, productive relationship with each other. This never would have happened on a conference call.

(<https://www.tripit.com/blog/2016/01/4-reasons-why-business-travel-is-still-important.html>)

Viroopa Volla

My first impression when I learned that I was going to be doing extensive travelling for my job was, «YAY! Now, I get to rack up all those hotel points and airline miles». Fast forward a month later and my reaction became, «Wait, really? This again?» You know what I'm talking about. Wake up at 5 am, get stuck in traffic, hope that TSA doesn't make you take off your heels, and search for a tall, handsome gentleman to help you lift your carry-on onto the plane. Furthermore, you have X, Y, Z things to take care of before the day begins.

(<https://medium.com/advo/business-travel-on-a-young-professionals-dime-7861d3597759>)

David J. Danto

I've got an international business trip coming up in a couple of days. A decade or so ago I'd really be looking forward to the trip. My thinking would be «how cool is that I'm getting paid to travel to another country because the people there want to hear my expertise». It was like the old Steve Martin joke, «...the most amazing thing is... I get paid for doing this...» Nowadays however, I'm dreading the trip. Not because the work is hard (I love it) but because the travelling experience is horribly, terribly awful. We've allowed the travel industry – through deregulation and approval of customer unfriendly consolidation – to degrade the experience so much that it's almost a better idea to find a career where travel isn't required.

(http://danto.info/Another_Business_Trip-JSM.htm)

IX. In pairs, discuss the following questions.

1. Why does Ayesha Popman consider her first business trip to be a success?
2. Why does Laura Longwel believe that in-person meetings are important?
3. What does ViroopaVolla worry about?
4. Why has David changed his mind about going on a business trip?

LISTENING

«Lisa Shares Her Thoughts About Business Travel», 3:18

(<http://www.elllo.org/english/0651/T700-Lisa-Travel.htm>)

X. Listen to the interview with Lisa. How does she feel about going on business trips?

XI. Choose the correct answer to the following questions.

1. What does Lisa enjoy about business trips?
 - a) Her expense account.
 - b) Being away from the office.
 - c) Checking at the airport.
 - d) Waiting in the economy line.
2. What else does she like about business trips?
 - a) Taking taxis.
 - b) Working odd hours.
 - c) Meeting new people.
 - d) Eating good food.
3. What is part of her airport routine?
 - a) Get to the airport early.
 - b) Go to the business lounge.
 - c) Do some shopping.
 - d) Do some work.
4. What does she say about buying souvenirs?
 - a) She buys them for family.
 - b) She buys them for colleagues.
 - c) She usually buys food.
 - d) The novelty has worn off.

XII. Prove Lisa's statement «I wouldn't give it (a business trip) up for anything else».

SPEAKING

XIII. Study the information below and give a one-minute speech about each point.

1. Explain some of the differences between the leisure traveller and the business traveller.

Think about who pays for the trip, when business trips take place, the duration, the kind of destination, the amount of time in advance needed to plan the trip.

2. Suggest some reasons why people travel for business purposes.

Although business communication can be made by email and by telephone, there are many reasons why the modern business executive has to travel in connection with their work or profession.

3. Comment on why some people dislike travelling for work.

Mention if they are afraid of the unknown, and being outside their comfort zone (linguistically, culturally), some aspects of travel are stressful, business travel is detrimental to family life, etc.

4. Give your opinion on the following:

If 20 % of your job required you to travel, would this be a problem? How about 50 %?

XIV. Debate the positives and negatives on business travel. As a first step, make notes for the positives and negatives, and then discuss them with a partner.

Positives	Negatives

XV. Role play an employee who doesn't want to travel on business and a manager who insists on a lot of business travel.

2. HOW TO ORGANISE A BUSINESS TRIP



«If you fail to plan, you are planning to fail» (*Benjamin Franklin*).

VOCABULARY

I. Read the sentences and choose the correct meaning of the words in bold.

1. We will send you an **itinerary**.
 - a) a detailed list of places to visit;
 - b) a travel document recording a route or journey;
 - c) an account of a journey.
2. Let's find out what the **schedule** of our conference is.
 - a) a procedural plan that indicates the time and sequence of each operation;

- b) a written or printed list, catalog, or inventory;
 - c) a list of times of departures and arrivals.
3. You'll need some cash in local **currency** but you can also use your credit card.
- a) the time during which something is in use or operation;
 - b) the money in use in a particular country;
 - c) the state of being commonly known or accepted, or of being used in many places.
4. Spain is still our most popular holiday **destination**.
- a) an act of appointing, setting aside for a purpose, or predetermining;
 - b) the purpose for which something is destined;
 - c) the place where someone is going or where something is being sent or taken.
5. Please **confirm** your reservation in writing by Friday.
- a) to make an arrangement or meeting certain, often by phone or writing;
 - b) to strengthen (a person) in habit, resolution, opinion, etc.;
 - c) to declare (someone) formally to be appointed to a particular post.
6. You may **book** a single, return or open return ticket.
- a) to designate a time for; schedule;
 - b) to make a reservation;
 - c) to list or register in a book.

READING AND SPEAKING

II. Business travel has a tendency to cause extra stress in travellers. What is the most effective method of organizing a business trip? Make a list of tips you are to fulfill while planning business travel.

III. There are a hundred ways to plan a business trip. Below you will find useful information that will help you save your time and money and make your trip comfortable and enjoyable. Look through the post. Compare your list with that proposed in the post. What tips would you like to add? Why?

HOW TO PREPARE FOR A BUSINESS TRIP

By Sue Fox

Your business may take you all over the city, country, or world. If you travel for business on a regular basis, you eventually learn what all good travellers learn: on the road, being self-reliant and having a routine are essential. Business travel doesn't have to be drudgery, and although some stress is inevitable, it doesn't have to make you miserable. Get used to preparing for your business trips using these tips:

Make travel and accommodation arrangements

Car rentals, airline tickets, train reservations, and hotel rooms don't get any cheaper the longer you wait, and they don't become more available. When you're

planning the dates of a business trip, either nationally or internationally, consider religious and local holidays because businesses and restaurants could be closed.

Put together an itinerary

In this itinerary, list flight information; ground-transportation information; the hotel name, address, telephone number, and reservation number; meeting times and places – with telephone numbers, if possible; host names, telephone and fax numbers, and e-mail addresses; meal arrangements and scheduled entertainment.

Get your documents in order

No matter where you go, take identification that allows you to drive. If you are a frequent overseas traveller, consider getting an international driver's license. If you're travelling out of the country, double-check the expiration date on your passport.

Have the right currency on a business trip

If you're taking a business trip overseas, be sure to stop in at your bank ahead of time and get enough currency from your destination country to pay for small expenses before you get a chance to go to a hotel's or bank's exchange window. Also, ask your bank or host whether your ATM card is going to work for getting your destination currency at the hotel where you'll be staying or at a nearby bank.

Pack only what you need

Leave everything else at home. You have to take your laptop, cell phone, reports, contracts, brochures, clothes, and shaving kit or cosmetic bag. Don't forget your medication and your lens prescriptions if you wear glasses or contact lenses. Take a credit card with an open balance and cash if you are in a rural area. You may also want to bring traveller's checks.

(<https://www.dummies.com/careers/business-skills/how-to-prepare-for-a-business-trip>)

IV. Is it worth talking with a contractor or a business partner before a business trip? Read the telephone conversation with the British firm. What is a reason for Alex Klimov's trip?

S – Secretary; **W** – Robert Wilson; **K** – Alex Klimov

S: Quant-IT Technology. Can I help you?

K: I'd like to speak to Mr. Wilson.

S: Mr. Wilson? Who's calling, please?

K: This is Alex Klimov, from IT Systems.

S: Hold on, please. I'll find out if he is in.

W: This is Robert Wilson. Is there anything I can do for you?

K: Hello, Mr. Wilson! I'm the new Commercial Director of IT Systems. I've pleasure in informing you that we carefully studied your materials and decided to accept your proposal.

W: Thank you, Mr. Klimov.

K: I am planning to come to Canterbury and discuss with you the points of our agreement in detail.

W: When are you going to come?

K: On Tuesday, next week.

W: That's fine. Are you going to travel by air?

K: Of course. The Belarusian International Airlines Flight from Minsk arrives at Heathrow Airport at about 9 o'clock, as far as I know.

W: O.K. There is the 11.30 train from London to Canterbury. If you take a train or a bus to the railway station, you'll be in time to catch the train. We'll meet you at the station in Canterbury.

K: Thank you, Mr. Wilson. Which hotel in Canterbury do you recommend?

W: I'd recommend the Sun Hotel. It's very nice and isn't very expensive. Is there anything else I can help you with?

K: Would you mail a visit schedule? My email is klimov_alex@mail.ru.

W: Could you spell that for me, please?

K: K-L-I-M-O-V-underscore-A-L-E-X-at-mail-dot-ru.

W: OK. I'll send the message as soon as possible.

K: Thank you.

W: Thank you for calling, Mr. Klimov. I'm glad I was able to help.

K: Goodbye, Mr. Wilson. See you next week.

W: Goodbye, Mr. Klimov. Have a good trip.

V. What questions would you like to ask your foreign business partner before the trip? Make up a short dialogue on the following situation:

Student A. You're calling to Kevin Brown, a sales manager at FunStuff Corporation. You're interested in the company's products. You'd like to visit the company in a month.

Student B. You're a secretary at FunStuff Corporation. Answer the caller and ask for the caller's name. Connect the caller to Kevin Brown.

Student C. You're Kevin Brown, a sales manager at FunStuff Corporation. Make an appointment to meet your business partner.

Useful Phrases

May I have your name, please?	Would you mind holding for just a moment?
Who am I speaking with?	Please, hold the line and I'll put you through.
How may I help you?	Can you hold on for a moment?
May I speak to ...?	If it is ok with you, I am going to put you on hold for a moment. I will see if he/she is available.
Could you put me through to Mr. Jones, please?	Is there anything else I can do for you?
How may I be of help to you today?	
Is ... available, please?	
Can I put you on hold for a minute?	

Can I put you on hold for a moment, please?

Thanks for calling.

VI. Study the following visit schedules. Name the main parts and their purposes. Why is it important to get a visit schedule? Do you need some additional information to be included into the visit schedule?



Visit Schedule

Date	Time	Event	Location
Tuesday, September 8	5:30-6:30 PM	TAMUite General Meeting Topic: Innovative Technologies for Traffic Analysis Presenter: Jim Dale, PTV America	CE Building Room 118
Thursday, September 17	Depart 8:00 AM	Field Trip to Greater Dallas/Fort Worth ITE Section Meeting Field Trip to TxDOT Dallas District Office	Grand Prairie/Dallas
Saturday, October 3	9:30 AM	Adopt-A-Highway Cleanup	Meet at Lot 50
Saturday, October 3	6:30 PM	Cookout/A&M-Arkansas Game Watch Party @ Dr. Hawkins'	Hawkins Residence
		TAMUite General Meeting Topic: ITE and Your Career Presenter: Robert Wunderlich, City of Garland	CE Building Room 118
		Greater Houston Section Shrimp Boil	Sugar Land, TX
		ITE Short Course Volunteering	Meet at Lot 100
		Professor Appreciation Potluck Dinner	UA Comm. Center
		TAMUite General Meeting Topic: Starting Your Own Transportation Consulting Firm Presenter: Rachel Hayden, Hayden Consultants	CE Building Room 118

Visit Schedule

Dear Steve and James,

We are very happy you will visit us in Beijing at the end of August. Please see the schedule below for the four days you will spend with Sunspeed.

Date	Time	Scheduling	Vehicle
DAY 1	8:30pm	We'll pick you up from Beijing airport and take you to your hotel. Then you can get a good rest and we can meet again the next morning	Company car
DAY 2	8:00am to 9:00am	Pick you up from the hotel	C
	9:00am to 10:30am	Negotiation in our company meeting room	
	10:30am to 12:00pm	Drive to Tianjin	
	12:00pm to 1:00pm	Have lunch	
DAY 2	1:00pm to 4:00pm	Visiting Steel Mills: Tianjin Iron & Steel (Hot Rolled Plate) TPCO (Seamless Pipe) Other mill (to be confirmed)	C
	4:00pm to 6:00pm	Drive back to Beijing and drop you at the hotel to refresh for an hour	
	7:00pm	Collect you from the hotel and go to Pangu 7 Star restaurant overlooking the Olympic Bird's Nest Stadium and Olympic Swimming Pool (vegetarian friendly)	
DAY 3	8:00am to 9:00am	Pick you up from the hotel	C
	9:00am to 12:00pm	Drive to Tangshan, Hebei Province	
	12:00pm to 1:00pm	Have lunch	
	1:00pm to 4:00pm	Visiting Steel Mills: Yue Feng (Angle Iron) Shengcai (Angle Iron and Steel Channel) Other Section Steel Mill (to be confirmed)	
	4:00pm to 6:00pm	Drive back to Beijing and drop you at the hotel to refresh for an hour	
	7:00pm	Collect you from the hotel and go to Beijing's famous Dadong Duck Restaurant (vegetarian friendly)	
	9:00pm- (optional)	Experience a taste of Beijing nightlife with drinks by Houhai Lake, or a visit to Sanlitun Bar Street.	
DAY 4	9:00am	Pick you up from the hotel	C
	9:00am to 10:30pm	Drive to the Great Wall at Badaling	
	10:30pm to 12:30pm	Climb the Great Wall	
	12:30pm to 1:30pm	Have lunch	
	1:30pm to 3:00pm	Drive back to Beijing and drop you at the hotel to refresh for a while	
	4:30pm	Collect you from the hotel and go to Beijing's famous Silk Market where you can stock up on gifts for friends and family	
	6:30pm	Drive you back to your hotel and say goodbye until next time!	

Visit Schedule

Company Name : ABC Company
 Destination : Hong Kong
 Period : 5th - 8th January

Date / Time	Venue	Event	Detail
5 th January 2013, 6:00 AM	Singapore	Flight to Hong Kong	Flight Detail : Cathay Pacific Business Class
5 th January 2013, 10:00 AM	Hong Kong Airport Hong Kong Hotel	Arrive at Hong Kong Check in at Hong Kong hotel	Pick up by : Hotel Services Hotel Phone :
5 th January 2013, 01:00 PM	Hong Kong Hotel Hong Kong company	Meeting at Hong Kong company	Pick up by : Hong Kong company at hotel Hong Kong company phone :
5 th January 2013, 07:00 PM	Hong Kong Restaurant	Dinner with business partner	Pick up by : Business partner Business partner phone
6 th January 2013, 07:00 - 09:00 AM	Hong Kong Hotel	Breakfast	Breakfast at Flower Restaurant
6 th January 2013, 10:00 AM - 16:00 PM	Hong Kong Trade Center	Exhibition	Using MTR - Octopus Card Go to Hong Kong train station next to hotel Back to hotel using the same MTR or taxi
6 th January 2013, 07:00 PM	Hong Kong Restaurant	Dinner	Any place or at hotel
7 th January 2013, 08:00 - 10:00 AM	Hong Kong Hotel	Breakfast meeting with business partner	Breakfast at Flower Restaurant
7 th January 2013, 10:00 - 12:00 AM	Hong Kong Business Partner Company	Business partner manufacture visit	Pick up by : Business Partner Business Partner Phone :
7 th January 2013, 01:00 PM	Hong Kong Restaurant	Lunch with business partner	Business partner location choice
7 th January 2013, 03:00 PM	Hong Kong	Free time, city tour	The Peak Tsim Sha Tsui
8 th January 2013, 08:00 - 10:00 AM	Hong Kong Hotel	Breakfast meeting	Breakfast at Flower Restaurant
8 th January 2013, 12:00 AM	Hong Kong Hotel	Check Out from Hong Kong hotel	Hotel Taxi Services
8 th January 2013, 05:00 PM	Hong Kong Airport	Flight to Singapore	Flight Detail : Cathay Pacific Business Class
8 th January 2013, 09:00 PM	Singapore Airport	Arrive at Singapore	Pick up by : Company Car

BOOKING AND CONFIRMING AN AIR FLIGHT

VII. Modern business often involves international travel. Try to answer these questions.

1. What are the ways to buy a plane ticket? Enumerate them.
2. Is it cheaper to book ahead of time? Why?
3. How do you understand the term «first class»?
4. What are the most important points you look for when choosing an airline flight?

VIDEO 1

«How to Book a Flight Online», 1:47

(https://www.youtube.com/watch?v=E--1sW_hkaQ)

VIII. You are going to watch the video teaching how to book a flight online. What information is valuable for you?

IX. Put the steps of booking a flight online in the correct order.

Step 1	Choosing a Flight
Step 2	Completing the Booking
Step 3	Continuing to the Airlines Site
Step 4	Searching for the Best Value Flight

X. Choose a travel destination you would like to reach in the future. Using Skyscanner (www.skyscanner.com), search for the best deal in terms of final cost and the shortest and most direct flight.

LISTENING 1

«Reservations (Airline)», 1:08

(https://www.audioenglish.org/english-learning/english_dialogue_air_travel_reservations_airline_2.htm)

«Telephone: Flights», 1:00

(<http://www.bbc.co.uk/worldservice/learningenglish/business/talkingbusiness/unit1telephone/5flights.shtml>)

«Booking a Plane Ticket», 1:21

(<https://www.lingq.com/de/learn/en/web/lesson/275599/chunk/1/help>)

XI. Listen to three business people booking their flights. Fill in the table as you listen.

	Destination	Departure time	Class	The flight number
Speaker 1				
Speaker 2				
Speaker 3				

XII. This conversation is taking place between a reservations clerk (A) and a person who wants to buy a plane ticket (B). Restore and reproduce the dialogue.

A: Freedom Travel. How may I help you?

B: Yes, I'd like to make a flight (1) _____ for the twenty-third of this month.

A: Okay. What is your (2) _____?

B: Well. I'm flying to Helsinki, Finland.

A: Okay. Let me check what flights are (3) _____? [Okay] And when will you be returning?

B: Uh, well, I'd like to (4) _____ a return flight on the twenty-ninth. Oh, and I'd like the cheapest flight available.

A: Okay. Let me see. Um, hmm . . .

B: Yeah?

A: Well, the price for the flight is almost (5) _____ the price you would pay if you leave the day before.

B: Whoo. Let's go with the cheaper flight. By the way, how much is it?

A: It's only \$980.

B: Alright. Well, let's go with that.

A: Okay. That's flight 1070 from Salt Lake City to New York, Kennedy Airport, (6) _____ to flight 90 from Kennedy to Helsinki.

B: And what are the (7) _____ and arrival times for each of those flights?

A: It leaves Salt Lake City at 10:00 AM, arriving in New York at 4:35 PM, then transferring to flight 90 at 5:55 PM, and (8) _____ in Helsinki at 8:30 AM the next day.

B: All right. And, uh, I'd like to (9) _____ a vegetarian meal.

A: Sure, no (10) _____. And could I have your name, please?

- a) arriving
- b) available
- c) catch
- d) departure
- e) destination
- f) double
- g) problem
- h) request
- i) reservation
- j) transferring

(Copyright: Randall's ESL Cyber Listening Café <https://www.esl-lab.com/flight/flightsc1.htm>)

XIII. Work in pairs. With a partner, make up your own dialogue. Consider adding information on the place of destination of the flight, departure and arrival times, ticket price, transfers. Use the Internet to search for specific flight information.

LISTENING 2

«Confirmation of Flight Reservation», 0:36

(https://www.audioenglish.org/english-learning/english_dialogue_air_travel_flight_confirmation_1.htm)

XIV. A lot of travel airlines require that passengers should call a couple of days in advance to confirm a departure date. Listen to a business person confirming his flight. Fill in the missing parts of the conversation.

R – Reservations clerk; **D** – Daniel Adams

R: Northwind Airlines. (1) _____?

D: Hello. I'd like to (2) _____, please.

R: May I have your name and (3) _____, please?

D: My name is Daniel Adams and my flight number is 374.

R: When (4) _____?

D: On May 11th.

R: And your (5) _____?

D: Buenos Aires.

R: (6) _____, please. (...) All right. Your seat is confirmed, Mr. Adams. You'll be arriving in Buenos Aires at 4 o'clock p.m. local time.

D: Thank you. Can I (7) _____ when I check in?

R: Yes, but, please, check in at least one hour (8) _____.

XV. With a partner, make up your own dialogues confirming the flights. Use the information from the table of Listening 1, Task XI on p. 121.

HOTEL RESERVATION

XVI. When travelling, we almost always stay at hotels. Why is it advisable to pay attention to the following?

1. Book a room in advance.
2. On arrival, confirm your reservation. Check in at the reception.
3. At large hotels you may ask for services by phone. For example, you may call for room service when you want a meal.
4. Let the hotel manager know well in advance when you will leave.

VIDEO 2

«How to Use Trivago», 0:57

(<https://www.youtube.com/watch?v=mPB1juqWvQE>)



XVII. Have you ever heard about Trivago? Watch the video and say what kind of video it is. Define if the following statements are true or false. Correct the false ones.

1. Trivago is the hotel comparison site.
2. Trivago was the first hotel search engine created in Germany in 2005.
3. Trivago has more than 250 different discount hotel websites to find the lowest possible price.
4. You are to insert your name, email, location to find your ideal hotel.
5. After Trivago shows you the website that is offering the hotel at the lowest price, you can go there and make your reservation.

XVIII. Using Trivago (<https://www.trivago.com>) **find the most suitable hotels for a 5-day business trip for two persons in Brest, Munich and Leeds (UK). Use the following prompts:**

Hotel – 2-3 stars	Rooms – air-conditioned
Free Wi-Fi	Breakfast included

LISTENING 3

«Calling to Get a Hotel Reservation», 1:10

(<https://www.eslfast.com/robot/topics/hotel/hotel01.htm>)

XIX. What questions would you answer if you called to make a hotel reservation? Write down phrases and vocabulary you would expect to hear or say.

XX. Listen to a business person booking a room at a hotel and see if any of your ideas are mentioned.

XXI. Put the dialogue in the correct order. Listen again and check your answers.

R – Receptionist; **J** – John Sandals

J: A queen sounds great.

R: Okay, sir, let me reserve those dates, there. Now, if you'll just tell me your phone number.

J: That would be 626-555-1739.

R: It's a pleasure, Mr. Sandals. My name is Michelle. What days will you need a room?

J: Hi! I need a hotel room.

R: It'll be \$308 nightly.

J: Certainly. My name is John Sandals.

R: Good! Now, sir, do you have a preference for smoking or nonsmoking?

J: I quit smoking, so nonsmoking.

R: One minor problem, sir. Our prices are now slightly higher. Is that acceptable, sir?

J: Please, tell me the price, so I can make a decision.

R: That's 626-555-1739. Thank you so much for choosing our hotel, sir!

J: That's a reasonable price.

R: I hear you, sir. Nonsmoking. Now, about the bed, is a queen-size okay?

J: Friday afternoon, April 14 through Monday morning, April 17.

B: That's no problem at all. May I have your name, please?

XXII. Role play the telephone call.

Student A. You work for «The Midland Hotel» in Manchester (https://www.tripadvisor.co.uk/Hotel_Review-g187069-d189332-Reviews-The_Midland-Manchester_Greater_Manchester_England.html).

Student B. You are a business traveller. You want to book rooms for yourself and a colleague.

A: Answer the phone. Give the name of the hotel.

B: Give your name. Ask for two single rooms with baths from ___ to ___ of ___ .

A: Check booking is for ___ nights from ___ to ___ of ___ .

B: Price?

A: ___ per night for a single room.

B: Restaurant? Car park?

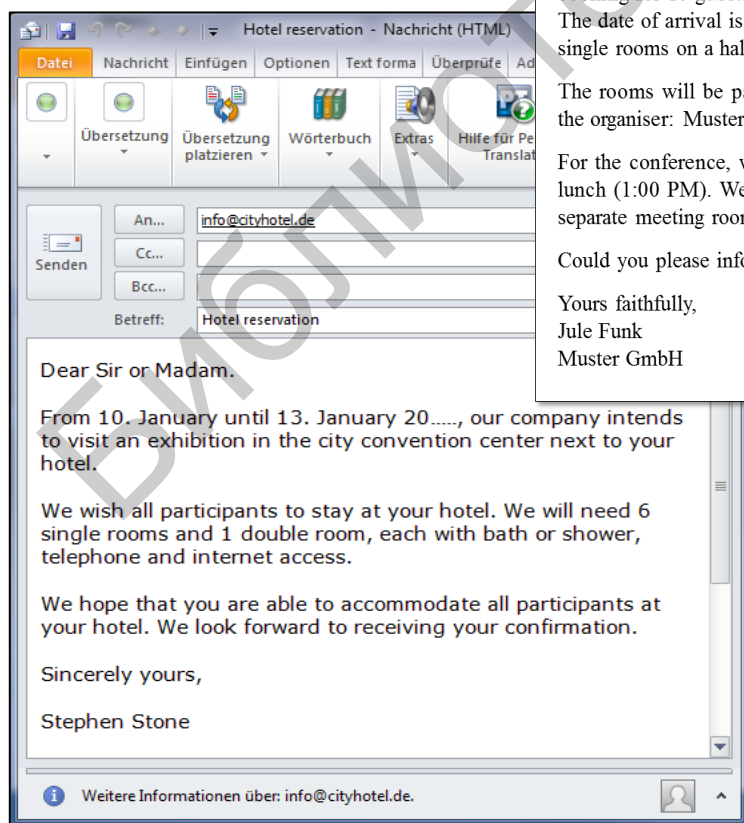
A: Restaurant: yes. Car park: no. Ask for the phone number.

B: Phone number: ___ .

WRITING SKILLS 1

A hotel reservation letter and email help to avoid any confusion and eliminates any misunderstandings or disappointments with your accommodation upon your arrival. These will also help hotel staff know when you will be arriving, so waiting time for your room is kept to a minimum.

XXIII. Read letter and email samples and compare them. What are the main differences and similarities? Do they contain irrelevant details?



Muster GmbH
Eupener Straße 15
40213 Düsseldorf, Germany

October 28, 20...

Accommodation Manager
Assembly Hotel
27-31 Charing Cross Rd,
Westminster Borough, London,
WC2H 0LS, United Kingdom

Dear Sir or Madam,

For our company Muster GmbH from Düsseldorf, I would like to make a group booking for 10 guests. It concerns a three-day meeting including accommodation. The date of arrival is Friday, November 15. We'll need two double rooms and six single rooms on a half board basis. There are no special requests.

The rooms will be paid for by the participants, and the meeting can be billed to the organiser: Muster GmbH, Düsseldorf.

For the conference, we'd like a meeting arrangement of: coffee (10:30 AM) and lunch (1:00 PM). We are looking for a medium sized conference hall with three separate meeting rooms. Each equipped with WLAN, whiteboards and flipcharts.

Could you please inform me on availability and prices? Thanking you in advance.

Yours faithfully,
Jule Funk
Muster GmbH

*Letter: <https://ru.scribd.com/document/352140361/E-mails-in-English-pdf>
Email: <https://www.everyoneisincluded.us/hotelreservierung-auf-englisch/hotelreservierung-auf-englisch-software-screenshots-personal-translator-linguatec>*

XXIV. You are the top manager of the IT Company. In a week you are going on a five-day business trip to London and then for three days to Glasgow. Write a hotel reservation email and a letter for two of your colleagues and yourself. Use the Internet to choose hotels.

WRITING SKILLS 2

XXV. Travelling with a well-prepared business travel itinerary can save you a lot of time. Standard template with all the information you'll need allows you to keep many different and important trip details in one place. What are these details? Look through the given Travel Itinerary. What information was not mentioned by you?

Travel Itinerary

Purpose: Meetings & Training
Destination: New York City

Trip Start: 5/14/15
Trip End: 5/22/15

DEPARTING FLIGHT

Date	Departs	Airline	Confirm #	Departure	Gate	Arrives	Arrival	More Info
5/14/15	6:00 AM	Southwest	8DJ20FG	Abuquerque -ABQ	B11	8:00 AM	Houston -HOU	CTRL+K
5/14/15	9:30 AM	Southwest	8DJ20FG	Houston -HOU	B11	4:00 PM	New York City -LGA	

CAR RENTAL

Date	Time	Confirm #	Location	Company	More Info	
5/14/15	5:35 AM	Pick Up	88369	Laguardia Airport	Avis	CTRL+K
5/22/15	8:00 PM	Drop Off		Laguardia Airport		

HOTEL

Date	Name	Confirm #	Street	City	Room	Check-Out	More Info
5/14/15	Hilton	83022	1234 Madison Ave	New York City	825	5/22/2015 @ 10am	CTRL+K

MEETINGS AND EVENTS
RETURNING FLIGHT

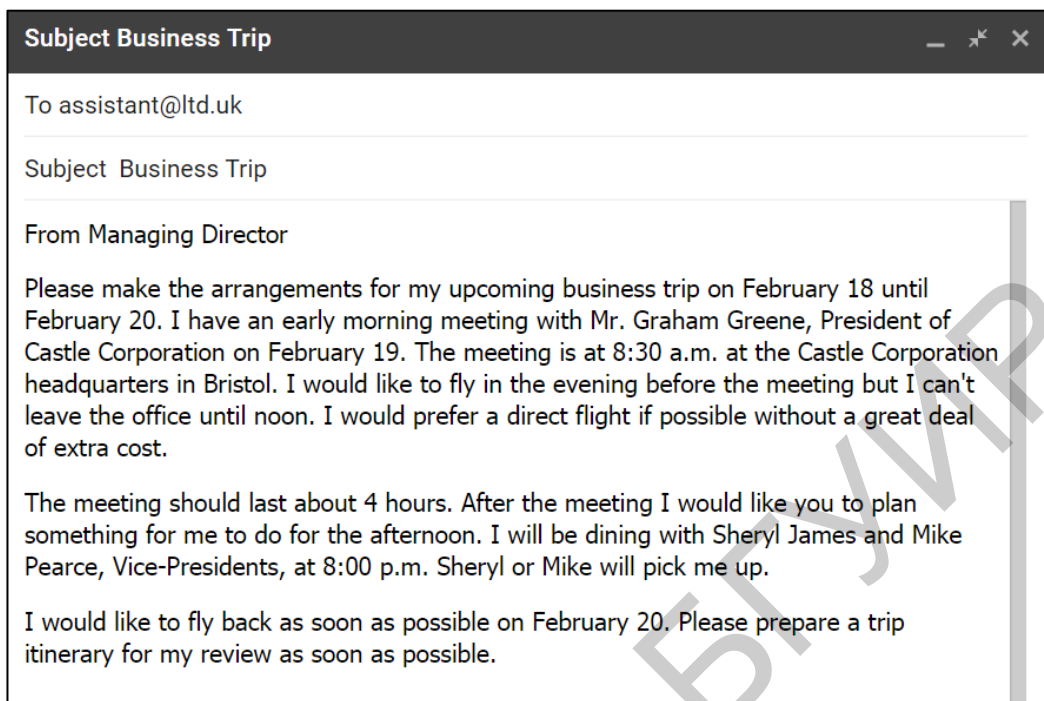
Travel Itinerary Template © 2014 Vertex42.com <http://www.vertex42.com/ExcelTemplates/travel-itinerary-template.html>

(<https://www.vertex42.com/ExcelTemplates/travel-itinerary-template.html>)

XXVI. You are the Administrative Assistant of NTN Corporation. You've just received the following email. Study it carefully and prepare an itinerary for your

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company Managing Director. Use the Internet to find real flight numbers, times, accommodation names, locations, and types of activities.



3. MAKING CHANGES



«Life is what happens to us while we are making other plans» (Allen Saunders).

VOCABULARY

I. Choose the word that is closest in meaning to the words in bold type.

1. You can **cancel** and change your reservation up till the point of arriving at the hotel.

- a) destroy b) remove c) annul d) neutralize

2. Writing a formal letter of **complaint** remains an effective way to alert a company to a problem.

- a) reason b) grievance c) disease d) exclamation

3. If you are not entirely satisfied, return the goods within 14 days for a full **refund**.

- a) repayment b) income c) discount d) revenue

4. We can **accommodate** family and business travellers, both for short or long term periods.

- a) contain b) house c) support d) adapt

5. Please indicate any other **relevant** information that could be useful.

- a) main b) helpful c) unrelated d) appropriate

CHANGING OR CANCELING RESERVATION

LISTENING 1

«Changing the Flight Number», 0:50

(<https://www.youtube.com/watch?v=YMOKggBWRks>)

II. Listen to a conversation. Give a short answer to the questions based on the conversation.

1. What is the name of the passenger?
2. What does the man want to do?
2. What does the reservations clerk ask for?
3. Where does he plan to travel to and from?
4. Which flight does he choose?
5. What does the reservations clerk advise him to do later?

III. John Walter phones to change his flight reservation. Look at the pictures and read the questions or statements in the boxes. Complete the telephone conversation.

1. How can I help you?

2.

3.

4. My name is John Walter.

5.

6.

7. What flight and which date would you like to change to?

8.

9.

VIDEO

«How to Change and Cancel a Hotel Reservation», 4:06

(<https://www.youtube.com/watch?v=qV5gM8k8SJI>)

IV. You are going to watch the video where Mr. Primeau tries to change his hotel reservation. Define if the following statements are true or false. Correct the false ones.

1. From the very beginning Mr. Primeau wants to cancel his reservation.
2. His reservation number is 123456789000.
3. There are only two vacant rooms for November 15th at the hotel.
4. Mr. Primeau didn't take the Deluxe Executive last time because it was smoking.
5. The hotel is full because of the conferences held at that time.
6. The receptionist is sorry they couldn't provide Mr. Primeau with a room.

V. There is a part of the conversation you've watched. Fill in all the gaps with the appropriate questions. Then watch again to check.

A: Hello! Thank you for calling the Desolation hotel. My name is Pierre.

(1) _____?

B: Yes, hello! Ah, hi... I made a reservation with you a couple of weeks ago. And I need to change it to a different date. (2) _____?

A: Absolutely. Let me bring you upon the system here. (3) _____?

B: (4) _____?

A: Yes. You would receive that when you called the first time.

B: No, I don't. I don't think I ever got one.

A: Oh, that's no problem. I can look you up on the system. (5) _____?

B: Yeah. It's the last name is Primeau. That's P-R-I-M-E-A-U.

A: (6) _____?

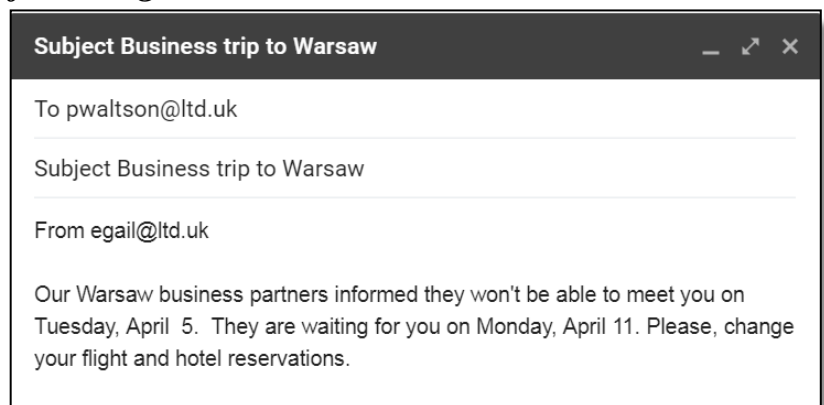
B: October 12th.

A: OK. Let me see here. OK. Here you are. (7) _____?

B: No, no. I just need to change the date.

VI. Make up a dialogue on the following situation.

Student A. You are the project manager at IT-com Consulting (Glasgow). You've just received this message from your chief's personal assistant. You want to arrive in Warsaw early in the morning.



Student B. You are a reservations clerk. Answer the phone and help the passenger to change the flight. Use the information below about flights to Warsaw.

LONDON HEATHROW TO WARSAW			
Daily flight schedule			
Departure	Arrival	Flight No.	Airline
06:05	09:30	BA4454	LOT – Polish Airlines
09:35	13:00	BA4450	LOT – Polish Airlines
11:40	15:00	BA850	British Airways
16:30	19:55	BA4452	LOT – Polish Airlines
19:35	22:55	BA852	British Airways

Student C. You are a receptionist at Hetman Hotel (Warsaw). Answer the phone. Take all the necessary details and use the reservation charts below to change the reservation.

April 11		
Room	Type	Names
301	S	
302	TB	Dodson
303	DB	Andrews
304	S smoking	
305	DR	
Rates:		
●Deluxe Room = 105 ●Twin Bedroom = €85 ●Double Bedroom = €78		
●Single Bedroom = €49 ●Single Bedroom smoking = €50		

COMPLAINTS

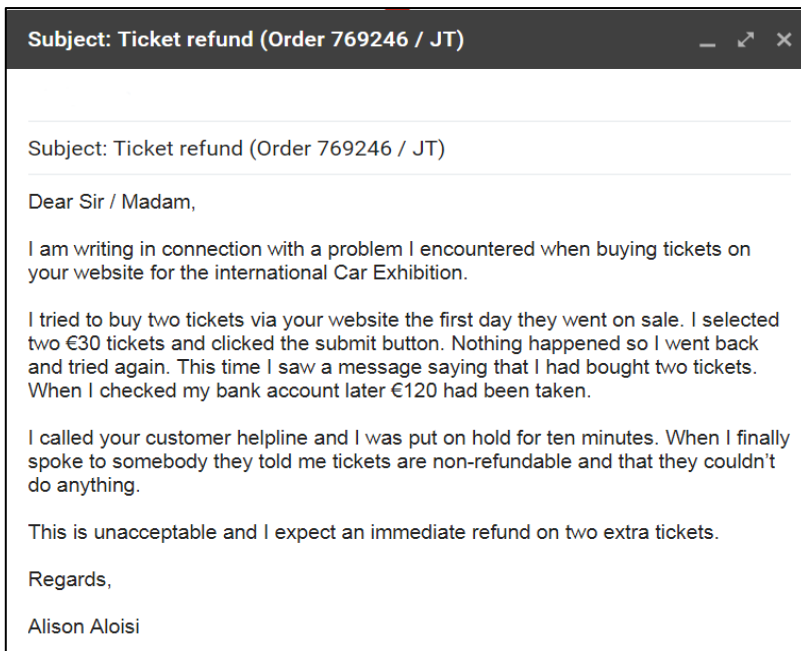
WRITING SKILLS

VII. Discuss the questions below. Remember to support your answers.

1. What do people usually complain about?
2. Which is more effective, complaining to someone's face or writing a letter of complaint? Why do you think so?
3. Is it always necessary to complain?
4. What do you think of the saying «The customer is always right»?
5. Have you ever had a very bad experience at a hotel or some other place? What happened? Did you complain? What response did you get?

VIII. Read an email from a dissatisfied customer and answer the questions.

1. What is a customer's problem?
2. In what paragraph are complaints mentioned?
3. What is stated in the last paragraph?
4. What measure does the customer want to be taken?



(«The Business» Pre-intermediate Student' Book by John Sydes, Karen Richardson, Marie Kavanagh, Paul Emmerson)

IX. Read the complaint email below and analyse its structure. Complete the following table using information from the Tasks A–C.

Sections/parts	Headings	Meaning of each section/part	Useful phrases

A. Match the headings with parts of the email.

Main body

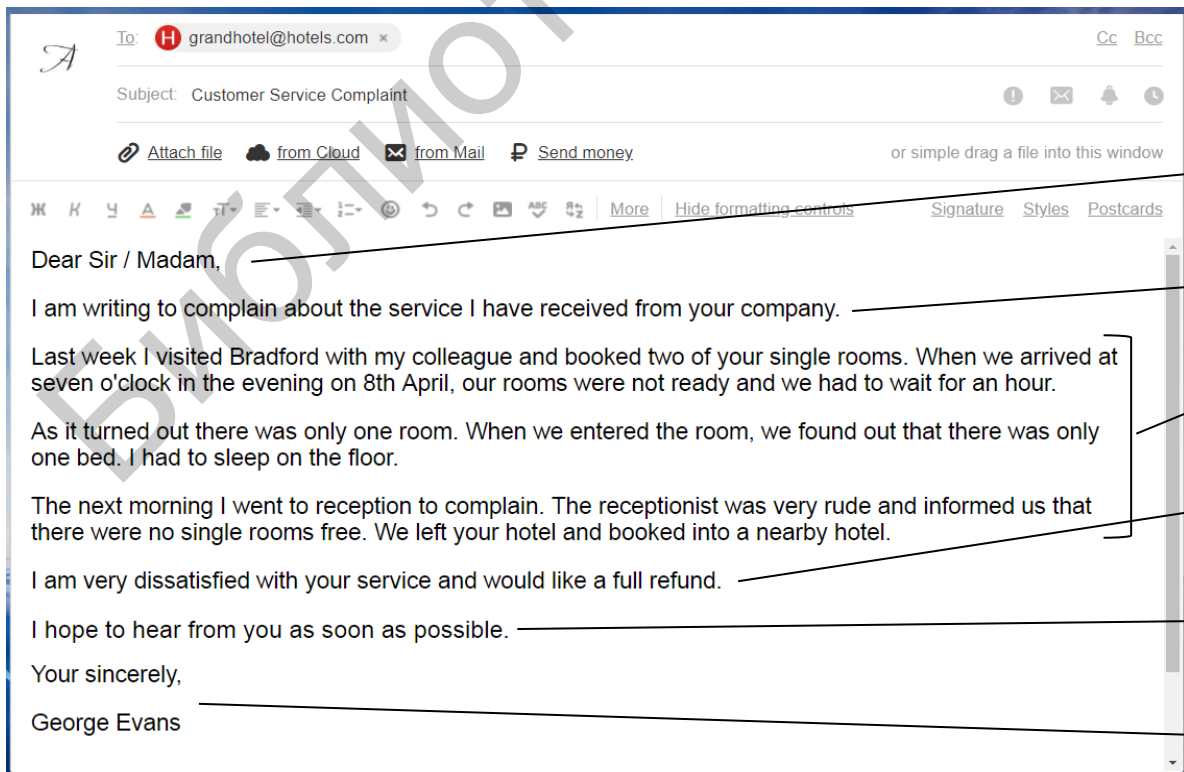
Demands and threats

Signing

Closing the letter

Opening

Introduction



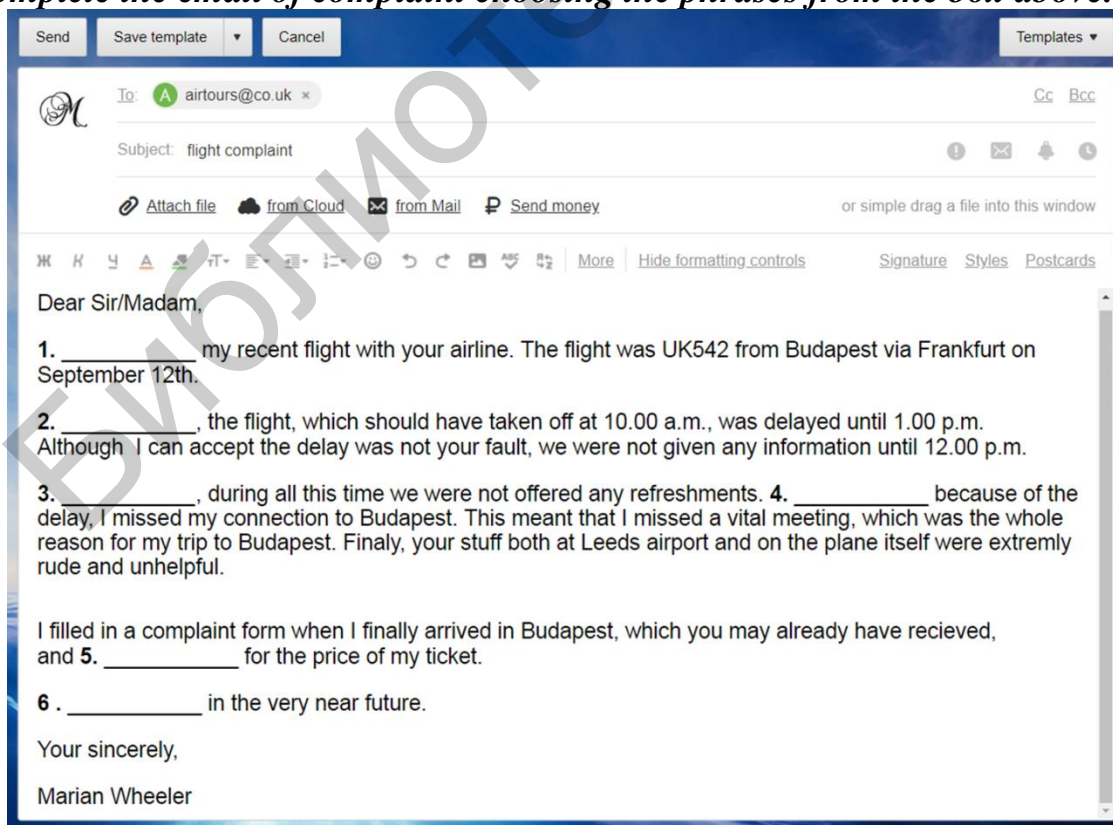
B. Which part of the email deals with:

referring to future contact	action to be taken	signing
greeting	reasons for writing	reasons for complaint

C. Complete the last column of the table above with the phrases from the box according to the sections of the email.

I am writing to you regarding/in connection with ...
I expect to receive a full refund ...
In your advertisement/brochure you state otherwise.
Yours faithfully.
I would appreciate it if you could look into this matter as soon as possible.
I am writing to draw you attention to ...
To make matters worse ...
Dear Mr. Smith
I regret that I am obliged to complain about ...
Thanking for advance.
I believe I am entitled to a partial/full refund.
The first problem is/was ...
I am writing in concern with...
I must mention/point out ...
I am afraid that if this matter is not dealt with immediately, I will ...
To whom it may concern.
I look forward to hearing from you soon.
I would like you to pay compensation/replace the product

X. Complete the email of complaint choosing the phrases from the box above.

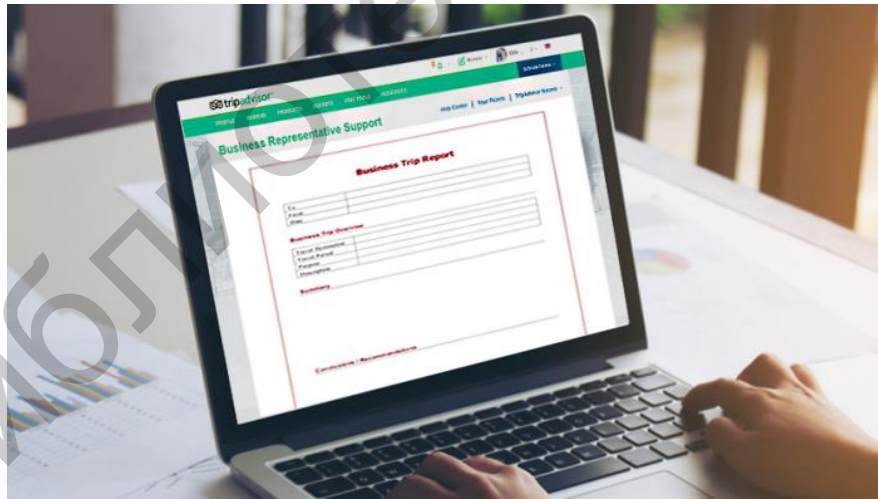


XI. You have just returned from a trip to Florida. You flew there and back with «Ocean Air». You decide to write to the airline to complain about your flight and ask for some money back. Read the advertisement and the notes you made and then, using the information, write a letter of complaint to the airline. You may add other relevant points of your own.



XII. You and some friends had dinner in a restaurant a few nights ago. The service at the restaurant was terrible and the food was awful. You and two friends had severe stomach aches the following day. The food was also overpriced. Write to the manager of the restaurant and explain these problems. Give any details that you think are relevant. Ask the manager to do something about the situation.

4. A BUSINESS TRIP REPORT



WRITING SKILLS

There are a couple of things you should take care of as soon as you are back from your business trip. Firstly, make sure you keep good track of all your records and invoices throughout your business trip. Secondly, most companies require employees to write a business trip report after every business trip.

I. A report should be well organized, with information in a logical order. Discuss these questions.

1. What is the logical order of these headings in a business trip report? What does each heading mean?

- 1. Findings
- 2. Recommendations
- 3. Executive summary
- 4. Introduction
- 5. Conclusions

- a) shows the points that will be looked at.
- b) shows the main points and conclusions of the report. It gives the reader an overview of the situation.
- c) are practical suggestions to deal with the situation and ideas for making sure future activities are carried out more successfully.
- d) is what you think about the facts and how you interpret them.
- e) are the facts discovered.

2. What other sections might be found in a report?

II. Mr. Cowl wrote this report for the Board of Directors after visiting Forest Conference Centre. In most of lines (but not in the section headings) there is one extra word. Write the extra word in the column on the right. Some lines, however, are correct; put a tick (✓) where a line is correct.

BUSINESS TRIP REPORT	
TO Board of Directors	
FROM Mikel Cowl, risk manager	
DATE January 15	
BUSINESS TRIP OVERVIEW	
TRAVEL DESTINATION	Mansfield
TRAVEL PERIOD	January 8 – January 11
INTRODUCTION	
The purpose of this report is to show off the performance of the Forest Conference Centre in the last two years and its projects performance of next year.	1. off 2. _____
USE OF CONFERENCE CENTRE	
The number of days that the conference centre is used has increased by a 10 % this year from 180 to 200, and so this trend is expected to continue next year, with a projected occupancy rate of 210 days.	3. _____ 4. _____ 5. _____
However, the number of delegates per conference has been falling down: last year there was on an average of 430 delegates per conference, whereas the average was reached 400 this year. It is predicted that delegates per conference will decrease to just 390 next year.	6. _____ 7. _____ 8. _____ 9. _____
FINANCIAL PERFORMANCE	
Turnover rose from just under £4m last year near to £4-5m this year. However, this figure will probably not drop to approximately £4m next year. Profits also went up slightly this year. They were increased by about £200,000 from £1.5m to £1.7m, although this figure is forecast to fall to about £1.25m next year.	10. _____ 11. _____ 12. _____ 13. _____

CONCLUSION

While our present level of activity is rising, our financial performance is suffering due to increase in costs and falling revenue. 14.____
15.____

(«Business Benchmark» Upper Intermediate Student' book by Guy Brook-Hart)

III. Read the report again and answer these questions.

1. What do you notice about the layout of the report?
2. Which is the layout of the report more similar to: a letter or e-mail?
3. Is the style of the report formal or informal?

IV. Jeremy Clark and Paul Smith have been to Edinburgh to inspect the new overseas office.

A. Read their report to the head of the company and put the labels 1–5 in the appropriate stages a–e.

- | | | |
|-------------------|-----------------|---------------------------|
| 1. Main points | 3. Title | 5. Business trip overview |
| 2. Recommendation | 4. Introduction | |

**a _____ BUSINESS TRIP REPORT
CURRENT ISSUES FOR BDL LIMITED AND POSSIBLE IT SOLUTIONS**

TO Executive Director, BDL LIMITED
FROM Jeremy Clark and Paul Smith
DATE May 23

b _____
TRAVEL DESTINATION Edinburgh
TRAVEL PERIOD May 20 – May 21
PURPOSE to inspect the Edinburgh office

c _____
The last year has been good. The new overseas office is doing well and our B2B and B2C sales are increasing quickly. The sales team is working hard and our four bricks and motor shops are also doing well in the future. Some new technology might help with these.

d _____
We have found two problems that the IT Department could help us with. These are:

- Communication between different country offices and departments in different locations isn't very efficient, especially for the international locations. We are collaborating more and more between different locations, so it's important to make this easy for people.
- Internet sales are going down. There are several reasons for this. The main one is that customers don't like using the current online shopping system. We need a system that's easier to use so that customers don't give up before they finish their transactions.

e _____
The first step should be to find out whether technology can help with these problems and, if so, how it can help. If this is successful, next we should find out about prices and features of appropriate system.

(«English for Information Technology 2» by David Hill)

B. Discuss and answer the questions with a partner.

1. Does the company have locations in one country or more than one?
2. What problems does the overseas office face?
3. How can these problems be solved?

V. You are an IT consultant at Great Architects. You have just returned from a business trip to the York branch office, GreatYork Architects. Look through the company profile, your notes and write a business trip report to the company's chief technology officer.

Company profile: GreatYork Architects

GreatYork Architects is an architects company with a difference: our sales team are fully qualified architects who talk with you and visit the place where you want to build your house. We ask lots of questions, show you lots of ideas and work with you through every step in the process. In this way, we design your perfect home.

Technology is important to us. It helps us work more efficiently and also helps to give you the best solutions. In addition, we use it to keep you up-to-date all the way through the process.

Your notes:

March 21
Marketing manager:
We really need to improve the customer experience. Customers tell us that they want to see the plans and images of their new home in much greater detail. They also want video, not just images.

March 21
Sales representative:
I get too many emails. I seem to spend more time dealing with emails than with customers! There must be a better way to communicate!

March 22
General manager:
We really need to make the system more secure. Our IT person tells me that anyone can read the information from the sales people's tablets. That's a big problem.

FOLLOW-UP

I. Study the quotes below and comment on them.

	<p>Developing relationships is a very important part of doing business, and I see more similarities than differences when I travel the world.</p> <p>Dan Quayle</p>		<p>Vacation, I go there in my mind. Especially when I'm at work, getting paid for it.</p> <p>Jarod Kintz</p>
	<p>I need to travel, of course, with my laptop, so I can do my business on the road.</p> <p>Theophilus London</p>		<p>A business person is called a BIS, because when they travel, all they need is a bed, an iron and a shower.</p> <p>Joseph Cubby</p>

II. Read the questions people ask at Business Travel Forum (<https://www.tripadvisor.com>). In groups, think of advice that you can give them. Report your ideas to another group.



Piotr K

4 posts

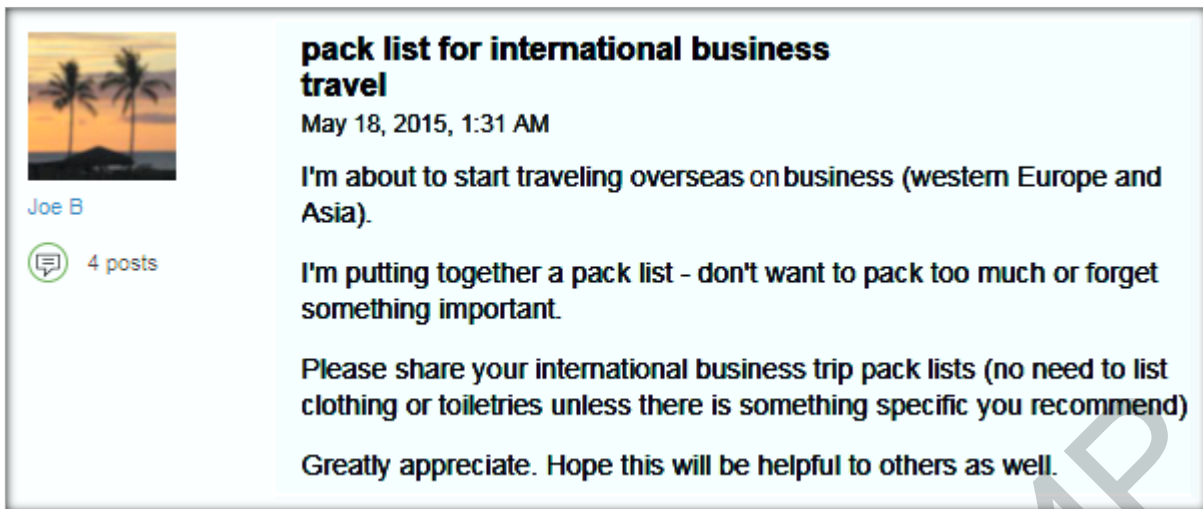
Where do you book hotels for your business?

Nov 7, 2013, 6:21 PM

I'm looking into hiring some sales people for my business in the near future. They'll do a bit of traveling. The hotel budget will be set roughly at \$1,000-\$3,000 a month.

Are there services/websites for small businesses to book hotel rooms? What do you use? Please share pros and cons? Would I have to book on the regular booking sites? Do they have any special discounts for small businesses? Do I need any special reports for tax purposes.

I would appreciate any help as all of this is pretty new to me.



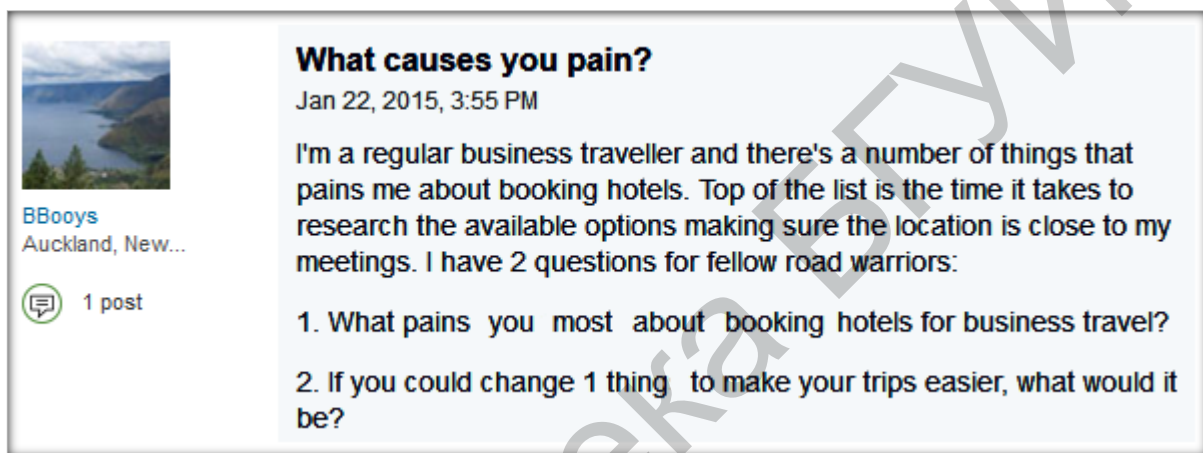
pack list for international business travel
 May 18, 2015, 1:31 AM

I'm about to start traveling overseas on business (western Europe and Asia).

I'm putting together a pack list - don't want to pack too much or forget something important.

Please share your international business trip pack lists (no need to list clothing or toiletries unless there is something specific you recommend)

Greatly appreciate. Hope this will be helpful to others as well.

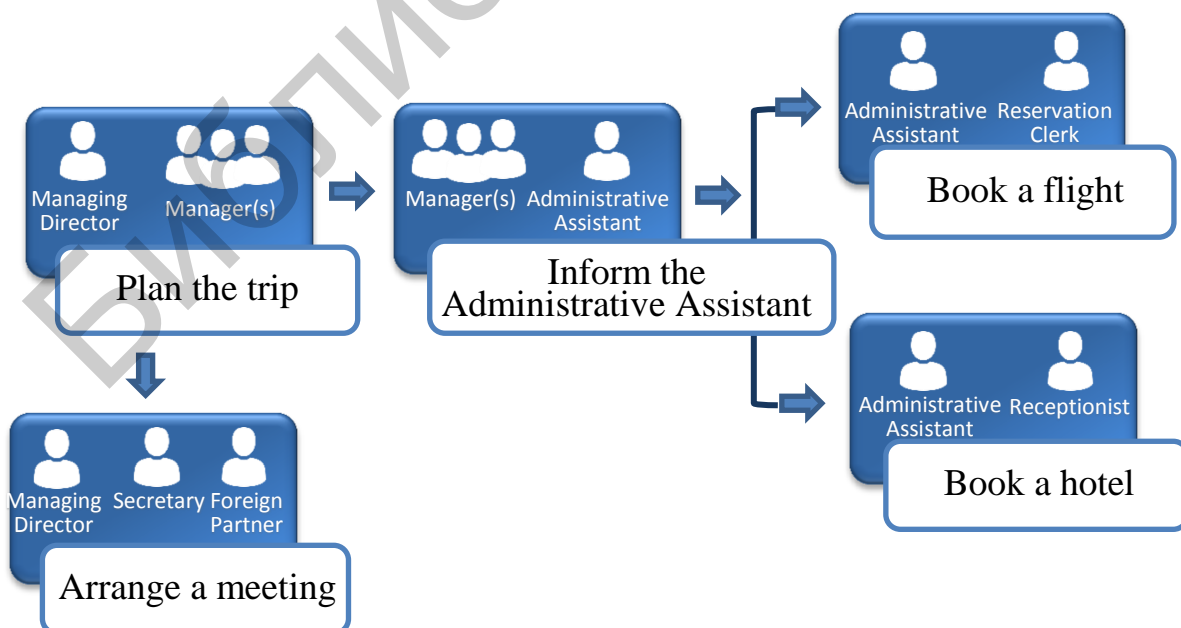


What causes you pain?
 Jan 22, 2015, 3:55 PM

I'm a regular business traveller and there's a number of things that pains me about booking hotels. Top of the list is the time it takes to research the available options making sure the location is close to my meetings. I have 2 questions for fellow road warriors:

1. What pains you most about booking hotels for business travel?
2. If you could change 1 thing to make your trips easier, what would it be?

III. Role play. Using the following scheme and the Internet resources arrange a business trip and prepare an itinerary for it.



MODULE 6

NEGOTIATIONS

Let us never negotiate
out of fear. But let us
never fear to negotiate.

~ John F. Kennedy ~



- **NEGOTIATION – AN ART OR A SKILL?**
- **NEGOTIATION STRATEGIES**

1. NEGOTIATION – AN ART OR A SKILL?



STARTING UP

I. Study the definitions of «negotiation» from the English Dictionaries:

1. A discussion set up or intended to produce a settlement or an agreement; a conferring, discussing, or bargaining to reach an agreement.

(The Webster's New World College Dictionary, 4th Edition. Copyright © 2010 by Houghton Mifflin Harcourt).

2. The process of discussing something with someone in order to reach an agreement, or the discussions themselves.

(The Cambridge Academic Content Dictionary, © Cambridge University Press).

II. Work in pairs and discuss the following:

1. What is negotiation? Is it an art or a skill that can be built up?

2. Which of the following qualities do you think are essential for a good negotiator?

- a) being able to communicate with people;
- b) being logical and analytical;
- c) being able to convince people;
- d) being able to solve problems;
- e) being able to achieve the best possible outcome;
- f) having clear ideas and a clear strategy;
- g) being competent;
- h) being able to make decisions.

What other important qualities would you add to this list?

READING

III. This article summarizes Luanne Kelchner's vision of negotiation techniques. Read it and match the skills in the box to their descriptions given in the article. Use the names of the skills as headings to each passage of the article.

A Active Listening	F Collaboration and Teamwork
B Problem Solving	G Interpersonal skills
C Preparation	H Emotional Control
D Verbal Communication	I Problem Analysis
E Ethics and Reliability	J Decision Making Ability

TOP TEN EFFECTIVE NEGOTIATION SKILLS

by Luanne Kelchner

Job descriptions often list negotiation skills as a desirable asset for job candidates, but the ability to negotiate requires a collection of interpersonal and communication skills used together to bring a desired result. The circumstances of negotiation occur when two parties or groups of individuals disagree on the solution for a problem or the goal for a project or contract. A successful negotiation requires the two parties to come together and hammer out an agreement that is acceptable to both.



1 _____

Effective negotiators must have the skills to analyze a problem to determine the interests of each party in the negotiation. A detailed problem analysis identifies the issue, the interested parties and the outcome goals. For example, in an employer and employee contract negotiation, the problem or area where the parties disagree may be in salary or benefits. Identifying the issues for both sides can help to find a compromise for all parties.

2 _____

Before entering a bargaining meeting, the skilled negotiator prepares for the meeting. Preparation includes determining goals, areas for trade and alternatives to the stated goals. In addition, negotiators study the history of the relationship between the two parties and past negotiations to find areas of agreement and common goals. Past precedents and outcomes can set the tone for current negotiations.

3 _____

Negotiators have the skills to listen actively to the other party during the debate. Active listening involves the ability to read body language as well as verbal communication. It is important to listen to the other party to find areas for

compromise during the meeting. Instead of spending the bulk of the time in negotiation expounding the virtues of his viewpoint, the skilled negotiator will spend more time listening to the other party.

4 _____

It is vital that a negotiator have the ability to keep his emotions in check during the negotiation. While a negotiation on contentious issues can be frustrating, allowing emotions to take control during the meeting can lead to unfavorable results. For example, a manager frustrated with the lack of progress during a salary negotiation may concede more than is acceptable to the organization in an attempt to end the frustration. On the other hand, employees negotiating a pay raise may become too emotionally involved to accept a compromise with management and take an all or nothing approach, which breaks down the communication between the two parties.

5 _____

Negotiators must have the ability to communicate clearly and effectively to the other side during the negotiation. Misunderstandings can occur if the negotiator does not state his case clearly. During a bargaining meeting, an effective negotiator must have the skills to state his desired outcome as well as his reasoning.

6 _____

Negotiation is not necessarily a one side against another arrangement. Effective negotiators must have the skills to work together as a team and foster a collaborative atmosphere during negotiations. Those involved in a negotiation on both sides of the issue must work together to reach an agreeable solution.

7 _____

Individuals with negotiation skills have the ability to seek a variety of solutions to problems. Instead of focusing on his ultimate goal for the negotiation, the individual with skills can focus on solving the problem, which may be a breakdown in communication, to benefit both sides of the issue.

8 _____

Leaders with negotiation skills have the ability to act decisively during a negotiation. It may be necessary during a bargaining arrangement to agree to a compromise quickly to end a stalemate.

9 _____

Effective negotiators have the interpersonal skills to maintain a good working relationship with those involved in the negotiation. Negotiators with patience and the ability to persuade others without using manipulation can maintain a positive atmosphere during a difficult negotiation.

10 _____

Ethical standards and reliability in an effective negotiator promote a trusting environment for negotiations. Both sides in a negotiation must trust that the other party will follow through on promises and agreements. A negotiator must have the skills to execute on his promises after bargaining ends.

(<https://smallbusiness.chron.com/top-ten-effective-negotiation-skills-31534.html>)

IV. In the article find the information that helps you to explain:

- 1) when the process of negotiation starts;
- 2) what a preparation process involves;
- 3) why a negotiator should keep his emotions under control;
- 4) why it is necessary for a negotiator to have problem solving and decision making skills;
- 5) how to maintain positive and trusting atmosphere during negotiations.

VOCABULARY

V. Match the words to their definitions.

- 1) stalemate
- 2) bargaining
- 3) outcome
- 4) contentious
- 5) agreeable
- 6) collaboration
- 7) promise
- 8) persuade
- 9) misunderstanding
- 10) goal
- 11) decision

- a) the object of a person's ambition or effort; an aim or desired result;
- b) able to be accepted by everyone;
- c) a declaration or assurance that one will do something or that a particular thing will happen;
- d) the action of working with someone to produce or create something;
- e) causing, involving, or likely to cause disagreement and argument;
- f) a failure to understand something correctly;
- g) discussions between people in order to reach agreement on something such as prices, wages, working conditions;
- h) a situation in which further action or progress by opposing or competing parties seems impossible;
- i) a conclusion or resolution achieved after consideration;
- j) induce someone to do something through reasoning and argument;
- k) the way a thing turns out; a consequence.

VI. Make verb+noun collocations from the words given in the boxes A and B below. Sometimes more than one variant is possible.

A	to break down to reach to benefit to foster to accept	to find to come to to sign to agree to to end	to maintain to determine to hammer out to read to focus on
B	an agreement a relationship a solution body language	communication both sides a stalemate issues	a compromise a collaborative atmosphere goals frustration

VII. Fill in the gaps with the words given in the box.

persuading	active listening	overcome
mutually acceptable	take	concede
preparatory	problem analysis	non-verbal communication
overtake	negotiators	get stuck

1. Negotiation can be considered successful if two or more parties come to a _____ agreement.
2. Effective _____ should have _____ skills to be able to define and understand the interests of each side and carry on the constructive dialogue.
3. In a negotiating process, each party seeks to advance their own interests by _____ the counter partner to agree with their proposal.
4. Before engaging in negotiation, it is necessary to _____ serious _____ steps.
5. _____ can have a considerable effect on the listener and finally on the outcome of negotiations.
6. _____ implies focusing on the speaker and demonstrating verbal and non-verbal signs of listening.
7. There might be such a situation in negotiation when two parties _____ on their points of view and don't want to _____ each other.
8. A skilled negotiator doesn't let his emotions _____ logic because it can adversely influence the way people _____ conflicts and create value when dealing with your partner.

VIII. Decide whether the qualities you chose in your discussion in Task II match up with Luanne's list. Name seven essential qualities of successful and effective negotiators. Justify your point of view.

IX. Work in small teams. Read the abstract and discuss which do's and don'ts you will definitely follow in the process of negotiation. Give your reasons.

MASTERING BUSINESS NEGOTIATION

Negotiations can be called as a way of resolving disputes. It is considered as being synonymous to settlement, agreement, collaboration and bargaining. It takes place almost in all spheres of life – be it business, personal circumstances (married life, parenting, etc.), legal procedures, government matters, etc. Negotiation can be defined as a channel of communication intended to reconcile differences between parties and to settle conflict jointly. The parties aim at achieving a win-win position.

Business negotiation requires a lot of homework, such as asking what the need of negotiation is, who is involved, what their view points are, what your aims are, what is expected from negotiation, etc.

Negotiation involves minimum of two parties. The aim of negotiation is understood by both parties. The parties are willing to arrive at a mutually agreeable outcome. The outcome is acceptable to both parties.

There are certain do's and don'ts in case of negotiations:

- Do not discuss too many issues, emphasize on the prior issues.
- Be honest and straightforward. Don't get carried away by rumours.
- Never give deadlines, it might lead to delays in deals.
- Keep away personal differences. Just focus your arguments on facts.
- Keep on giving recaps during the negotiation process.
- Avoid being rigid. Listen to the other party's view point if valid.
- Give testimonials for your argument. Support your argument with facts.
- Don't make demands which can't be accepted at all.
- Don't let emotions overwhelm you.
- Be optimistic. Don't fear losing. There are opportunities in other transactions too.

(www.managementstudyguide.com/business-negotiations.htm)

X. Say what makes an effective negotiator. In what situations do you negotiate? Think about your work and private life. How good are your interpersonal skills?

XI. Read the article given below and name the main causes of lawsuits between two large companies: Apple and Samsung.

XII. Before reading, study the definitions of the words relating to law to better understand the article.

a (law)suit	a case in which someone tries to get a legal decision against a person or company
to file a lawsuit	to start a process by which a court of law makes a decision to end a disagreement between people or organizations
to file a motion	a written or oral application made to a court or judge to obtain a ruling or order directly that some act be done in favour of the applicant
impasse	a situation in which no progress is possible, especially because of disagreement; a deadlock
royalty	payment to the holder of a patent or copyright or resource for the right to use their property
to accuse sb of sth	to say that someone has done sth wrong, illegal, or unkind
grudge	a strong feeling of anger and dislike for a person who you feel treated you badly, especially one that lasts for a long time

EXAMPLES OF NEGOTIATION IN BUSINESS: APPLE AND SAMSUNG'S DISPUTE RESOLUTION CASE STUDY

What happened between Apple and Samsung makes for a great example of negotiation in business

By Pon Staff

For two days in late May 2012, Apple CEO Tim Cook and Samsung CEO Gee-Sung Choi met with a judge in the U.S. District Court of Northern California in an

attempt to reach a settlement in a high-profile U.S. patent case, a sobering example of negotiation in business.

Back in April 2011, Apple had filed a lawsuit accusing Samsung of copying the «look and feel» of the iPhone when the Korean company created its Galaxy line of phones.

Samsung countersued Apple for not paying royalties for using its wireless transmission technology. Since then, the number of patents under dispute has skyrocketed, according to the *Korea Times*, as has the number of courts involved in various countries. The two companies have repeatedly accused each other of copying the appearance and functions of their smartphones and tablet devices.

The companies showed some willingness to compromise in an effort to avoid going to court: at the California court's suggestion, they cut the number of disputed patents in half. But even as the CEOs sat down at the table for their mediation, which was urged by the court, Apple filed a motion asking the presiding judge to bar the sale of Samsung's Galaxy Tab 10.1 on the grounds that the tablet was designed to «mirror» Apple's second-generation iPad.

Both sides had said they hoped to avoid a legal battle. Given that Samsung is one of Apple's biggest suppliers, the companies had a strong incentive to move beyond their dispute and build on their ongoing partnership. Yet the two-day mediated talks between the CEOs in late May ended in impasse, with both sides refusing to back down from their arguments. The suit later went to trial twice, with Apple ultimately winning more than \$409 million.

As this example of negotiation in business suggests, mediation as a dispute resolution technique between business negotiators is far less likely to succeed when the parties are grudging participants than when they are actively engaged in finding a solution. When negotiators feel they have spent significant time and energy in a case, they may feel they have invested too much to quit.

Moreover, the longer they spend fighting each other, the more contentious and uncooperative they are likely to become. The lesson? When a business dispute arises, you should always do your best to negotiate or mediate a solution before taking it to the courts.

(www.pon.harvard.edu/category/daily/business-negotiations)

XIII. Relying on the information in the article try to explain:

- 1) why the agreement wasn't reached in spite of the fact that companies were eager to compromise;
- 2) on what condition a dispute resolution technique can be successful in business negotiations;
- 3) what lesson can be taught from Apple and Samsung's case.

XIV. Give your comments on the situation described in the article and say which side you support. Do you know any more examples of similar cases. Share them with your group-mates.

XV. Which of the following opinions do you agree with? Share your ideas with a partner.

1. Negotiation is not the place for the realization of individual ambitions.
2. In negotiations you should focus only on the solution which will be the best for one side.
3. Mediation is the next best route to take when conflicting parties can't come to an agreement.
4. In negotiations there shouldn't be a winner or a loser, but only two winners.
5. Conflict is a part of human nature, it cannot be avoided. Compromise is a sign of weakness or giving in.
6. In each critical situation, you should ask yourself a question: «Do I want to be right or do I want to have peace»?

2. NEGOTIATION STRATEGIES



READING

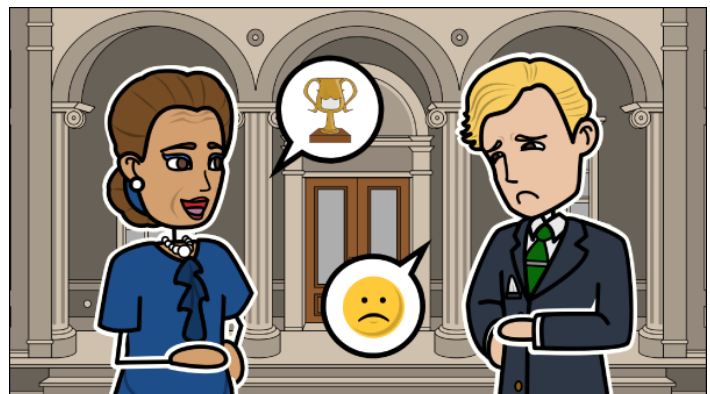
I. Read the post, compare the key strategies used in negotiations and name the outcomes they can lead to.

NEGOTIATION OUTCOMES: WIN-LOSE, LOSE-LOSE, AND WIN-WIN

By Marissa Martinez

Win-Lose

Frequently in a win-lose scenarios, both sides have attempted to win, without much regard for the outcome of the other party. Both parties may have come into the negotiation with a desired goal and a «walk away» point. In a win-lose scenario, one party falls within this target range (or even exceeds it) and the other party falls below their target range.



Notice that win-lose outcomes occur when the losing side can be pushed below their «walk away» point. This can happen when the losing side doesn't know what their best alternative is to reaching an outcome in the negotiation, or where they keep

negotiating against their own interest. Many other factors, like coercion and asymmetric information can also lead to win-lose outcomes.

Lose-Lose

In a Lose-Lose scenario either both parties concede bargaining positions outside their target ranges. If the negotiators fail to reach an agreement, both parties may end up in worse positions than when they started the negotiations, this is often included as a lose-lose outcome.

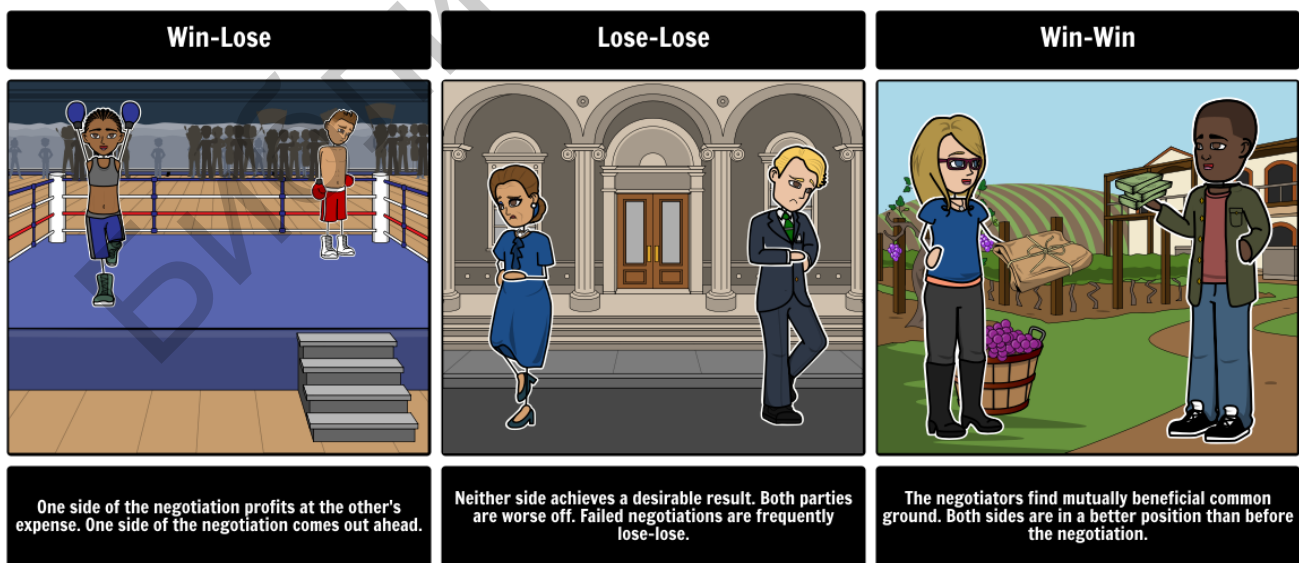
If one or both parties can't walk away from a negotiation, but are unwilling to make concessions, both will be forced to deal with the poor consequences of not reaching an agreement. Alternatively, both parties could be too quick to make concessions, reaching a compromise that is fair, but detrimental to both sides. Likewise, if both parties are mistaken about the benefits of what the other side is offering, they may reach an agreement they later come to regret.

Win-Win

In a Win-Win scenario, both parties end up, at minimum, within their target ranges. This could simply be reaching a fair middle ground that both parties benefit from, or it could mean finding a creative new solution that improves the position of both parties.

If both parties come to the table with goals that are mutually compatible, there is a good chance that the negotiation can result in a win for both sides. Of course, there is nothing that prevents a negotiator from trying to press an advantage and push the other side into a losing position, but there is a risk in that case that the other side will walk away from the negotiation.

Win-win results are the most stable outcomes of negotiations; since both parties are happy with the result, they have little reason to back out at a later time. Both parties have an incentive to negotiate with each other again, laying the foundation for a mutually beneficial working relationship.



(<https://www.storyboardthat.com/articles/b/win-win-negotiation>)

II. Which strategy, in your opinion, can lead to mutual satisfaction and lasting solutions for both parties in negotiations? Give your arguments.

VIDEO

«Three Factors of a Win/Win Negotiation» by Peter Barron Stark, 5:56

(<https://www.youtube.com/watch?v=ZHNQh3Pf7Rk>)

III. You are going to watch and listen to a leadership and workplace expert Peter Barron Stark, discussing three factors that are critical for reaching a win/win outcome in negotiations. Before watching, study the words which will help you understand what he says.

wanna	<i>informal</i> want to
gonna	<i>informal</i> going to
to indemnify	to compensate for loss or damage; to provide security for financial reimbursement to an individual in case of a specified loss incurred by the person
to cave	<i>informal</i> also cave in to agree to something that you would not agree to before, after someone has persuaded you or threatened you
juggler	a person who juggles objects in order to entertain people
teeter-totter	<i>AmE</i> a see-saw, «a playground with swings and teeter-totters»
to assume	to accept something to be true without question or proof
apple to apple	<i>idiom</i> to compare things that can reasonably be compared
to be on the table	<i>idiom</i> to be available or put forward, as for consideration, acceptance, discussion, etc.

IV. Watch the video and name three key factors of a win/win negotiation.

V. Watch the video again and discuss these questions with a partner.

1. What issue do most businessmen narrow down their negotiation to? What can it lead to?
2. What is a «meet in the middle» tactic?
3. What does an example with a juggler demonstrate?
4. What else can you offer to the partner except price?
5. What is meant by explicit and implicit needs? Which needs lead to success in negotiations?

VI. With your partner study examples of negotiation outcomes and answer the following questions:

1. What was the subject of negotiations?
2. What were the interests of each party?
3. What solutions were found in each case?
4. Which strategy is used by negotiators in each dialogue? Which strategy appears to be the most effective one for both parties?

Opening	Bargaining	Result
<p>Dialogue 1</p> <p>A: As you know, we really like your work. With our company, you can leverage our network for sales and exposure.</p> <p>B: I'm really excited to be working with you too!</p> <p>A: Excellent! You deliver 1000 units, and once they sell, you get 30 % of net profit less fulfillment fees.</p>	<p>B: Well, right now we only have 250 units at hand. Is there any way to start with 500, rather than 1000?</p> <p>A: I'm sorry, company policy is very clear. I can't make any exceptions.</p> <p>B: Oh. Okay. I'll make it work.</p>	<p>A: Great! We'll need delivery by the end of the month.</p> <p>B: Yeah, okay ...</p> <p>I'm not sure this is a good idea. Sure, the extra business is important, but it might be too expensive to train more widget makers.</p>
<p>Dialogue 2</p> <p>A: As you know, we really like your work with Craftsy Corp., you can leverage our network for sales and exposure.</p> <p>B: I'm really excited to be working with you too!</p> <p>A: Excellent! We'll need 1000 of your widgets. We'd really like to get things rolling!</p>	<p>B: Well, I don't have much inventory right now. Could you make an exception and start with a run of 500.</p>	<p>A: Well, we can do a run of 500, but we'll need an even split on profits. (At that scale we'll barely cover fixed expenses. This deal wasn't worth my time.)</p> <p>B: Okay. I guess that's we'll have to do ... (That's eats my entire margin but I guess it's better than not selling anything. At least I get some exposure ...)</p>
<p>Dialogue 3</p> <p>A: Everyone at Craftsy Corp. loves your widgets. We're very excited to help you get them out into the world.</p> <p>B: I'm excited too! I looked over the paperwork and I think everything works for me.</p> <p>A: Great! How soon can you get us the first 1000 widgets?</p>	<p>B: This is kind of embarrassing, but I don't have anywhere near that kind of production capability.</p> <p>A: Actually, we see that a lot with small businesses. I couldn't do this for everyone, but I think I can get you into our Promising Partners Program.</p> <p>B: If you agree to sell exclusively through us, we can provide some financing to scale your business.</p>	<p>B: That's sounds amazing! I'm really excited to share my widgets with as many people as possible!</p> <p>A: Well, we thought your widgets are the best! This is a sign of how much we believe in you! And it will be great for us too.</p>

(<https://www.storyboardthat.com/articles/b/win-win-negotiation>)

VII. Choose the strategy and the outcome you would like to achieve. Make up your own dialogues on the following situation:

You're the CEO of the leading consumer electronics company producing smart watches. You're negotiating with two large companies manufacturing the necessary components for your product such as PCB (printed circuit boards) and LED screens. You need 800 PCBs and 650 LED screens for manufacturing brand-new top-of-the-range smartwatches, the release of which you've already advertised, but companies can only deliver 700 PCBs and 500 LED screens because of the high demand for their products on the market. Try to find a mutually beneficial solution for all the parties. You may add some details, in case you need them for effective negotiation.

WRITING SKILLS

BUSINESS MEETING AGENDA

I. Do you know what an agenda is? Do you have any experience in drawing up an agenda for a business meeting? What is the main aim of the agenda? Look for an answer in the text given below. Name the tips that are mentioned by the author.

An agenda is essentially a meeting plan that outlines what topics will be discussed and in what order

IMPROVE YOUR MEETINGS WITH AN EFFECTIVE AGENDA

Whether you use a template or create your own, an agenda can be a great organizational tool for keeping meetings focused. Here are some tips for designing and utilizing an agenda to ensure that meeting goals are met without wasting time or creating frustration.

- **Create your agenda early.** Don't wait until the last minute to start writing an agenda. Getting started well before a meeting gives you time to create a professional document and make any needed changes based on feedback from team members.

- **Clearly define your meeting objective.** The objective can be thought of as a very brief summary of what will be discussed in a meeting. This should be stated at the top of the agenda, below the meeting title or agenda header.

- **Prioritize agenda items.** As you outline items to be discussed, add them to the agenda in order of importance. Meetings are notorious for running overtime, and you don't want to miss an important topic because time ran out.

- **Break down agenda topics into key points.** Creating a more detailed outline that breaks up agenda topics into multiple items for consideration helps attendees see the key issues. This allows for a more focused discussion and can save time.

- **Allow adequate time for each agenda item.** This is very important, but not necessarily easy. Some flexibility is always required in meetings, and prioritizing agenda items will help ensure that important issues are addressed. But allowing enough time for each agenda topic will help attendees effectively deal with the issues at hand.

- **Indicate whether agenda items require a decision.** Some of the business covered during a meeting may include topics for discussion or issues that need to be resolved or voted on. Make sure this is clear in your agenda so that attendees know whether they will be part of the decision-making process.

- **Inform members on how to prepare for the meeting.** Sharing an agenda with team members in advance not only lets them know what to expect during the meeting, but can also describe any preparation needed.

- **List who is responsible for presenting a topic.** Meeting attendees should have clear roles and responsibilities to keep the process running smoothly.

- **Leave time for meeting review.** At the end of your agenda, include a space for evaluating the meeting to improve the process in the future. This can also be the time for attendees to get clarification on any issues raised during the meeting or to propose topics for the next meeting.

BUSINESS MEETING AGENDA TEMPLATE

		BUSINESS MEETING AGENDA	
		DATE: Thursday, March 17, 2016	
		TIME: 10:30 AM	
		LOCATION: Conference Room B	
MEETING CHAIR:	Sara Hudson	email: sarahudson@yourcompany.com	phone: 321-456-7890
MEETING SCRIBE:	Steve Hart	email: stevehart@yourcompany.com	phone: 321-456-7891
MEETING TITLE:	2017 Development Goals		
ATTENDEES PRESENT:			
Sara Hudson, Position	Steve Hart, Position	Sara Hudson, Position	
Steve Hart, Position	Sara Hudson, Position	Steve Hart, Position	
Sara Hudson, Position	Steve Hart, Position	Sara Hudson, Position	
Steve Hart, Position	Sara Hudson, Position	Steve Hart, Position	
OBJECTIVES:			
▪ Objective 1 description			
○ Remarks			
▪ Objective 2 description			
○ Remarks			
▪ Objective 3 description			
○ Remarks			
▪ Objective 4 description			
○ Remarks			
SCHEDULE:			
TIME	CONTENT DESCRIPTION		
10:30 to 10:40	Attendance; Call to Order		
10:40 to 11:00	Objective 1		
11:01 to 11:15	Objective 2		
11:16 to 11:30	Objective 3		
11:31 to 11:50	Objective 4		
11:51 to 12:00	Announcements; Closing Remarks		

This business meeting agenda template boldly lists all the essentials: attendees, objectives, agenda schedule, and roles and responsibilities. Creating a concise agenda is the first step toward having a productive business meeting. Stating clear goals for

the meeting, prioritizing agenda topics, and limiting the agenda to one page will help attendees stay focused and engaged.

(<https://www.smartsheet.com/free-meeting-agenda-templates-word>)

II. Study the template given above paying attention to its structure. Taking into consideration the tips you have read about, write a business meeting agenda for negotiations described in Task VII on p. 151.

III. Choose the theme for negotiation from the latest business news on the Internet and write an agenda for it. Share it with your group-mates to keep them informed.

FOLLOW-UP

I. Study the quotes below and choose the ones you most agree with. Give arguments for your choice.

 <p>Negotiation is not a policy. It's a technique. It's something you use when it's to your advantage, and something that you don't use when it's not to your advantage.</p> <p>John Bolton</p>	 <p>Let us move from the era of confrontation to the era of negotiation.</p> <p>Richard M. Nixon</p>
 <p>The first principle of contract negotiations is don't remind them of what you did in the past - tell them what you're going to do in the future.</p> <p>Stan Musial</p>	 <p>Negotiation and discussion are the greatest weapons we have for promoting peace and development.</p> <p>Nelson Mandela</p>
 <p>In business as in life, you don't get what you deserve, you get what you negotiate.</p> <p>Chester L. Karrass</p>	 <p>Before a negotiation can proceed and be completed, what is outside the scope of negotiation needs to be agreed.</p> <p>Christine Lagarde</p>
 <p>Negotiation is not about figuring out who is right or wrong. It is about getting the parties involved to agree to embrace the other party's perspective.</p> <p>Elizabeth Suarez</p>	 <p>Diplomacy is the art of getting what you want without offending anyone too badly.</p> <p>Christopher Nutall</p>

II. Say if you have ever participated in business negotiations? If yes, what kind of negotiations were they? What was their outcome? If no, would you like to be a negotiator? Give reasons.

III. Make your own research on the «win-win» approach and make a short presentation summarizing its objectives and implications.

Useful references:

What is a Win-Win Negotiation? - PON - Program on Negotiation/Harvard Law School

(<https://www.pon.harvard.edu/daily/win-win-daily/what-is-a-win-win-negotiation>,
(<https://www.pon.harvard.edu/daily/win-win-daily/5-win-win-negotiation-strategies>)

Skills you need: Negotiation in Action

(<https://www.skillsyouneed.com/ips/negotiation2.html>)

VIDEO

«Win: Win - Negotiation Explained», 0:44

(<https://www.youtube.com/watch?v=SqV1U7HrxIk>)

«Win – Win Negotiation», 3:00

(<https://www.youtube.com/watch?v=7-t4nuVgotk>)

IV. Is there any difference between sales strategies and negotiation ones? Express your point of view.

V. Role play. You need to mobilize funding for your project, the main aim of which is to launch an on-line service of bike or electric scooter sharing in your city. Act out negotiations with a potential investor. Invent details you need. Make use of conversational formulas such as:

As we see it, the main objective of our meeting is ... We've got four items on the agenda. I'd like to raise the issue ... What I think is ... Your offer sounds promising but I'm not fully convinced ... Well, let me think for a moment ... I can't take your point on that ... Let's get back to ... Let's finalize the details of ... Let's define activities to be supported ... OK, then ... Right ... Let's agree on the next steps ... I look forward to our collaboration and partnership
--

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СТУДЕНТОВ II СТУПЕНИ ВЫСШЕГО ОБРАЗОВАНИЯ**

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