МІНІСТЕРСТВО ТРАНСПОРТУ ТА ЗВ'ЯЗКУ УКРАЇНИ
ДЕРЖАВНИЙ ЕКОНОМІКО-ТЕХНОЛОГІЧНИЙ УНІВЕРСИТЕТ
ТРАНСПОРТУ

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АНГЛІЙСЬКЕ ДІЛОВЕ МОВЛЕННЯ

НАВЧАЛЬНИЙ ПОСІБНИК
ДЛЯ СТУДЕНТІВ ВИЩИХ ТЕХНІЧНИХ
НАВЧАЛЬНИХ ЗАКЛАДІВ

*Рекомендовано Міністерством освіти і науки України
як навчальний посібник для студентів вищих навчальних закладів
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Метою навчального посібника є формування у студентів знань, умінь і навичок, спрямованих на успішне оволодіння основами ділового спілкування англійською мовою. У посібнику наведено питання для повторення матеріалу й самоперевірки, завдання для самостійної роботи та зразок письмового контролю знань, умінь і навичок студентів із зазначеної дисципліни, подано список використаної літератури.

Посібник укладено відповідно до типової програми з курсу "Ділове (наукове) спілкування іноземною мовою" та з урахуванням Загальноєвропейських Рекомендацій з мовної освіти.

Навчальний посібник призначено для студентів старших курсів усіх спеціальностей денної та заочної форм навчання, які вивчають англійську мову як нефахову дисципліну у вищих технічних закладах освіти.

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CONTENTS

PREFACE

In a world full of immense diversity in culture, customs and business practices, it is often necessary to adapt to common standards of social and business interaction. Whether one may be a business executive, a rising professional or an individual, a knowledge and application of proper social skills sets one apart from the crowd and enables one to achieve both personal and professional success. The *Guide to Business Communication in English* is intended to provide basic principles, useful techniques, practical tips and guidelines for the university graduates to help them develop skills needed for business communication.

Its aim is to help fifth-year students better understand and appreciate the communicative potential of verbal and non-verbal means in business intercourse through performing a variety of tasks and activities. With the *Guide* students will become aware of the ever expanding areas of international commerce and industry in which they are likely to find themselves involved in their future career.

The *Guide* is arranged in three sections: (1) theoretical and practical material for the class-room and extracurricular work (Revision Tasks), which will enable day-time as well as extramural students to use the *Guide*; (2) *Self-Study Material* that contains the tasks testing students' individual work (16 units to be performed as an extracurricular activity) including point-to-grade conversion scale; (3) *Appendices*, containing (a) a sample of the module test-assessment paper; (b) a sample of the examination card; (c) the questions and criteria for the final assessment of students' knowledge, skills and abilities acquired during the course of Business Communication in English. Each Unit is supplied with a list of words and word combinations translated as they appear in the context to make it easier for the reader to follow and understand what is meant in the context.

The teaching matter of the *Guide to Business Communication in English* is organised according to the *National Curriculum for Universities: English for Specific Purposes* (Kyiv, 2005) as well as *All-European Recommendations on Language Education*.

We hope that the *Guide to Business Communication in English* will help learners overcome difficulties in mastering Business English, will facilitate the programme material acquisition as well as will enable the learners to develop their skills required for successful communication in business.

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PART 1

UNIT 1. INTRODUCTION TO SUCCESSFUL COMMUNICATION IN BUSINESS

Definition of communication. Its functions and types

Communication (from Latin *communicatio* meaning *the action of imparting, повідомлення, передача*) is the process of transmitting information between an addresser, who encodes the message with the help of a definite signalling system and an addressee who decodes it. Thus, when one person wants to convey a message to another he/she can use a variety of means. He may write it down on a piece of paper and hand it over (*written communication*). He may transmit it in sign language, as deaf-mutes do. He may stand on one alp and wave or drape flags in a pre-arranged way to the recipient standing on another hill; or he may prefer to flash a mirror. All these are *visual means of communication*. On the other hand, the message may be passed by *audible means*, by fog-horn, Morse-key or drum, gestures (all these types of communication are called *non-verbal*, or *sign communication*); or it may simply be spoken: transmitted by sound generated by certain speech organs available to every human being (*oral communication*). In other words, during speech communication co-conversers generally use two codes: (1) ***a verbal code***, i.e. language, and (2) ***non-verbal codes*** or signals that are usually transmitted through particular communication medium or channel (so-called *paralinguistic means*, including (a) ***a visual code*** (*body language* or *bodily activity* (posture, gestures, facial expression, or mimics, eye contact, appearance), (b) ***an auditory code*** (*vocalics, or the use of voice,* embracing *vocal characteristics*: laughing, crying, yelling, moaning, yawning, etc.; *vocal qualifiers*: volume, pitch, tempo, resonance and tone; *vocal rate*, or tempo modifications*; vocal fillers*: sounds like *un-huh, shh, ohh, uh, mmh*, etc.), (c) ***a contact code*** (touch, space), (d) ***time and place codes*** (time, objects) [8:137; 26:68; 44:125–132].

The spoken word, i.e. language, is the most frequent and most important medium of communication between man and his interlocutor. In the act of oral communication there are five main components [43:55; 23:13–14]:

(1) a speaker/sender/addresser/initiator of information;

(2) a message which is transmitted;

(3) one or more co-conversers (a hearer/listener/receiver/addressee);

(4) means (a mode/vehicle/medium) of transmitting information: (a) the voice, face, body; the spoken word; (b) books, photographs, printings, etc; (c) telephone, radio, TV, computer networks, etc.;

(5) an effect produced by the message.

Spoken communication consists of three major stages:

(a) *speech production*;

(b) *speech perception*;

(c) *speech understanding*.

According to J. Watson and A. Hill [43:57], spoken communication manifests itself in the following **functions**:

(1) *instrumental* (*дієва*) – to achieve or obtain something;

(2) *controlling* (*контролююча*) – to make someone behave in a certain way;

(3) *information(al)* (*інформативна*) – to learn about something, to discover or explain something;

(4) *expressive* (*експресивна*) – to express the speaker's feelings and emotions;

(5) *social* (*соціальна*) – to maintain social contacts;

(6) *alleviating* (*пом'якшуюча*) – to lessen an anxiety or ease a worry about something;

(7) *stimulating* (*стимулююча*) – to make the recipient react to the speaker's information;

(8) *role-relating* (*статусна*) – to mark/designate the co-conversers' social status or position.

Spoken communication offers one of the most accessible examples of the workings of this complex of systems. Therefore a comprehensive view of the human cognitive systems would be incomplete without understanding of the relationships between the production, perception and understanding of speech. Thus spoken communication deserves, in J. Laver's opinion [22:526–527], the concentrated attention of cognitive sciences, since the act of communication starts in the speaker's brain, because a profound knowledge of how the language operates is stored in the speaker's brain, which performs, according to J. O'Connor [27:10–12], two functions: a *creative function* and a *forwarding function*. The *creative* function is defined as central through which the message is conceived and formed, because a profound knowledge of how the language operates is stored in the speaker's brain. There are three phases of the creative function: (1) a need to communicate; (2) medium to be used (speech, writing, sign language, etc.); (3) the form of the message (imperative, interrogative, etc.).

The *forwarding* function manifests itself in controlling muscular movements to send out patterned instructions in the form of nervous pulses along the nervous pathways connecting the brain to the muscles of the speech organs. These instructions call upon the muscles concerned to perform various combinations and sequences of movement, which result in releasing the right sounds in the right order.

Thus the types of communication described above are based on different means, or signalling systems used in the process of communication. Another classification of communication is grounded on the use of this or that professionally oriented language, definite situations or definite purposes of communication, for instance, *classroom English communication,* i.e. the use of English in the teaching process, *scientific communication in English*, i.e. the use of English for carrying out a scientific research, *business English communication,* i.e. the use of English (written or oral) in business intercourse, etc.

Principles of Communication. In the course of communication the co-conversers are governed by certain rules and principles, which an efficient speaker should know. An attempt to discover the logic for rational behaviour in conversations was made by P. Grice [16:45] who singled out:

(1) *the **cooperative principle*** (принцип кооперації, взаємодії) of communication, consisting of four *maxims,* or ethical principles of speakers' communicative behaviour:

(a) *the maxim of quantity* (максима кількості) – speakers should provide the appropriate amount of information for their interlocutor to be able to interpret their intention(s), i.e. he/she has to make his/her contribution as informative as required; at the same time it should not be more informative as required;

(b) *the maxim of quality* (максима якості) – speakers should tell the truth trying not to mislead the hearer;

(c) *the maxim of relation* (максима відповідності) – speakers should provide information relevant to the topic of the conversation and the communicative situation;

(d) *the maxim of manner* (максима способу (манери) вираження) – speakers should express their ideas clearly, avoiding ambiguity.

The first two maxims can be considered together [23:84; 17:362] since they frequently work in competition with one another: the amount of information given by the speaker is limited by listener's wish to avoid telling an untruth.

(2) *the* ***principle of politeness*** (принцип увічливості) represents a set of social skills to ensure harmony and affirmation in social interactions. Two strategies of polite behaviour are distinguished by P. Brown and S. Levinson [7:61; see also 23:83–84]:

(a) *positive politeness* – the expression of the speaker's involvement, interest, concern oriented to the co-converser's positive image;

(b) *negative politeness* – the expression of the speaker's restriction and restraint in case he/she recognizes the recipient's independence and rights to autonomy and freedom.

The knowledge of these principles, as well as the ones called laws suggested by I. Sternin [46] (e.g. the law of the listener's progressing impatience, the law of public criticism rejection, the law of trust to simple words, the law of the emotional suppression of logic and others), is important for successful communication.

Business Communication in English: Definition and Types

A quarter of the planet currently speaks English. That is one and a half billion people, two third of whom speak it as a foreign language. For most, it is not a question of choice, but of necessity, as English has rapidly become the main language of business, science and popular culture. Three-quarters of the world's mail is in English. So are four out of five e-mails and most of what can be found on the Internet.

Thus, as English is becoming more and more the language of international business, diplomacy and administration, many people for whom English is a foreign language are facing the need of having to master its complex grammar, spelling and idioms as well as the techniques and conventions of written and oral communication. Nowadays no manager can be effective in his/her job unless he/she is able to communicate. It is the most essential single skill that managers everywhere will seek to improve.

Many non-native English speakers study business English with the goal of doing business with English-speaking countries, or with companies located in other parts of the world, where English (the so-called *lingua franca*) is used for international communication. Business English means different things to different people. For some, it focuses on vocabulary and topics used in the world of business, trade, finance and international relations. For others it refers to the communication skills used in the workplace, and focuses on the language and skills needed for typical business communication such as presentations, negotiations, meetings, small talk, socializing, correspondence, report writing and so on.

Knowledge of what is going on in the markets is especially important for businessmen. That is why communications between businessmen must be speedy and efficient. In addition, businessmen need to be aware of the activities of governments, politicians and competitors all over the world where they buy and sell their goods and services, since all these affect worldwide trading policies [24]. Therefore, a vast network of business communications must be in operation twenty-four hours a day. In other words, business English is the kind of English especially related to business intercourse.

Thus, ***business communication*** is regarded as the process, methods and skills needed to send and receive business messages. It covers a variety of topics, including marketing, branding, customer relations, consumer behavior, advertising, public relations, media relations, corporate communication, community engagement, research and measurement, reputation management, interpersonal communication, employee engagement, online communication, and event management. Business communication is used to promote a product, service, or organization; relay information within the business; or deal with legal and similar issues. A business communication message is usually conveyed through various communication channels, including the Internet, print (publications), radio, television, outdoor, etc.

As it was mentioned above, *business communication*, as any other communication in which language is used as the leading means, can be either written or oral, or both. Written business communication includes: memos, telegrams, telexes, telephone messages, electronic mail (web-based communication), letters of different types (business letters, letters of transmittal, transactional letters, enquires and replies, letters of complaint, applications, letters to the editor, claims and adjustments, payments, sales, insurance and other miscellaneous correspondence), CVs, compiling business reports, reviews, summaries (including a summary of correspondence), compiling essays on commercial topics, agendas, minutes, notifications, compiling and interpreting statistics, graphs and diagrammatic material, answering an advertisement for a job, etc. All these types of written communication perform definite functions and are used with definite purposes. Knowing how to approach professional correspondence is a vital skill for an individual's success in the work. Memos, letters and electronic mail are the workhorses of the business world and are regarded as the three essential types of correspondence. When the situation requires formal correspondence, writers (or clerks) send letters. Today's computerized society gives people another method for written communication – electronic mail (E-mail). These types of written business communication may seem similar at first, but each of them has a different effect on readers and therefore should be used for different purposes.

Oral business communication comprises: taking telephone messages, presenting a report, delivering presentations, handling discussions and meetings, carrying on negotiations, etc., which require the adequate culture of verbal and non-verbal behaviour as well as the rules of business etiquette.

One has to know specifically when, where, and how it is appropriate to use each type of communication; that is why the material given below is intended to show how to deal with different types of business communication efficiently.

Revision Tasks

1. Give your understanding of what communication is. Characterize its functions.

2. Dwell on the types of communication and its major elements. Comment on the principles of communication.

3. Define business communication; comment on its types. Speak on the types of business correspondence.

Topical Vocabulary

accessible example /əkˈsesəbᵊl ɪɡˈzɑːmpᵊl/ – зрозумілий приклад

acknowledge receipt /əkˈnɒlɪdʒ rɪˈsiːt/ of smth – підтверджувати одержання чогось

advertisement /ədˈvɜːtɪsmənt/ for a job – об’ява про роботу

agenda /əˈdʒendə/ – порядок денний

alleviating /əˈliːvɪeɪtɪŋ/ – те, що полегшує

alp /ælp/ = hill – пагорб

application /ˌæplɪˈkeɪʃᵊn/– заява

appropriate /əˈprəʊpriət/ – доречний, відповідний, притаманний

as well as /əz ˈwel əz/ = also – також

be dedicated /ˈdedɪkeɪtɪd/ / devoted /dɪˈvəʊtɪd/ to smth – присвячений

be grounded /ˈɡraʊndɪd/ /based on – базуватися на

be regarded /rɪˈɡɑːdɪd/ /considered /kənˈsɪdəd/ /looked /lʊkt/ upon / viewed /vjuːd/ as – розглядатися, вважатися

be stored /stɔːd/ – бути збереженим, зберігатися

business intercourse /ˈbɪznəs ˈɪntəkɔːs/ – ділове спілкування call upon smth – апелювати, звертатися

casual conversation /ˈkæʒuəl ˌkənvəˈseɪʃn/ – недбала бесіда

claims /kleɪmz/ and adjustments /əˈdʒʌstmənt/ – вимоги та корегування

cognitive /ˈkɒgnɪtɪv/ sciences /ˈsaɪənsɪz/ – когнітивні науки

cognitive system – когнітивна (пізнавальна) система

colleagues /ˈkɒliːg/ = coworker – колеги

compile /kəmˈpaɪl/ business reports – укладати бізнес-звіти

comprehensive view /ˌkɒmprɪˈhensɪv vjuː/ – всеохоплюючий погляд, точка зору

conceive a message /kənˈsiːv ə ˈmesɪdʒ/ – задумувати, обмірковувати лист

convey/to transmit/to pass a message/information/news – передавати інформацію

CV /ˈsiːˈviː/ (curriculum vitae /kəˈrɪkjʊləm ˈviːtaɪ/) – коротка біографія

deaf-mute /ˌdef ˈmjuːt/ – глухонімий

deliver /dɪˈlɪvə/ a message – доставляти листа

delivery /dɪˈlɪvərɪ/ – доставка

designate /ˈdezɪgneɪt/ – позначати, вказувати

dispose the recipient to the sender /dɪsˈpəʊz ðə rɪˈsɪpɪənt tə ðə ˈsendə/ – налаштовувати реципієнта до відправника

drape /dreɪp/ flag – подавати сигнали прапорцем

drum /drʌm/ – барабан, подавати сигнали барабанним боєм

economic ties /ˌiːkəˈnɒmɪk taɪz/ / links /lɪŋks/ – економічні зв’язки

edit /ˈedɪt/ a letter – редагувати лист

employee /iːmˈplɔɪiː/ – працівник

employer /iːmˈplɔɪə/ – роботодавець

encourage /ɪnˈkʌrɪdʒ/ to initiate /ɪˈnɪʃɪeɪt/ correspondence – стимулювати, заохочувати переписку

enquiry /ɪnˈkwaɪərɪ/ – запит

essay on commercial topic /ˈeseɪ ɒn kəˈmɜːʃᵊl tɒpɪk/ – есе з комерційної тематики

essential /ɪˈsenʃᵊl/ = important – суттєвий, важливий evaluation /ɪˌvælju'eɪʃᵊn/ – оцінка

face the necessity – зіткнутися з необхідністю

face-to-face conversation /'feɪs tə 'feɪs ˌkɒnvə'seɪʃᵊn/– розмова віч-на-віч

flash a mirror /flæʃ ə 'mɪrə/ – передавати повідомлення за допомогою дзеркала

fog-horn /'fɒghɔːn/ = siren /'saɪərən/ – сирена

formal correspondence /'fɔːməl ˌkɒrə'spɒndəns/ – офіційне листування

hearer /hɪərə/ /listener /'lɪsᵊnə/ – слухач

impatience /ɪm'peɪʃᵊns/ – нетерпимість

insurance /ɪn'ʃʊərəns/ – страхування

intercourse /'ɪntəkɔːs/ – спілкування, суспільні зв'язки і стосунки

interlocutor /ˌɪntə'lɒkjʊtə/ /co-converser/communicator – співрозмовник

internal /ɪn'tɜːnᵊl/ /external /ɪk'stɜːnᵊl/ correspondence – внутрішня / зовнішня переписка

interpret /ɪn'tɜːprɪt/ statistics /stə'tɪstɪks/ / graphs /grɑːfs/ / diagrammatic /ˌdaɪəgrə'mætɪk/ material – інтерпретувати статистичні дані/графіки/ матеріал, поданий в діаграмах

joint project /dʒɔɪnt 'prɒdʒekt/ – спільний проект

letter of complaint /kəm'pleɪnt/ – лист-скарга

letter of transmittal /trænz'mɪtᵊl/ – супровідний лист

letter to the editor /'edɪtə/ – лист до редактора

lingua franca /'lɪŋgwə 'fræŋkə/ – лінгва-франка, мова, що використовується для спілкування людьми з різних країн

manifest /'mænɪfest/ oneself – виявляти себе

margin /'mɑːdʒɪn/ – поле

master the language /'mɑːstə ðə 'læŋgwɪdʒ/ – оволодівати мовою

maxims /'mæksɪmz/ – принципи поведінки

means /miːnz/ /medium /'miːdiəm/ of communication /kəˌmjuːnɪ'keɪʃᵊn/ – засоби комунікації

memorandum /ˌmemə'rændəm/ (memoranda /ˌmemə'rændə/– pl., contracted to memos /'meməʊ/) службова записка, меморандум minute /ˈmɪnɪt/ – протокол (зборів)

miscellaneous correspondence /ˌmɪsəˈleɪniəs ˌkɒrəˈspɒndəns/ – різноманітна кореспонденція

Morse-key /ˈmɔːs kiː/ – азбука Морзе

negotiation /nɪˌɡəʊʃiˈeɪʃᵊn/ – перемовини

non-verbal /ˌnɒnˈvɜːbᵊl/ / sign /saɪn/ communication /kəˌmjuːnɪˈkeɪʃᵊn/ – невербальна / знакова комунікація

notification /ˌnəʊtɪfɪˈkeɪʃᵊn/ – повідомлення

politeness /pəˈlaɪtnəs/ – увічливість

profound /prəˈfaʊnd/ knowledge – глибокі знання

recipient /rɪˈsɪpɪənt/ – реципієнт, отримувач (інформації)

rejection /rɪˈdʒekʃᵊn/ – відхилення, несприйняття

release sounds /rɪˈliːz saʊndz/ – вимовляти звуки

require /rɪˈkwaɪə/ (v.) – вимагати

result /rɪˈzʌlt/ in – призводити до

review /rɪˈvjuː/ – огляд

simultaneously /ˌsɪməlˈteɪniəslɪ/ – одночасно

small talk /ˈsmɔːl ˈtɔːk/ – світська бесіда

speech perception /spiːtʃ pəˈsepʃᵊn/ – сприйняття мовлення

summary /ˈsʌmərɪ/ – резюме, короткий виклад інформації

suppression /səˈpreʃᵊn/ – пригнічення

transactional /trænzˈækʃᵊnəl/ letter – діловий лист

transmission /trænzˈmɪʃᵊn/ / transmittal /trænzˈmɪtᵊl/of information – передача інформації

vehicle /ˈviːɪkᵊl/ – засіб

visual /ˈvɪʒuəl// audible /ˈɔːdəbᵊl/ /visual-audible /ˈvɪʒuəl ˈɔːdəbᵊl/ means of communication – візуальні / слухові / візуально-слухові засоби комунікації

vital skill /ˈvaɪtᵊl skɪl/ – життєво важливі вміння

affirmation /ˌæfəˈmeɪʃᵊn/ of smth – підтвердження чогось

on behalf of /ɒn bɪˈhɑːf əv/ – від імені

UNIT 2

BUSINESS CORRESPONDENCE

1. Memorandum. Its types. ***Memorandum*** (the plural being *memoranda*, contracted to *memos*) is a short note, request or reminder designating something to be remembered, or to be done or acted upon in the future or for action or information; an informal message sent between two or more employees of the same company, concerning company business; the so-called vehicle for interoffice correspondence, rarely used to communicate outside of an organization. Its function is informative.

Thus, in companies and institutions around the world, *memos* constantly convey messages from supervisors to staff, colleague to colleague, project team members to team managers – and beyond to clients and customers in other companies. Most companies have their own printed or headed forms upon which such messages are usually written. Letters are usually reserved for external communication. But although that is a good general rule, one will occasionally find oneself in situations where he/she needs to write formal letters to people within your company and memos to colleagues in other organizations.

In other words, memos, being a part of an ongoing conversation between colleagues, whether the colleagues are within the same company or working together on a joint project involving several companies, are usually exchanged between people who have already established contact and are getting further business done on a project. In technical environments, *memos* are often sent so that they can be added to the project file, creating a paper trail that can be useful later if a history of the project is needed for legal or management purposes.

Memoranda should not be turned into lengthy reports or used for discussion purposes; their wording should be kept impersonal and to the point [13], for example:

Example 1

WEST AFRICAN PETROLEUM COMPANY
HEAD OFFICE
FORT HARCOUT

MEMORANDUM

TO: All Departmental managers

FROM: Personnel Manager

DATE: 4th March 1981

REF: Pers/file no. 247/44

SUBJECT: Annual staff returns

All Departmental Managers are reminded that the Annual Staff Returns are required to be at the Personnel Office by 1st April. If any difficulties are envisaged in completing by this date, please inform me. [E.B.Pryse]

Example 2

TO: Delegates of the Working Party on Rail Transport

FROM: Rail Transport Conference Committee

DATE: 19 November 2007

TIME: 9:30 am - 10 am

ROOM: Assembly Hall

SUBJECT: Conference Delegates Registration

By the decision of the conference committee new accreditation procedures have been introduced for all delegates attending meetings held at the Assembly Hall. Therefore, delegates are requested to complete one of the attached registration forms (which are also available from the Internet website of the UNECE Transport Division: http//www.unece.org/trans/Welcome.html) and to transmit the completed form to the UNECE Transport Division. Prior to the session delegates are requested to collect their identification badge at the Pass and Identification Unit of the UNOG Security and Safety Section. In case of difficulties, please phone the secretariat (int. 72458).

Example 3

TO: Secretarial and administrative staff

FROM: Bronwen Wolton, Trainer

DATE: Thursday 25 October 2007

TIME: 9:30 pm-1:00 pm

ROOM: TBC

SUBJECT: Workshop on minute writing

This half day workshop is intended for secretarial and administrative staff who need to produce minutes of meetings in the course of their work.

It will cover informal and formal minute-writing and highlight the differences between action minutes, narrative minutes, resolution minutes and lead into formal minute-writing. Use of language, headings, set formats and hands-on practice will be offered. Listening skills will also be examined to show how precise notes can be used effectively. Example minutes will be examined too.

Types of memos. Memos can be *informal messages* intended primarily for a single purpose and a single reader or *general notices* aimed at many readers. For example, a project update memo sent in the morning from the supervisor to the staff is probably destined for the project file and is informative to all the people involved. Later during the day one of the engineers on the project may send a memo to a colleague asking to clarify a task. The first memo is a typical *general notice* that management sends to keep people in the know of what is happening, while the second is more of a casual conversation not meant for anyone but the specific addressee.

While many kinds of memos are mailed daily in the business world, the most common types for technical communicators are: *good/bad news messages; informative messages; requests for action, and message of transmittal*. For instance, during an environmental cleanup project, writers may send the following messages:

a) *message of transmittal*

TO: City manager

FROM: Engineering vice president

PURPOSE: To forward the proposal for the cleanup job;

b) *informative messages*

TO: City council

FROM: Project leader

PURPOSE: To explain the phases of the site cleanup;

c) *request for action*

TO: Project leader

FROM: Site manager

PURPOSE: To request additional field test equipment;

d) *good news message*

TO: Environmental Protection Agency

FROM: Project leader

PURPOSE: To give positive results of field tests;

e) *bad news message*

TO: City council

FROM: Engineering vice president

PURPOSE: To give reasons for delays and cost overruns.

Each memo that may be exchanged during the phases of such a project has a distinct purpose and should not be jotted down and dashed into the mail. Some memos have particular formats readers expect to see, and all of them create positive or negative impressions on the recipients. The process of composing them requires artfulness that is achieved by planning and careful writing. Here are some examples of memos.

Example 1.

Memorandum

To:	Sales Manager	
From:	Henry Smith	
	Personnel Director	
Date	12 March 2003	
Subject	Sales presentation:	20 September 2003

This is to inform you all that you and members of your sales team will be making a sales presentation to members of the Board at 4 p.m. on 20 September. As agreed, your presentation will take the following form:

1. Total sales for the years ending 2002.

2. The trend in total sales over the period 1998–2003.

3. The regional distribution of sales, with indications of areas of growth and "problem areas".

4. Sales forecasts.

I hope that you and your team will give us a clear picture of our sales performance.

While writing memos one may use a *direct/indirect* method. The most common organization for effective correspondence is the *direct approach*. In this organizational pattern, one has to begin from the main point. For example, if a person wants someone to take a particular action, he/she asks right away about it, then details should be given. If there are news to be conveyed, it should be mentioned in the first paragraph of the memo. Being direct, a memo has the benefit of stating its purpose at the beginning in order to save the reader's time.

The structure of a **direct** memo consists of five obligatory elements:

1. *Introductory greetings* (not necessary in some memos).
2. *Main point of the memo* (or its purpose).
3. *Details*.
4. *Action step* (if necessary).
5. *Closing*.

This approach works extremely well when one knows that the audience is not hostile to what he/she has to say. Otherwise, such a directness can be offensive.

When the audience is likely to refuse to accept the speaker's point, the best strategy in such a case is to use an *indirect approach* to writing a memo. In this situation, it is advisable to begin with the information that will be well accepted by the readers. One of the best ways to accomplish this task is to show that the writer understands the readers' point of view and shares their concerns. Usually this technique disarms hostility and increases the sender's trustworthiness, encouraging readers to be more sympathetic to what he/she is saying. Then it is necessary to introduce the writer's own thoughts in a logical polite manner as well as to present his/her opinion reasonably and clearly. A memo should be closed with a reassurance that the sender of information has given every possible consideration to the situation and hopes they can see his/her point of view.

The structure of an **indirect** memo looks like this:

1. *Introductory greeting*.
2. *Buffer/Affirmation of readers' perspective*.
3. *Proof that one has looked at all sides of the situation*.
4. *The writer's opinion presented in a reasonable and polite manner*.
5. *Action step* (if necessary).
6. *Closing*.

The evaluation of the situation will help the writer decide which memo type to write: direct or indirect.

2. Electronic mail. Some hints on how to write e-mail messages. Since nowadays many people have access to computers, a quick and easy way to send messages that are immediately delivered is through the electronic mail system. Such a type of communication is called ***electronic mail*** (or E-mail, or e-mail), which is another essential type of correspondence. Such messages are sent via telecommunications links between computers or terminals from one individual to another. E-mail has become the preferred form of communication for almost all tasks: from sending quick messages and updates to purchasing equipment and acknowledging receipt of products. According to the Institute of directors, the majority of business people receive around 30 e-mails a day. It has the advantage of speed and efficiency as well as it is in constant use for messages sent within companies or around the world. Wherever a telephone wire is hooked to a computer via a modem, e-mail is a possible means of fast communication. That is why business people use e-mail instead of the telephone or letters. Anyone who wants to send an e-mail message just tells the e-mail program the appropriate address and runs the *Send* command. The Internet takes over from there and makes sure the massage arrives safely. E-mails are generally brief; they often consist merely of the previously received message sent back with a laconic reply, though there are no universally accepted rules for writing e-mails.

Like any new technology, e-mail has both advantages and disadvantages. The ***advantages*** of e-mail use are as follows:

1) a) *quick delivery*;

b) *minimal cost of sending a message* almost anywhere in the world;

c) *the effect of words printed on a screen* (as opposed to a disembodied voice over the telephone) have made e-mail especially useful;

d) e-mail has opened *new channels of communication inside organizations* (lower-level employees who may otherwise have no contact with upper management can send e-mail messages to top managers as easily as to their own colleagues);

2) e-mail allows one *to send a message to several people at once*. The “CC” (copies to) line in the heading lets one type in as many names as he/she wishes; the message is sent to everyone simultaneously, saving time, duplicating costs and paper;

3) e-mail is extremely *useful for collaborative efforts*. People working together on team projects or research can keep in touch over long distance via e-mail and can attach files to send electronically for the receiver to download. Co-workers or teammates can send drafts of their portions reports or other documents to all of their colleagues and can get immediate response. The various portions can then be edited and compiled into the final document.

The ***disadvantages*** of e-mail use lie in the following:

1) since e-mail messages are informal and quick, writers *are not always precise in communicating their thoughts* to the screen. Misspellings and ungrammatical sentences can project a negative image if users don’t take time to check over what they write;

2) e-mail messages are easy to read, as well as *they are easily deleted* instead of being printed out to keep it in a file. As a result, some important messages are forgotten or lost;

3) electronic communication *can be slow* if people do not check their messages;

4) the increasing use of e-mail *replaces personal contacts*. Even though messages sent over the telephone wires are quick and can be informal, they do not have the same

effect as face-to-face conversations or the warmth and personality of a person's voice over the phone.

5) writing on a computer screen often *encourages people to drop inhibitions*. It is not unusual for people to write things in e-mail that they would never write in a paper or say over the telephone. This new type of communication sometimes creates potentially awkward situations. When a person sends messages over the computer lines, it is worth remembering that he/she is not talking to him/herself. The audience expects professional and polite behavior. That is why, hastily written messages can easily sound too direct or even rude, and upsetting a colleague with an angry e-mail can seriously influence and sometimes damage one's professional relationship.

It is up to the e-mail user to balance these advantages and disadvantages and decide when it is appropriate to use e-mail and when it would be better to use paper correspondence, the telephone, or a personal visit.

Some guidelines on how to write e-mail messages

1. Create a subject line for it guides the reader and makes the message easier to grasp. Besides there is less chance the reader will miss anything.

2. Organize each message the way the paper document of the same length is organized.

3. Keep away from using fancy formatting: italics, boldface, tab spacing, etc.

4. Check the message for spelling and grammar. Avoid complex grammar or punctuation. Correctly written e-mail creates more professional image if there are no silly errors. That is why, proofread (edit) the message before sending it and do not always trust the spell check, since it can't tell the difference between *your* and *you're*, or *theirs* and *there's*, etc.

5. Don't write messages in all capital letters, since messages written in such a way are hard to read.

6. Consider the ethics of using e-mail.

7. Don't forward confidential correspondence without getting the author's permission.

8. Use company's e-mail system only for professional business.

9. Don’t write lengthy sentences in e-mail messages, since they are difficult to read on the screen. Longer correspondence should be sent by fax or through the regular postal system.

Here are some examples of formal and informal business e-mail messages.

Example 1: Formal business e-mail

Hello,

By decision of the UNOG Conference Services and for reasons of economy, delegates are kindly asked to bring copies of the documents with them to the fifty-sixth session of the Working Party on Rail Transport. There will be no documentation available in the meeting room. Any missing documents may be obtained from the Documents Distribution Section of the United Nations at Geneva (room C.111, 1st Floor, Palais des Nations).

Thank you for the cooperation. We are looking forward to meeting you at the Palais des Nations, Geneva, at 10 a.m. on Wednesday 16 October 2006.

Working Party on Rail Transport Committee,
UNECE Transport Division,
fax (+41-22-917-0039).

Example 2: Informal business e-mail

Hi Tom,

Listen, we’ve been working on the Rail Transport Division account and I was wondering if you could give me a hand. I need some inside information on recent developments over there.

Do you think you could pass on any information you might have?

Thanks
Peter

Peter Thompson
Account Manager, Tri-State Accounting
(698) 345 – 7843

Important Points to Remember

If the e-mail is written to an unknown person, a simple "*Hello*" is adequate. Using a salutation such as "*Dear Mr. Smith*," is too formal. When writing to a familiar person, the author of the e-mail should feel free to write as if he/she is speaking to the person. Use abbreviated verb forms (*he's*, *we're*, *he'd*, etc.).

Include a telephone number to the signature of the e-mail. This will give the recipient the chance to telephone if necessary. It is not obligatory to include the sender's e-mail address as the recipient can just reply to the e-mail.

When replying eliminate all the information that is not necessary. Only leave the sections of text that are related to the reply. This will save the reader's time when reading the received e-mail.

BUSINESS LETTERS

The role of letters in communication has changed significantly since the 19^{th} century. Historically, letters exist from the time of ancient India, Egypt and Sumer, through Rome and Greece and China up to the present day and were the only reliable means of communication between people who lived in different regions. Moreover, archives of correspondence, whether for personal, diplomatic, or business reasons, serve as primary sources for historians.

As communication technology has developed, letters have become less important as routine communication. The development of the telegraph, telephone, and the Internet has had an impact on the writing and sending of letters. In modern industrialized life, the exchange of personal letters has become less common, being replaced by technologies such as the telephone and e-mail. Nevertheless, letters continue to be the basic means of communication ranging from those addressed to the public and those sent from one person to another, to business letters and thank-you notes. By analogy, the term letter is sometimes used for e-mail messages with a formal letter-like format.

Business letters still remain the major means of communication between different companies since they are more formal documents used to initiate correspondence or officially acknowledge the transmittal of information. Thus, a **business letter** is a written or printed communication dealing with business, generally used when writing from one business organization to another, or for correspondence between such organizations and their customers, clients and other external parties.

The responds to business letters are usually called *transactional letters*, whose information may be in the form of advertisements, invitations, notes, etc., as well as visual prompts such as maps, drawings and the like. Transactional letters may be of any type, e.g.: letters of complaint, letters of apology, application letters, letters giving/asking for information, etc. Usually it is written in formal language, though the style of some letters can be semi-formal or informal depending on who the letter is addressed.

People write business *letters for conducting negotiations, signing contracts, reserving hotel accommodation, writing order-letters, letters of inquiry, payment letters, letters of complaints*, etc. All business letters are not regarded as a form of literature and do not require a literary mind. But as one writes he/she has to remember that the way he/she sounds on the page is different from the way he/she sounds in person. When a person speaks face-to-face with someone, his/her voice, facial expressions, as well as body movements help get the message adequately. On paper, it is necessary to rely on written words only. Their effect can be negative if a writer doesn't pay attention to how the context of the letter is perceived by readers. That is why, it is advisable to read the letter at least once to see if it sounds natural. If it doesn't, one has to go back and edit it again.

Business letters are usually written on printed company-forms (letter paper). The letterhead (the heading) gives the name of the company, the postal and telegraphic addresses, the telephone number, the numbers of telefaxes. Company letterheads usually appear at the top of the page. If the writer of the letter is not using letterhead stationary, he/she has to type his/her address at the top of the page.

The structure of a business letter. The overall style of a letter depends on the relationship between the parties concerned. However, there is a general consensus on its style, for example, business letters usually follow a left-blocked format, other points of general style are outlined below. An ordinary business letter comprises the following principle parts:

1) ***the date***. In English business letters the date is typed on the right hand side (in letters with a ready-printed sender's address, the date can also be put in the top left corner). It is typed in full, for instance, *2nd May 2003* or *2 November 2003* without "*nd*" and without a comma after the month. In American letters the date is written in the following way: *June 14, 2002*. The name of the month may be abbreviated: *April* to *Apr*., *November* to *Nov*.;

2) ***the inside address*** or the address of the person who receives the letter. The name and address of the company are usually typed on the left-hand against the margin, all lines starting at the same margin, for example:

Mrs. A. Ellistone

Sales Director

Ellistone Fashion Co. Ltd.,

21 Great Portland Street,

London WIA 3BA

England

The number of the street in the address always precedes the name of the street, and in case of large towns and cities in the UK the name of the country is not required;

3) ***the salutation***. "*Dear Sirs*" is a typical greeting with which every letter addressed to a company begins. Very often comma is typed after the salutation. The customary greeting in business letters is also "*Dear Sir*" or "*Dear Madam*" (for single and married women), "*Gentlemen*" (a salutation used in the USA when a partnership of men and women is addressed). When we write to a man, the usual salutation is: "*Mr. John D. Wilson*"; the most frequent salutation in a letter to a woman is "*Ms. A. Ellistone*" for both married or unmarried women. If the writer is certain that the woman is not married, the usual salutation is "*Miss S. Parker*", and if the woman is married, the traditional salutation is "*Mrs. O. Haper*".

If the writer doesn't know the name of the person he/she is writing to, it is necessary to mention the person's post in the salutation, for example, "*Sales Director*", "*Secretary*", "*Personnel Manager*", "*Book importer*", "*Hiring Manager*", "*Advertiser*", "*Director Passenger Marketing*", etc.;

4) ***the body of the letter*** or the letter proper usually begins two spaces after the greeting. When business letters are written on behalf of a firm, the first person plural "*we*" is used instead of the first person singular "*I*", "*my*". The contracted forms such as "*we'll*", "*we've*" in formal and business letters should be avoided. To make different points of the letter sound more effective it is preferable to use extra spacing between the paragraphs. Writing a letter, the words should be carefully chosen, since they create the readers' impression of the author: arrogant and self-impressed if his/her language is pompous; careless and inaccurate if the writer of the letter does not pay attention to the choice of the words, grammatical structures, etc. Readers always react positively to the author of the letter if his/her language is genuine and understandable. The use of large words and long phrases does not always sound impressively professional, for example: "*I am in receipt of your materials" ...* instead of "*I have received your materials*". Such diction does not only waste space but also creates the negative impression that the writer is too formal. That is why it is better to find appropriate and direct words to express the ideas;

5) ***the complimentary closing*** is a polite way of bringing a letter to an end. It appears two spaces below the last line of the letter's body. If the salutation is "*Dear Sirs*", or "*Dear Sir*", or "*Dear Sir or Madam*", i.e. when the sender of the letter does not know the name or sex of the person he/she is addressing, the complimentary closing will be "*Yours faithfully*" or "*Faithfully yours*". "*Yours sincerely*" or "*Sincerely yours*" is used if the letter begins with a name, e.g. "*Dear Mrs Smith*", "*Dear Mr Jones*", etc. The complimentary closing "*Yours truly*" or "*Truly yours*" is used in the USA to close business and formal letters. The expression used in closing must suit the occasion as well as match the situation;

6) ***the signature.*** The writer's name is typed four spaces after the closing, while the signature is written in ink – preferably in black ink for better reproduction –

right above the typed name. The title should either appear on the same line as the typed name (set off from the name by a comma) or typed one space below the typed name (comma is not necessary). A signature must not carry a title. When a woman writes a letter to a stranger, she must indicate her marital status by writing Mrs. or Miss in brackets, for example: *Gillian Brown (Miss)*. Traditionally the signature has been typed in the middle of the page, but the left-hand margin is becoming more and more common in business correspondence.

When the letter is signed by the typist or some other employee connected with the letter, but not by a person, who dictated a letter, he/she must write a word "for" or the initials "p.p." immediately before the typed name of the employee responsible for the letter, e.g.:

1) *Yours sincerely*

P.P. Steve Straight

2) *Yours faithfully*

For Project Manager.

7) ***enclosures, postscripts and copies sent***. If one or more items are sent along with the letter, the word "*Enclosure*" or "*Enclosures*" (or "*Encl.*") should be placed two spaces below the typist's initials. This alerts the reader that the letter is accompanied by other materials, e.g.: *Encl.: Catalogues*; *Encl.: Price list.*

Post Script = P.S. is an additional information written at the end of the letter which is not mentioned in its body.

In case the writer has to send copies of his/her letter to other people, it is necessary to place the letter "*c*" (or "*cc*" for multiple copies) two spaces below the enclosure notation, then to list the names of the people the copies have been sent to, as shown in the example below.

Example

2 April 2006

Mr. John David
Information Technology Manager
Automotive Magic

Level 10
356 Short Avenue
MELBOURNE VIC 3000

Dear Mr. Davis

Thank you for the opportunity of providing a proposal regarding the form and nature of assistance we can provide to you with the development of the Automotive Magic training program. Please find enclosed our company profile and standard course lists.

Our commitment to providing innovative online solutions for the training developments required by organizations is the key to our success. We believe the benefits of our methodology and experience with a broad spectrum of online training projects puts us in a strong position to assist you.

We realize the importance of this project to Automotive Magic and look forward to the opportunity of contributing and working with you.

Yours sincerely

(signature)

Jean Smith

Managing Director

Encl 2

c Mary Smith

Some guidelines on writing business letters

It is essential to understand that writing for a business context or audience can be distinctly different than writing in social sciences, or other academic disciplines. Formal business letters are normally sent to people in an official position or unfamiliar people. They are written in a formal style with a polite, impersonal tone. One can write a formal letter to apply for a job/course, make a complaint, give/request official information, etc. Writing for business should be distinct and laconic; it should be to the point, specific and accurate.

In most cases, a business letter is the first impression that the author of the letter makes on the recipient. For this reason it is important that the writer is diligent in the task of writing an effective business document. Even though business writing is possibly less formal than it used to be, the style of a business letter must correspond to the conventions of Standard English by using correct spelling and standard grammatical forms.

Thus business writing varies from the conversational style often found in e-mail messages to a familiar co-worker, to the more formal style found in contracts. In the majority of memos, e-mail messages, and letters, the style between these two types of business correspondence is appropriate. Too formal writing can push away readers; at the same time causal and informal style of a business letter may strike the reader as insincere or unprofessional. In business writing, as in all types of writing, knowing the audience is very important.

As is known, the tone of all types of communication in business reflects their functional nature. It should always be polite and friendly as well as firm and emphatic, however without being rude or aggressive. It is important in business to think of and to foresee the effect of the addresser's (sender's) words and actions upon addressees (recipients).

In case there is a serious dispute, businessmen try to find personal meetings rather than an exchange of letters. Since copies of business letters may be filed and kept for a long time and that with the signature of a responsible member of the company, they can be considered legal documents, it is unacceptable to use worded letters, informal or familiar language or tone in such communications.

Business letters should be concise and easy to understand. Conciseness leads to clarity. At the same time, it should not be an endless series of short sentences resulting in the author's bluntness. There should be no uncertainty, or misunderstanding, or misinterpretation. While writing a letter, the author should put him/herself in the reader's place. The use of long sentences, long and complex words as well as business jargon should be avoided. Any sentence longer than two-typed lines is automatically a suspect. Some writers believe that the use of large words is impressive and makes them sound more professional and competent. Actually, the most impressive writing conveys meaning with the simplest possible words, for example, use *show* instead of *demonstrate*, *happen* instead of *eventuate, change* instead of *modification*, *stop* instead of *discontinue*, *make* instead of *fabricate*, *start*, *begin* instead of *activate or initiate*, *try* instead of *attempt*, *many* instead of *numerous*, *need* instead of *requirement*, *end* instead of *terminate*, etc. Such words should be used judiciously and only when they are the best way to express the idea of the letter. The use of terminology and concepts related to the industry or field is encouraged in business correspondence. These terms and concepts should be used in a way that shows the writer's specific knowledge and experience relating to the subject of the letter.

Since the best letters have a strong sense of purpose, the writer should get to the point as early as possible. That is why words, sentences, and even whole paragraphs should be avoided if they don't contribute to the main subject of the letter. The format for the letter should be clear and logical; a crowded or over designed page distracts the reader from the message delivered in the letter.

The best writers strive to write in a style that is so clear that their message cannot be misunderstood. Clarity should be the ultimate goal of your business writing style. One way to achieve a clear style, especially during revision, is to eliminate overuse of the passive voice, which is so typical of most poor business letters. Although the passive voice is sometimes necessary, often it not only makes one's writing dull but also can be ambiguous, uninformative, or impersonal. For instance, instead of writing "*A decision has been reached by the committee*" it is more appropriate to say "*The committee has reached a decision*", or "*I misplaced your order*" as an alternative of "*Your order has been misplaced*"; instead of "*It was discovered that the salary totals were incorrect*" it is more correct to write "*The Accounting Department discovered that the salary totals were incorrect*", etc.

The language of correspondence is normally the everyday language of English communication; that is why it should be comprehensible for those who understand this language.

One of the difficulties in business correspondence is that much of the phraseology has become stereotyped. Some letter-senders sometimes write the so-called "pre-fab" phrases instead of the words that convey meaning more efficiently.

The following phrases can easily be compressed into less wordy forms, for example:

Unnecessary Phrase	*More Efficient Word*
are designed to be	are
as a consequence of	because
at the present time	now
based on the fact that	because
despite the fact that	although
during the time that	while
for the purpose of	for
has the capability of	can
in order to	to
in the nearest future	soon
it is clear that	clearly
on a daily basis	daily
serve the function of	is
take into consideration	consider

In other words, old phrases and banal expressions (such as *"Your esteemed order received"*; *"We humbly beg…"*; *"Assuring you of our best attention at all times", "Trusting that we can be of service to you…", "Hoping to hear from you shortly…"*, "*In compliance with your request*", "*Enclosed herewith*" and the like) are old-fashioned and reflect the sender's careless attitude and produce the unfavorable impression on the recipient of the correspondence, of the company and its efficiency.

It is also recommended that the reader should be addressed by his/her name, e.g. "*Dear Mr. Frost*", and if the writer uses the addressee's name once or twice in the body of the letter, it makes the recipient understand that the letter is written just for him/her.

The use of personal pronouns is important in business letters. The writer should not refer to him-/herself in the third person. It is perfectly natural and appropriate to use *I* and *you*, addressing the reader. The pronoun *you* will dispose the recipient to the letter-sender. When the pronoun *we* is used in a business letter that is written on the company stationary, the writer should be careful since it obligates his/her company to what he/she has written. In case the statement presents the writer's opinion, the pronoun *I* is generally used; though when the letter presents the company's policy the pronoun *we* is preferable.

In the last sentence of the letter the author should suggest the reader's next step or his/her own intentions and actions. The letter should end with a plain and simple "*Sincerely*" or "*Sincerely yours*" and the author's signature instead of "*Again, thank you for...*" or "*If you have any problem, please don't hesitate to call*", which are more typical of personal correspondence.

Thus, *the tone and the style* of the language, *the paragraphing* of the subject matter, and *punctuation* are considered the key language points in business correspondence.

As it was mentioned above, there exists a great variety of types of business letters. Generally, business correspondence comes mostly in the form of:

1) an enquiry and a reply to enquiries;

2) an order and the acknowledgement of order;

3) an offer;

4) a complaint;

5) an application;

6) a CV/resume;

7) a cover letter;

8) a recommendation letter/letter of credence/reference letter;

9) an acknowledgement of goods, services, information, money received, etc. ;

10) payments, sales, insurance and other miscellaneous correspondence;

11) a reminder (e.g., for late deliveries or unpaid accounts);

12) a circular giving information of a company's services (the so-called "mail shot") as well as replies to such letters, and others.

The information below presents the functional loading and structural specificity of business letters mentioned above.

1. Enquiries and Replies. Before opening a business relationship, a company will try to obtain as much information as possible to make careful decisions. A request for information is called *an enquiry*. If the company asks for price lists, catalogues, visits from representatives, etc., they send *a general enquiry*. If, however, specific details, for example, certain kinds of products, quotations of prices, terms of delivery and payment, samples of drawings are required and the like, *a special enquiry* letter is written.

Enquiry letters do not demand any legal obligation for the enquirer. Nevertheless it is an important step towards a business contract. When writing a first enquiry letter and not a follow-up to previous correspondence, it is important: (a) to write down the initials of the letter sender as well as the initials of the secretary who types it; (b) to mention how the sender obtained the addressee's name and (c) to give a short information about the writer's own business. The letter is generally addressed to a person, not just a company, and that person is usually addressed as "*Dear Sir*" since the recipient is not known personally to the author of the letter. When the salutation is *"Dear Sir"*, or *"Dear Madam"* the ending is always *"Yours faithfully"*. No titles or forms of address go before or with a signature. If the correspondent (the recipient) wants to know how to address the sender in a reply to his/her letter, the form of address is put in brackets after the printed name, as in *J.Setter (Mrs.)* or *A.Parker (Miss).* Alternatively, some women in English-speaking countries prefer to be addressed as "Ms.", which indicates that they are females but does not indicate their marital status.

If it is an initial enquiry, a subject heading a is not needed. This is normally used when referring to the subject of a series of correspondence. It is necessary to present the requirements clearly and distinctly, asking for prices, terms of payments, discounts, date of delivery, etc. Below is given an example of the letter of enquiry.

Anna Suomalainen
Annankatu 10 B
00100 Helsinki
FINLAND

The Women's Press Ltd
34 Great Sutton Street
London EC1VODX
UK

22 April, 2002

Dear Sirs,

I have recently read The Subversive Stitch written by Rozsika Parker and found it very impressive. I would also be interested in reading Parker's book Old Mistresses.

However, I could not find the book anywhere in Finland. I am presently studying Textile Design at the University of Art and Design in Helsinki. This book would be very useful for my study project in textile history. Would it be possible to receive a copy of the book (ISNB 0-7043-3883-1)? If not, could you please tell me how I could go about getting a copy for my project?

Thank you for your help and I look forward to hearing from you soon.

Yours faithfully,

(signature)

Anna Suomalainen

A reply to enquiries is an important stage in business dealings. Inability to deal with enquiries can lead to loss of valuable orders. That is why the recipient of an inquiry should reply promptly even if the matters of inquiry are of no interest to him/her.

In response to any enquiry the firm submits a quotation, giving details of prices, terms of payment, terms of delivery, discount, etc. The information in replies to enquiries is generally given as politely and fully as if it means material profit to the firm.

Many firms have ready-made forms, which they send to customers, but in many cases personal letters are more preferable. They may encourage the customer to buy the goods.

The structure of replies includes the following main parts, and their content is commonly represented by the phrases given below:

1) ***acknowledging receipt of an enquiry/request:***

- Thank you for your letter of … regarding / concerning / in connection with …;

- I refer to your enquiry about / relating to …;

- I have received your letter of … requesting information about … ;

2) ***explaining action taken as a consequence of the enquiry:***

- I have (reviewed our available stock) …;

- We held a meeting on 21 January to discuss possible solutions;

- I have checked/looked into/investigated (the possible approaches) …;

3) ***making suggestions / justifying recommendations / pointing out pros and cons:***

- The best choice would be … since …;

- I highly recommend … as / due to the fact that …;

- … would probably be more suitable because …;

- … seems to suit you better although …;

- Perhaps you should choose … even though …;

- I suggest that you (should) choose …;

- I recommend this item since …;

- In view of the fact that …, I would strongly recommend … as …;

4) ***apologizing and rejecting proposals:***

- While I appreciate your firm's need for this information, I regret that …;

- It will not be possible to … for legal reasons. We are bound to …;

- Your proposal is of interest to us, and we have had consultations about it;

- However, we feel that it will not be in our interests to … for reasons of (privacy);

- We are concerned that …;

5) ***stipulating action requested or to be taken:***

- We shall arrange for … by …at the latest;

- I shall see to it that …;

- Our company will arrange for …;

6) ***establishing goodwill and suggesting contact:***

- I hope this suggestion/information will be useful to you;

- I hope this information will prove useful to you;

- I hope that this information will help you to make decisions on your order;

- I look forward to hearing from you;

- I look forward to receiving your confirmation of …;

- I look forward to doing business with your company in the future …;

- Please feel free to contact me again if you have any further queries on …;

- Do contact me on 27615432 if you need further information;

- Please do not hesitate to contact me on 27615432 if I can be of further assistance.

Here is the example of the reply to the enquiry-letter:

Everlong Batteries

171, Choi Hung Road

Hung Hom, Hong Kong

Tel/Fax 2235 2449

21 Sep 2007

Mr J Wong

Purchasing Officer

Fortune Goods

317 Orchard Road

Singapore

Dear Mr Wong

Enquiry about Batteries

Thank you for your letter of Tuesday, 18 September 2007 regarding making copies of the sample battery you sent us.

I have investigated the situation and found that your specifications are exactly the same as the design of a proprietary camera battery manufactured by a large Japanese electronics company.

We feel that it would not be in our interests to supply this type of battery.

However, I would like to thank you for considering our company as your supplier.

I look forward to doing business with your company in the future.

Yours sincerely

(David Choi's signature)

David Choi

Distributions Manager

2. Order and Acknowledgement of Order. Before deciding where to buy necessary goods, a customer should examine and compare offers of different possible suppliers. A detailed offer should consist of information about the kind and quality of the service or product, quantities, prices, terms of delivery and payment, as well as delivery periods. After a thorough examination, the customer will respond choosing the most favorable offer by placing an order.

The order can be made in any kind of modern telecommunications. But very often it is done in writing. Orders, which have not been made in writing, should be confirmed by a written order. The order should list all the details contained in the offer. Sometimes letters to suppliers contain printed order forms standardizing the process of ordering within a company.

A customer can place different kinds of orders:

a) *initial (or first) order*: the customer orders goods from a particular supplier for the first time;

b) *repeat (or re-) order*: the customer orders the same goods from the same supplier again and again;

c) *trial order*: the customer orders samples of goods to find out whether they are satisfactory;

d) *standing order*: the customer asks the supplier to deliver goods at certain intervals according to the customer's specification.

A sales contract is established if the order follows a firm offer. In case the offer is not followed by any obligation, a customer's order must be acknowledged by the supplier to conclude a sales contract. This is also advisable if a customer has substantially changed the conditions of the preceding offer.

Template of the Purchase Order

[On Letterhead]

[Your Logo]

[Address]

[City], [State], [Zip]

[Phone]

[Addressee]

[Address]

[City], [State], [Zip]

Dear…

This is an order for the merchandise described below.

[quality, description, price, total, etc.]

Please ship as soon as possible. Payment terms shall be standard. Method of shipment: [insert shipping method].

Any questions regarding this order should be directed to [name of salesperson, [phone number].

Example 1 [30]

Dear Sir:

This is an order for the merchandise described below.

10 EA. AMMONIUM HYDROXIDE 55 GAL. @212.50 2125.00 3 EA. CHAMBERS INDUST. SOLVENT. HI-CONCENTRATE 55 GAL. 122.00 1220.00.

Please ship as soon as possible. Payment terms shall be standard 2%-10/NET 30. Method of shipment: UPS.

Any questions regarding this order should be directed to Mike Chambers at 813-521-1668 EXT. 243 in the Florida office.

Thank you for your prompt and expeditious handling of this order.

Example 2

February 14, 2006

Lindsay Office Products

P.O. Box 1879

Spokane, Washington 98989

Dear Sir/Madam:

Subject: Furniture and equipment order

Please ship the following items from your sales catalog dated January 31, 2006:

ITEM	*CATALOG #*	*COLOR*	*QTY*	*PRICE*
Conference Desk	*HN-33080-WB*	*Sandalwood*	*2*	*$478.60 ea.*
Executive Chair	*HP-56563-SE*	*Toasted Tan*	*4*	*422.00 ea.*
File Cabinet	*HN-5344C-K*	*Beige*	*2*	*135.90 ea.*
Letter Tray	*K5-299907-A*	*Black*	*6*	*16.95 ea.*

The items ordered above should be shipped C.O.D. to this address:

CLAIMS DIVISION, LAW DEPARTMENT

City of Austin

P.O. Box 96

Austin, Texas 78767-0096

The costs above reflect a discount of 50/10, with net due in 30 days after the invoice date. The merchandised is to be shipped by your company's own truck line at a rate of 7 percent of the total net cost.

We are remodeling our offices and have a target completion date of March 30, 2007. If there is any reason you see that you can keep your part of this schedule, please let me know immediately.

Sincerely,

Berenice Chamala

Supervisor, Clerical Services

A letter of order acknowledgement is not only written to confirm a customer's order which has been placed on the basis of a preceding offer without engagement. It also contains details of the customer's order to ensure that everyone agrees what is to be supplied. Moreover, the supplier may send an acknowledgement in the form of letter or a telex in order to:

a) express his thanks for the customer's order;

b) express his willingness to accept the order which has not been preceded by the offer;

c) repeat the important details of the order which has been placed in a form other than writing;

d) ask for additional instructions concerning details not mentioned in the order;

e) answer a customer's counter-offer (either he accepts the conditions desired by the customer or he submits his/her own counter-offer);

f) refuse acceptance of an order if he/she is not able or willing to supply.

In case of acceptance of an order, the acknowledgement should contain all details predetermined in the order. If possible, it should prepare the customer for the arrival of the goods by informing him about delivery dates, mode of dispatch, etc.

Thus the acknowledgement of the order is naturally important to the customer, if only to assure him that you have received and accepted the order, and intend to comply with it. The acknowledgement also carries important legal status. Many companies place and acknowledge orders using routine terms and conditions of trade. These documents form part of a contract, and could be used in a court as evidence of the contract. Hence, it is sensible to be specific about the terms of trade to be applied in the acknowledgement of order. However, if anything appeared in the customer's order which was not acceptable, it is important to get the customer's express agreement to vary it before acknowledging it. The acknowledgement can, if required, give a specific date of shipment and/or date of payment receipt.

Template of Order Acknowledgement

[Date]

[Addressee]

Dear [Name]:

We are in receipt of your order as contained in the attached purchase order form.

We confirm acceptance on said order subject only to the following exceptions: [Describe if any]

On exceptions noted, we shall assume you agree to same unless objection is received within ten days of receipt of this notice.

Thank you for your patronage.

Yours very truly,

[Signature]

[Name]

[Position]

Example 1 [29]

Golden Idea
Public Relations
678 Liberty Square
Liverpool KP6 63F
Great Britain
T: 04424-237 4631, eMail: office@golden.idea.com
www.golden.idea.com

28 April, 2003

United Chemicals
Harmondsworth
West Drayton
East Sussex UB7 8AQ
Great Britain

Acknowledgement of order

Dear Mr. Williams

We thank you for you letter of June 5 and your Order No. KF-462 for 45 tons of diotan. This consignment will be shipped by SS "Explorer" sailing from Newcastle on Tyne on June 12. Our agent in Newcastle is instructed to hand over the shipping documents according to our agreement.

For this particular order our prices are FOB Newcastle. In our leaflet we indicated that our prices are FOB Liverpool because 80 % of our exports are shipped from this harbour.

We are glad to hear that our prices meet your expectations and we hope that this order will be the beginning of a good and long term business relation.

Yours sincerely

GOLDEN IDEAS

Noah Wyle (signature)

Noah Wyle

Sales Manager

Example 2

KTM Computers AG

Werdenbergerstraße 28, A-6700 Bludenz, Austria

Tel.: +43 (5552) 660 23 Fax: +43 (5552) 660 23-11

May 15, 2002

Athlon Inc.
Attn. Mr Miller
76 Nixon Road
New York, NY 2348
USA

Order No. 25/5x

Dear Mr Miller

We refer to your quotation of May 10, 2002 and ask you to supply: 30 computers Mega ST2, with harddisk SH 205 and monitor SM 124 at the wholesale price of US 1,200 (net) less 7 % quantity discount per unit.

As you only supply customers from overseas if payment is effected by letter of credit, we have instructed our bank in Bludenz to open a letter of credit at their correspondent bank in New York. The L/C will be for the amount of US $ 36,000, - and valid until June 30, 2002. It will be confirmed by the CA New York.

Please enclose the following documents:

Invoice (in triplicate)

Bill of lading (in triplicate)

Insurance policy (in duplicate)

Certificate of origin (in duplicate)

We ask you to contact us by fax as soon as you have dispatched the goods. Delivery is expected until June 20, 2002.

Yours sincerely
KTM computers AG

Kathrin Hausberger (signature)

Kathrin Hausberger
Purchasing manager

3. Offer. In an offer a subject heading is relevant as it makes clear immediately what the offer is all about. Writing a letter on behalf of the company the sender uses the preposition '*we'* meaning the company; the preposition '*I*' is never used in such a context. The position of the name of the company under "*Yours faithfully*" is quite permissible and commonly used as an alternative to putting it under designation of the signatory.

The address "*Mr*." or "*Mrs*. (*Miss, Ms*)" is not put with the signature or the writer's of the letter printed name. If the sex of the writer is understood from the letter, he/she will naturally be addressed as "*Mr. John C. Hardy*" or "*Mrs. Jane Hardy*" in reply to the letter.

Displayed below are job offer letter samples written in a business letter format.

Sample 1 [28]

[DATE]

[Name]

[Address]

[City], [State] [Zip]

Dear [First Name]:

I am pleased to extend an offer of appointment to you as the [Title] in the Department of [Department]. This appointment is effective as of [Appt. Date] and carries an initial salary of $[Salary] per annum. The University of Tulsa is an employer at will and continuation of employment is not guaranteed for a specific length of time, but is dependent upon the attainment and maintenance of satisfactory performance. Performance evaluations are subject to the university's standard personnel policies and procedures, which the university adopts as needed, and are found in The University of Tulsa Policies and Procedures Manual. These policies are available for your review upon request and are updated and revised periodically.

Enclosed is a summary of the University Fringe Benefits and Moving Expense Policy as they apply to your appointment.

Participation in the retirement plan is mandatory for all full-time employees after completing two years of employment. Please report to the Office of Personnel Services at 8:30 a.m. Monday, [Orient. Date] for New Employee Orientation or call 918-631-2250 to reschedule.

If the terms of this offer are acceptable, please sign both the original and copy of this letter, return the original to the Office of Personnel Services, and retain a copy for your file. Your signature will confirm the salary agreed upon and other terms of your appointment specified in this letter or by reference to other documents. Upon our receipt of this letter signed by you, your appointment will be processed through appropriate channels, whereupon notification of your appointment reflecting the terms of this agreement will be mailed to you.

We are enthusiastic about your joining The University of Tulsa and believe your contributions, expertise, and attitude will be greatly appreciated by the university.

Sincerely,

[Dean or VP]

[Title]

Sample 2 (offer letter for a major administrative appointment)

Date

Name

Address

Dear _______:

It is with pleasure that I offer you the positions of Department Head in the Department of _______________ and Professor with indefinite tenure, in the Department of ________________, College of _____________ at the University of Illinois at Chicago. This offer is subject to formal approval by the Board of Trustees of the University of Illinois. The faculty shares my excitement at the prospect of having you lead the Department of _____________ to new levels of excellence.

I am proposing a ______________start date, which is the Monday following the Board of Trustees meeting at which your appointment would be approved. The initial salary offer is for $110,000 on a twelve-month service basis, and can be broken down accordingly: an $85,910 nine-month faculty base salary, 2/9ths of $85, 910 ($19,090) for summer employment, and $5,000 for an administrative stipend. Your salary will be subject to annual review and adjustment and, in accordance with University Statutes, your performance as Head shall be evaluated at least once every five years.

If this letter leaves you with any questions, please call. I enclose two copies; if you accept, I would appreciate the return of one copy with your acceptance noted. The other copy is for your records.

With best wishes,

Name

Dean, College of _______________

Sample 3

Dear ______

Appointment as a trainee solicitor

Thank you for attending for interview on ______*(date).*

I am pleased to confirm our offer of a *(type of)* training contract for *(length of contract)* to start on *(date)* and end on *(date)*.

This offer is subject to *(name of organization)* receiving satisfactory references and *(for a full-time contract)* on you providing written confirmation that you have successfully completed the Legal Practice Course. *(Also include any conditions relating to re-sits or re-takes of the Legal Practice Course, the firm's policy on payment for re-sits or re-attendance of the Professional Skills Course, and probationary period before the contract is signed.)*

Your salary will be *(______)* per annum payable by *(method of payment). (Include any arrangements for salary review and other benefits.)*

The normal office hours are *(times)*, Monday to Friday, with an hour for lunch. *(Include any arrangements for trainees working evenings or weekends and payment of overtime or time off in lieu.)*

(Name of organization) practice includes *(areas of law)*. During your training contract you will be given the opportunity to work in at least three areas of law. *(You should add how the training will be organized and indicate whether the trainee's preferences will be taken into account. If you cannot provide three areas of law, you should include information about secondment arrangements.)*

During the training period, you will be entitled to (*number*) days holiday each year. *(Include entitlement to sickness benefit.)*

As far as possible, *(name of organization)* tries to offer employment to trainees on qualification. However, this cannot be guaranteed.

On your first day, please report to reception at *(address)* at *(time)* and ask for *(name and job title)*.

I would like to wish you every success in your training contract. If you have any queries, please do not hesitate to contact me.

Yours sincerely

(Signature)

4. Letter of Complaint. In business everything should be done very carefully, but sometimes one of the parties can violate the terms of the contract, in such a case the other party sends a letter of complaint. The reasons for the complaint letters may be different:

- violation of the terms of the contract (delays of delivery (shipment), later than the date agreed);
- unsatisfactory quality of the goods (below the standard, not up to the sample);
- insufficient, or short-shipped quantity of the goods;
- damage to the goods;
- errors in statements, invoices, or orders;
- inadequate service, etc.

A letter of complaint or claim should always be polite, dignified and fair, written in a ***mild tone*** for complaints about minor problems (*I am writing in connection with…/to complain about… terrible behavior/attitude/rudeness of…*; *I am writing to draw your attention to…*), or a ***strong, or firm, tone*** for complaints about more serious matters (*I wish to bring to your attention a problem which arose due to your staff inefficiency; I am writing to express my strong dissatisfaction at…; I wish to express my dissatisfaction/unhappiness with the product/treatment I received from… on…,* etc.), especially when the author of the complaint is extremely upset or annoyed. However, the language used in the letter should never be rude or insulting. Its purpose is not to express anger but to correct mistakes or faults and to get results avoiding hostile or demanding tone. Moreover, as this is a letter from a private individual to a commercial company it will most likely be handwritten.

It is a good thing in such a letter to suggest that a company's reputation is at stake, as no commercial company wants bad publicity. The tone of the language in this case is firm, or strong, but not aggressive (indicating that the writer certainly expects something to be done about the matter very quickly). If you have a genuine complaint of this kind you will find that a well-worded, firm letter, particularly to a senior member of an organization, for instance the Sales Manager or the Managing Director, will bring speedy results.

A letter of complaint consists of the following structural components:

1) ***the address*** of the sender goes in the top right-hand corner with each line slightly indented;

2) if the letter is handwritten, the ***addressee's address*** is permissible in the left-hand corner at the bottom of the letter;

3) ***the opening remarks***, in which the writer expresses his/her regret that there is a need to complain, including details of what has happened;

4) ***the main body,*** in which the writer presents each of the specific points he/she is complaining about. The first paragraph should state the problem clearly and the second should suggest what the writer thinks should be done about it. It is advisable to start a new paragraph for each point and justify these points by giving examples/reasons. The main body also includes: (a) the information about the date of the order and the date of delivery; (b) the nature of complaint; (c) suggestions as for the solution concerning the correction of mistakes. It may also express the writer's confidence that the company will be fair. Examples: *Although you advertise "top quality", I felt that the product I purchased was well below the standard I expected.*

5) ***the closing remarks***, which contain the writer's explanation of what he/she expects to happen (*to be given a refund/replacement/apology/etc.)*, for example: *I hope you will replace…; I feel/believe that I am entitled to a replacement/refund…; I hope that this matter can be resolved/dealt with promptly* (mild tone); *I insist on/demand a full refund/an immediate replacement/etc or I shall be forced to take legal actions/the matter further; I hope that I will not be forced to take further actions; I feel completely cheated and therefore demand a full refund of the money paid to you; Unless I receive the equipment by…, I will have no choice but to cancel my order* (strong tone).

The complaint must be confined by the statement of facts and polite enquiry about what the supplier is going to do to adjust the complaint.

Example 1

Flat 303 Lucky Mansions
856 Cheung Sha Wan Road
Cheung Sha Wan
Kowloon

18 September 2007

The Administrative Officer
Exhibition Services
Exhibitions International
33 Kadoorie Avenue
Kowloon

Dear Sir/Madam,

I attended your exhibition Sound Systems 2007 at the Fortune Hotel (22-25 January) and found it informative and interesting. Unfortunately, my enjoyment of the event was spoiled by a number of organizational problems. I explain each of the problems below.

Firstly, I had difficulty in registering to attend the event. You set up an on-line registration facility, but I found the facility totally unworkable. Even after spending several wasted hours trying to register in this way, the computer would not accept my application. I eventually succeeded in registering by faxing you.

Secondly, the Sound Systems 2007 exhibition was held at one of Hong Kong's most prestigious hotels, but frankly the venue was better suited to a medium-sized business conference than to a large exhibition open by registration to the public. The lack of space led to serious overcrowding in the venue, particularly at peak visiting times (i.e. lunch times and early evening). On one or two occasions I was also seriously concerned about the physical safety of attendees.

The final point I want to make concerns product information. It is very enjoyable to see and test a range of excellent sound systems, but it is also important to be able to take away leaflets on interesting products, so that more research can be *done before deciding which system to buy. However, by the time I attended the exhibition all the leaflets had been taken.*

Could I please ask you to look into these matters - not only on my behalf but also on behalf of other attendees, and in fact on behalf of your company, too.

I look forward to hearing from you.

Yours faithfully

Michael Leung (signature)

Michael Leung

Example 2

The template of a letter of complaint, written in a strong tone:

Your address

Your name

The date

Hotel name

Resort

Departure date

Booking reference number

Dear _____

I have just returned from (_____ - details of holiday) and refer you to the customer complaints report which I completed at the resort.

In the (_____ specify which) brochure the hotel is described as benefiting from (_____ insert facilities as described). I believe the holiday provided by you did not conform with the brochure description in the following ways (_____ - insert detail).

I offered your representative at the resort every opportunity to correct the problem, but this proved fruitless.

I am legally entitled to receive compensation for the loss of value, loss of enjoyment and the out-of-pocket expenses incurred through this breach of contract. I *am accordingly claiming compensation of £(_____ – insert amount and if possible itemize heads of loss).*

I look forward to receiving your offer to settle my claim within 21 days. Failing this, I shall have no alternative but to proceed with arbitration through Association of British Travel Agents, mediation with Association of Independent Tour Operators or otherwise start county court proceedings.

Yours faithfully

(Your name)

Replies to complaint letters may be called **adjustments**. All complaints should be treated as serious matters and they should be thoroughly analyzed and promptly reacted not to lose the customers.

There is no need to go into details concerning the occurrence of a mistake or error since the only thing the client is interested in is how the seller will deal with the complaint. That is why the answer should be always polite even if the sellers think that the complaint is groundless, the sender of the adjustment letter should always try to give an explanation to the problem and the reply to complaint should contain the bare facts and information about the action taken by the seller.

An adjustment letter should begin with a positive statement, expressing sympathy and understanding and should end with another positive statement reaffirming the company's good intention.

Adjustment Letters must be handled carefully when the requested compensation cannot be granted. Refusal of compensation tests the writer's diplomacy and tact. Here are some suggestions [1] that may help a person write a definite type of adjustment letter. It is advisable to:

1) begin the adjustment letter with a reference to the date of the original letter of complaint and to its purpose. If the request is denied, there is no need to state the refusal right away unless the author can do it tactfully;

2) express the concern over the writer's troubles and appreciation that he/she has written the letter of complaint;

3) if the request is denied, it is necessary to explain the reasons why the request cannot be granted in as cordial manner as possible. If the request is granted, the letter should not sound as if the writer is doing this in a begrudging way.

4) if the request is denied, it is prudent to offer some partial or substitute compensation or offer some friendly advice.

5) conclude the letter cordially, expressing confidence that the company and the writer will continue doing business.

The structure of adjustment letter includes the following main parts and their content is commonly represented by the phrases given below:

1) Acknowledging receipt of a complaint letter:

Thank you for your letter of … regarding / concerning / in connection with …;

I refer to your letter of … about / relating to …;

2) Apology for the error or fault:

We must apologize for …;

We sincerely apologies for …;

Please accept our apologies for …;

I would like to apologize for the error made by our company in (verb+ing);

3) Accepting the complaint:

We agree that the usual high standards of our products / services were not met in this instance.

4) A short explanation of the fault:

Causes:

The error was caused by … / was due to …;

Apparently, the problem was the result of … / resulted from …;

The cause of / reason for the mistake was …;

Effects:

As a result …

This led to …

Consequently …

Solutions:

We have modified / changed our ...;

We have implemented a system to...;

To prevent re-occurrences we have set up a verification procedure;

Assurances:

We assure you that this will not happen again.

5) Investigation to be made

We are currently investigating the cause of ...;

6) Proposal to settle the difficulty:

As a gesture of our regret, we are prepared to …/ we are willing to …/ we would like to …;

To show goodwill, we will …;

7) An offer to take goods back, make a replacement, give a discount etc.:

We have dispatched the new items by express courier. They should arrive by Tuesday, 2 October 2007.

To show our goodwill, we would like to offer you a 5% discount on your next order with us.

8) Regret at dissatisfaction:

While we can understand your frustration, ...

We understand how disappointing it can be when your expectations are not met.

9) Rejecting responsibility for the problem leading to the complaint:

I regret to inform you that …

I am afraid that …

Unfortunately, I must point out that …

10) Reasons for the rejection:

This is because the guarantee period has expired.

This is due to the fact that the guarantee period has expired.

11) Direction of the complainer to that party, in case a third party (another person or organization) is to blame:

We therefore suggest that you contact...

12) A concluding paragraph aiming at retaining the goodwill of the customer:

We look forward to receiving your further orders, and assure you that they will be filled correctly / promptly.

Example 1

Green Tree Freight Co., Inc.

Columbus, Ohio 45453

(315) 565-6789

March 26, 19XX

Mrs. Phoebe F. Hughes

Complete Table, Inc.

P.O. Box 3132

Austin, TX 78703

Subj.: March 24 letter about damaged freight

Dear Mrs. Hughes:

I have just received your March 24 letter about the damaged shipment you received through Green Tree Freight and regret the inconvenience that it has caused you.

From your account of the problem, I am quite sure that your request for the $240 adjustment on the damage to the 2 crates of Valjean Cristal stemware will be granted. A certain amount of breakage of this sort does unavoidably occur in cross-country shipping; I am sorry that it was your company that had to be the one to suffer the delay.

I must remind you to keep the damaged crates in the same condition in which you received them until one of our representatives can inspect them. That inspection should take place within 2 weeks.

If all is in order, as it sounds to be in your letter, you can expect the full reimbursement within 2 weeks after our representative's inspection. I hope this *unfortunate accident will not keep you from having merchandise shipped by Green Tree Freight in the future.*

Sincerely,

David F. Morgan, Customer Relations
Green Tree Freight Co., Inc.
Columbus, Ohio 45453
(315) 565-6789

Example 2 [2]

Everlong Batteries
171 Choi Hung Road
Hung Hon, Hong Kong
Tel/Fax 2235 2449
28 Sep 2007

Mr J Wong
Purchasing Officer
Fortune Goods
317 Orchard Road
Singapore

Dear Mr Wong

Order No. 2639/L

Please accept our apologies for the error made by our company in filling your order no. 2639/L dated Tuesday, 25 September 2007.

You ordered 12,000 size Ultra super-long-life premium batteries, but our dispatch office sent 1,200. This was due to a typing error.

The balance of 10,800 batteries was dispatched by express courier to your store this morning and will arrive by Monday, 8 October 2007.

Since we value your business, we would like to offer you a 10 % discount off your next order with us.

We look forward to receiving your further orders and assure you that they will be filled correctly.

Yours sincerely

(David Choi's signature)

David Choi

Distributions Manager

5. Letters of application. A letter of application is written when its sender is applying for a job, or a course. It is actually a sales letter in which the sender is marketing his/her skills, abilities, and knowledge. The immediate objective of the application letter and accompanying resume (CV) is to attract the attention of the person who screens and hires job applicants. The writer's ultimate aim is to obtain an interview. The letter of application should be written with utmost care and thoroughly proofread.

The successful application letter accomplishes three goals: (a) to catch the reader's attention, (b) to convince the reader that the author of the letter is a qualified candidate for the job, and (c) to request an interview. That is why, a letter of application should include the following information a prospective employer will want to know about:

1) the reason for writing, the name of the job or position the writer is applying for, the place and time when the sender of the letter saw it advertised. All this information is presented in ***the opening remarks.*** To save the time as well as to call attention to your strengths as a candidate, the letter sender should state the objective directly in this part of the letter, e.g.:

I am seeking a position as a manager in your Data Center. In such a management position I can use my master's degree in information systems and experience as a programmer/analyst to solve business problems.

In case the sender of the letter has been referred to a company by one of its employees, a professor, or someone else, this should be mentioned before stating the job objective, for example:

During the recent ARRGH convention in Washington, D.C., one of your sales representatives, Dusty Brown, informed me of a possible opening for a manager in your Data Center. My extensive background in programming and my master's degree in management information systems make me highly qualified for the position.

2) in ***the main body*** the writer should inform about his/her age, present job (the position he/she holds in his/her present employment and why he/she wished to leave) or studies; stress particularly any further or higher studies he/she has been engaged in that will make him/her specially suitable for the job in question; summarize and expand on his/her qualifications for the job, highlight work experience listed on his/her resume, enumerate the activities that show his/her skills and personal qualities that are suitable for the job/course, for example:

I am twenty-five years of age and attended St. Mary's Grammar School, Lahore, where I obtained my Matriculation in seven subjects in 1973 and the Intermediate Examination with Commercial subjects (Accounts, Commerce, Law, etc.) in 1975. My first position was a clerical one with the Electricity corporation in Lahore where I stayed for four years. In 1979 I changed my work and became a more senior clerk for a Rawalpindi firm of Chartered Accountants, Qamur Zaman & Partners, and left them in July of this year because, of family reasons, I had to move back to Lahore.

3) in ***the closing remarks*** the writer should give any other important information, for instance, the suitable day and time for the interview, stating where he/she can be reached and when he/she will be available, references he/she can send (the name of at least one person who can give a reference as to his/her character and ability, and this person should be someone with whom the writer has worked, not a personal relative), a remark that the writer hopes that his/her application will be considered, etc.

Example 1: *I should be grateful if you would grant me an interview, where I shall be pleased to supply any further information you may desire. I will be available for interview in September*;

Example 2: *I you think my qualification and experience are appropriate, I should be grateful if you would kindly send me an application form, when I shall be happy to supply more detailed personal information. I enclose references from my last two employers.*

In personal letters of application (not letters written by a person on behalf of his/her company) the signature is the applicant's name only: no title, degrees, qualifications or forms of address are required. If the author of the letter is a married lady she is expected to put "Mrs." after the printed or typewritten name but never before or after the actual handwritten signature:

Yours faithfully,

(signature)

Margaret Attayeh (Mrs.)

The recipient of such a letter will then know how to address the sender in his/her reply. If there is a lady's name not followed by "Mrs" then the recipient will automatically assume that the writer is "Miss". It is necessary to keep in mind that the first name should be followed by the family name, and not just initials, so that the recipient will know whether you are male or female, as well as how to address the sender of the letter in the recipient's reply.

The best grammar tenses to use in the letter of application are as follows:

- *the present simple* – to describe skills and personal qualities;
- *the past simple* – to present the writer's experience;
- *the present perfect* – to talk about recent work/studies.

If the sender of the letter is applying for a specific job, he/she has to include information relevant to the position that is not included in his/her general resume. It is not advisable to mention money in a first letter of application unless specially asked to do so in the advertisement. The letter should make the employer believe that the applicant's main concern is to find an interesting job which will give him/her opportunities for learning more about the kind of business that is involved, for developing his/her own ability, increasing knowledge and gaining experience in the field, as well as will offer good prospects for the future.

It is a good thing to keep the letter neat, well paragraphed, accurate, honest, short and to the point and try to get it typewritten unless specifically asked for a letter in the applicant's own handwriting. The object of any application for a job is to get an applicant to a personal interview to convince the employer of the applicant's suitability for the offered job.

Example 1

6123 Farrington Road
Apt. B11
Chapel Hill, NC 27514
January 11, 2005

Taylor, Inc.
694 Rockstar Lane
Durham, NC 27708

Dear Human Resources Director:

I just read an article in the News and Observer about Taylor's new computer center just north of Durham. I would like to apply for a position as an entry-level programmer at the center.

I understand that Taylor produces both in-house and customer documentation. My technical-writing skills, as described in the enclosed resume, are well suited to your company. I am a recent graduate of DeVry Institute of Technology in Atlanta with an Associate's Degree in Computer Science. In addition to having taken a broad range of courses, I served as a computer consultant at the college's computer center where I helped train computer users on new systems.

I will be happy to meet with you at your convenience and discuss how my education and experience match your needs. You can reach me at my home address, at (919) 233-1552, or at krock@devry.alumni.edu.

Sincerely,
(signature)
Raymond Krock

Example 2

6123 Farrington Road

Apt. G11

Chapel Hill, NC 27514

January 11, 2005

Taylor, Inc.

694 Rockstar Lane

Durham, NC 27708

Dear Ms. Jones:

I am seeking a position in your engineering department where I may use my training in computer sciences to solve engineering problems. Although I do not know if you have a current opening, I would like to be a part of the department that developed the Internet Selection System.

I expect to receive a Bachelor of Science degree in Engineering from North Carolina State University in June, when I will have completed the Computer Systems Engineering Program. Since September 2000, I have been participating, through the University, in the Professional Training Program at Computer Systems International in Raleigh. In the program I was assigned to several staff sections as an apprentice. Most recently, I have been a programmer trainee in the Engineering Department and have gained a great deal of experience in computer applications. Details of the academic courses I have taken are contained in the enclosed resume.

I look forward to hearing from you soon. I can be contacted at my office (919-866-4000 ext. 232) or via email (Brock@aol.com).

Sincerely,

(signature)

Rebecca Brock

One of the first things to impress the prospective employer is the notepaper and **envelope** you have used for your application. This may sound unimportant but it is a good guide to a stranger as to whether you have an idea of what is appropriate for the occasion.

The envelope which contains any communication must be correctly and clearly addressed. As with the letter, it should always be addressed to a person, rather than just a company, a store or an organization. The sender's name and address should also be marked. Many companies have their name and address printed on the back flap of the envelope. If the words "PRIVATE" or "CONFIDENTIAL" are required – as they often are with references, testimonials, personnel reports on individuals, bank letters and statements, etc. – they should be types in the lower left-hand corner. Each section of the address begins on a new line; the name of the country of destination is written in capital letters. Abbreviations "Ltd." and "Co." are acceptable and recognized internationally.

Example (the face side of the envelope)

Ellistone Fashion Co. Ltd.,
21 Great Portland Street,
London W1A 3BA

Mr. K. Chaterjee,
Bombay Textiles Co.,
135 Taj Mahal Place,
Bombay,
INDIA

BY AIRMAIL

6. Curriculum Vitae. Very often employers ask candidates to supply **a curriculum vitae** (abbreviated to CV or C.V.), literally translated as "the story of your life", which is a brief summary or record of the writer's background, abilities and skills, education, experience and training, previous jobs held and specific experience, with full details and dates. Its main task is to convince prospective employers to contact you and to get a job seeker an interview.

Since one can come across two terms "a resume" and "a CV" it is necessary to define the difference between them. The primary differences are the length, the content and the purpose. A *resume* is a one or two page summary of the applicant's skills, experience and education. A goal of resume writing is to be brief and concise since, at best, the resume reader will spend a minute or so reviewing the writer's qualifications. A *Curriculum Vitae* is a longer (two or more pages), more detailed synopsis. It includes a summary of the person's educational and academic backgrounds as well as teaching and research experience, publications, presentations, awards, honors, grants and fellowships, affiliations, professional associations and licenses, and other and other information relevant to the position a person is applying for. Both resume and CV include the writer's name, contact information, education, skills and experience.

A CV is a very important document; it helps the applicant take the next step up the career ladder, a better position, more money, etc. Therefore it has to represent the best its author has to offer if he/she does not want to miss out on the advertised job or position. That is why the CV must quickly convey that the applicant is capable and competent enough to be worth interviewing. It can help one at an interview by carefully focusing the interviewer's mind on the applicant's good points and on his/her achievements. Once he/she has left the interview it will continue to work in the applicant's favor as the interviewer will probably reread it before making a decision, either on who should be invited to the second interview stage or who the job should be offered to.

When it comes to salary negotiations a well-written CV can help to get the employer to look at it longer. If the CV conveys the applicant's full worth he/she is likely to get a higher salary offer than with a poorer CV. That is why the more thoroughly the applicant prepares his/her resume now, the more likely someone is to read it later.

Writing professional CVs is a skill, which many people have never learnt. CVs usually include headings such as Education, Experience, Skills, containing the following information:

The heading EDUCATION usually means post-secondary education and can include special seminars, summer school or night school as well as College and University. If the applicant is just starting College, he/she can include high school as well. It is necessary to list degrees and month/year they were obtained or are expected; names and locations of schools, grades. A brief summary of important courses the applicant has taken might also be helpful.

The rubric EXPERIENCE includes full-time paid jobs, academic research projects, internships, part-time jobs or volunteer work. It is required to list month/years the job seeker worked, position, name and location of employer or place and responsibilities he/she had.

The subtitle SKILLS lists computer languages and software, foreign languages indicating fluency, teaching or tutoring, communication or leadership, among others. It is advisable to match the applicant's skills and experience with the employer's needs; highlight details that demonstrate the job seeker's capabilities as well as the aspects of education, experience or skills and activities, which will be most attractive to the potential employer. Identifying the applicant's general abilities will give him/her some good leading sentences for the career objective, e.g.: "*Recent high school graduate, previously employed in fast-food service industry, and aiming for a new position…;*" *"Experienced carpenter seeking a supervisor title… . Desire to obtain a Carpenter Shop Foreman position utilizing extensive trade skills and experience in the theatrical and special events industries*".

In the heading POSITION STATEMENT / CAREER STATEMENT / OBJECTIVE STATEMENT the job seeker states what kind of position he/she wants for this job-search. Some job applicants are omitting the career statement or objective statement within their CVs and resumes. Rewriting objectives to accommodate every possibility seems challenging, while including over-generalized career statements seems to do more harm than good. Nevertheless, when one considers the real purpose of an objective, the inclusion of it appears to be mandatory.

When a cover letter cannot be submitted, the career or objective statement may be the job seeker's only chance to introduce himself. The statement serves three purposes: (1) to state clearly what type of position an applicant desires; (2) to suggest to the employer the type of skills or qualifications the applicant possesses; (3) to announce the implied employer his/her benefits or goals.

To describe the writer's work style he/she has to choose two adjectives such as, "*Dependable and conscientious student seeking...*" or "*Detail oriented and quality conscious accounting clerk...*". Two sentences or in some cases a short paragraph will improve an objective statement. If the writer knows the job title he/she is applying for, it is recommended to use it, for instance, "*...seeking a Sales Management position...*" or "*...pursuing an entry-level Public Relations Specialist position…*" and the like. Sentences in which the job names are not mentioned, such as, "*...seeking a position in marketing...*", suggest two things to the reader: (1) the applicant has no idea about what types of jobs may be available in marketing and (2) the applicant is desperate, and willing to take any job.

If the applicant has read the job description from the advertisement, he/she has to try to mirror one or two of the words listed there. For instance, if the job indicated a desire for a self-starter, it is advisable to experiment with using the same term or one with the same meaning. Being too general should be avoided. It is better to do a little research with the company and uncover some of what they may be looking for than to write an over-generalized objective. Writing an objective with the use of the word "*I*" should be evaded since it is more appropriately used in a cover letter. Using "*I*" and "*my*" too frequently may loose a recruiter whose context and focus is on what the company can gain from a new hire. It is not reasonable to promise more than the applicant can deliver.

After all this information has been written, it is necessary to check it for accuracy (full names, correct and consistent dates and correct spellings). It is expected that CVs and resumes will have short sentence fragments, abbreviations, and little punctuation, as well as will be written without error. Composing a CV or resume requires focused time and effort.

Some guidelines on how to write a CV

Since CV formats may be different it is necessary for the applicant to choose the one that is appropriate for the position he/she is applying for (see examples 1-4 below). If one is applying for a fellowship, for instance, he/she won't need to include the personal information that may be included in an international CV.

Have several versions of the CV. Don't just write one CV and use it for every applied position. Have targeted and focused versions of the curriculum vitae and use them accordingly.

In addition to the applicant's education and work history, the CV should contain his/her research experience, publications, grants and fellowships, courses taught, institutional service, professional associations, accreditation, presentations, licenses, and awards.

There is no need to include the photo, the salary history, the reason the job seeker left the previous position, or references in his/her CV. References should be listed separately and given to employers upon request.

Try to keep the CV short and concise (no more than two pages). Include summaries of the employment and education, rather than lots of details. Use formal and well-written language (no abbreviations), writing simply and clearly.

Do not make the educational qualifications or work history sound a little better than they really are. If the applicant does not match the picture he/she has painted with the CV at the interview, then his/her application will not be taken further.

It is advisable to mention things the job seeker is good at, but there is no need to go over the top; at the same time things that the applicant is bad at should not be mentioned. It is not sensible to say negative things about oneself in his/her CV. One should always have his/her CV copies on hand to bring to interviewers.

CV should be set out in a clear, simple and easily readable form [36:82–83] as shown in the examples below.

Example 1

Curriculum vitae

Name:	MIRANDA BEETON
Age and date of birth:	29 years 17th August, 1978
Nationality:	British
Marital Status:	Single
Address:	15 Oak Tree Drive, Southampton

Telephone:	853197 (office) 317928 (home)
Education:	1985-1992: Tolworth Secondary School GCSE's: Maths, Geography, English, Computing, History, French, Spanish 1992-1995: B.A., Tourism Studies – University of East London
Work Experience (or Professional Training):	June – September 1995 – Travel Agent, Sky High Tourist Agency October 1994 – Present – European Tour Guide, Sunshine Tours
Other information:	Computer skills: Certificate of Proficiency in word-processing and graphics Languages spoken: French, Spanish, some German Interests: tennis, traveling, reading
Referees:	J.G.Malcom (Resident) Sky High Tourist Agency 25 Midtown Street, Southampton B.Needham (Manager) Sunshine Tours 1 Hortanza Calle, Madrid, Spain

Example 2

Jane Bagley
123 Fourth Street, S.E.
Washington, DC 20003
(202) 555-5555

EDUCATION	**UNIVERSITY OF NOTRE DAME**, Notre Dame, Indiana Bachelor of Arts in History, 2002 GPA: 3.5/4.0

Received Academic Honors all four years
Served as admissions volunteer

WORK EXPERIENCE

DEMOCRATIC NATIONAL COMMITTEE, Washington, DC

Research Assistant, 7/2002–12/2002

- Wrote research reports for use by national, state, and local candidates on a variety of issues, including tax policy, national security, and education.
- Worked with key campaign staff to develop messages to be used against Republican opponents.
- Supported the press office by providing timely research and information about Federal policies and Congressional votes.

JANE SMITH FOR STATE LEGISLATURE,

Volunteer, Fall 2001

- Assisted on a part time basis with a campaign for the state legislature.
- Staffed the campaign office and greeted visitors, providing them with information on Smith and her stands on the issues.
- Led a team delivering campaign literature door to door. Determined routes and organized volunteers.

ST. JOSEPH'S MEDICAL CENTER, South Bend, Indiana

Internship, Spring Semester 2000

- Assisted with office functions, including scheduling patients, organizing patient files, and maintaining inventory of office supplies.
- Utilized Microsoft Excel to track office expenses.

OTHER Fluent in Spanish; conversational French.
Proficient with Microsoft Word, Excel, and Powerpoint.
Member, Democratic Party of Indiana.

Example 3

Miranda Hess
769 Kremlin Way
Atlanta, GA 41606
(405) 555-3838
mhess@gtech.edu

OBJECTIVE

A junior position in market research

EDUCATION

Georgia Tech, Atlanta, GA

Dean's List, 3.2/4.0 GPA

Bachelor of Arts, International Business and Marketing, May 2002

Major: International Business (Marketing Concentration)

Minor: German

EMPLOYMENT

Gherkin Publishers, Long Hill, WI

Marketing Intern, 1998–2002

- Developed a package insert program for a new hair product
- Assisted creative services in the redesign of new package insert materials for pantyhose line
- Worked directly with advertisers to significantly increase the sales of the insert programs

• Updated computer reports to monitor the activity of the insert programs

Georgia Tech, Atlanta, GA

Resident Advisor, 1996–1998

• Planned and provided educational, cultural, and social programs within a budget

• Prepared administrative reports to monitor developmental aspects of student life

• Trained Assistant Resident Advisors

79th Street, Beverly Hills, CA

Sales Associate, 1994–1996

• Assisted and advised customers

• Managed store operations; sales rose 45 percent.

COMPUTER SKILLS

• Microsoft Word

• Microsoft Excel

• PowerPoint

• Lotus Spreadsheet

FOREIGN LANGUAGE

Fluent German

INTERESTS

Mountain climbing, ice hockey, limericks.

Example 4

Pauline Jenkins
6210 Lincoln Drive, #19
Woodside, NY 11377
(718) 204-2842

OBJECTIVE: An entry-level position in office management

WORK EXPERIENCE:

2000–Present MR/DD COLLECTIVE:

Data Services Manager/Administrative Assistant, 2000–Present

- Supervise, manage and train 22-person office staff
- Prepare for meetings and correspond with member representatives on upcoming meetings
- Prepare correspondences, document invoices, including materials for payment of trainers
- Maintain in-office calendar and training calendar, keeping track of schedules/appointments
- Format monthly newsletter and membership directory
- Create and reconfigure client databases

Bookkeeper/Training Coordinator, 1999–2001

- Received cash and check receipts, maintained ledger book and computer record of bank deposits
- Wrote and distributed employee and contractor checks
- Posted billing and ran various invoices for member and non-member agencies
- Organized materials for various training sessions, registered participants, prepared room and organized catering

Receptionist/Information Specialist, 1996–1999

- Answered phones, greeted and assisted visitors, and handled general administrative duties, such as filing, faxing, copying and mailing
- Organized mailing of monthly newsletter

1995-1996 WIMEX MARKETING

Customer Service Representative, 1995–1996

- Checked order forms, confirmed and canceled magazine orders
- Corresponded with customers

SKILLS:

Microsoft Word, Alpha 4 (database program)

EDUCATION:

BA in Business Administration

West Chester University

West Chester, PA, 1999

7. Cover Letters. A cover letter identifies the item being sent, the person to whom it is being sent, and the reason for its being sent. It provides a permanent record of the transmittal for both the writer and the reader. There are different occasions for sending cover letters, for example, it may give more detailed information about a person, who is applying for a job (see sample 1); it may accompany a report or document (samples 2,3), etc.

There are some requirements on how to write cover letters: (1) they should be typed on the same quality paper used for the resume/CV, i.e. on the business letters format paper; (2) the author has to keep the letter short and straightforward by limiting it to not more than one page; (3) it is advisable to find out the name of the person who is responsible for hiring; (4) the opening part of the letter should explain what is being sent and why; (5) it is necessary to emphasize on the skills and benefits for the position; here the author may include a summary of the information he/she is sending as well as point out any sections in the proposal of particular interest to the reader; (6) it is essential to mention the information of the writer's education, experience and a few specific skills (not more than 5, not less than 3); (7) the letter should reflect the balance between the author's being the right person for a job and being a normal human being that doesn't suppress others by outstanding qualities.

The following are examples of cover letters. The second letter (Sample 2) is brief and to the point. The third letter (Sample 3) is slightly more detailed because it touches on the manner in which the information was gathered.

Sample 1

Martin Kalinsky

434 Tech. Rd.

Boston, MA. 24536

232-555-9999

August 10, 2003

Hugh Brock
Director, Theoretical Physics Institute
343 Accelerator Lane
Baltimore, MD. 76594

Dear Mr. Brock,

In researching ways in which people have made their marks in the field of physics, I cannot tell you how many times I have encountered your name in journals, newspaper articles, and textbooks. Your contribution has been truly stunning.

Now that I find myself in the position of seeking my own fate in the field, I wanted to ask if you could offer fifteen minutes of your time to discuss ways in which a beginner such as myself can best forge a path of his own. I am a senior at M.I.T. specializing in the Acceleration Norms of Random Ratio Quantum Particles. I will follow this letter with a call to the Institute to see if I can schedule an appointment. It would be an honor to speak to you.

Very truly yours,
Martin Kalinsky

Sample 2

Your Company Logo and Contact Information

January 11, 2005

Brian Eno, Chief Engineer
Carolina Chemical Products
3434 Pond View Lane
Durham, NC 27708

Dear Mr. Eno:

Enclosed is the final report on our installment of pollution control equipment at Eastern Chemical Company, which we send with Eastern's Permission. Please call *me collect (ext. 1206) or send me an email message at the address below if I can answer any questions.*

Sincerely,

Nora Cassidy
Technical Services Manager
ncassidy@company.com

Enclosure: Report

Sample 3

Your Company Logo and Contact Information

January 11, 2005

Brian Eno, Chief Engineer
Ecology Systems, Inc.
8458 Obstructed View Lane
Durham, NC 27708

Dear Mr. Eno:

Enclosed is the report estimating our power consumption for the year as requested by John Brenan, Vice President, on September 4.

The report is the result of several meetings with Jamie Anson, Manager of Plant Operations, and her staff and an extensive survey of all our employees. The survey was delayed by the transfer of key staff in Building 'A.' We believe, however, that the report will provide the information you need to furnish us with a cost estimate for the installation of your Mark II Energy Saving System.

We would like to thank Billy Budd of ESI for his assistance in preparing the survey. If you need more information, please let me know.

Sincerely,
Nora Cassidy
New Projects Office
ncassidy@company.com

Enclosure: Report

8. Letters of Recommendation/Reference Letters. Letters of recommendation are often used by an organization's hiring officials to gather additional information about a candidate. It can also be a scholarship reference letter.

A letter of recommendation is usually a three-paragraph writing: (1) the first paragraph states in what capacity and for how long one has known the person whom he/she is recommending; (2) the second paragraph gives a detailed evaluation of a person as an employee; (3) the third paragraph indicates the degree to which one recommends the individual for the position he/she is seeking: without reservation, strongly, with some reservation, or not at all.

General guidelines on recommendation letter writing

If the author of recommendation letter has not had much contact with the person, it is better to decline writing the recommendation. If it is a scholarship reference letter, the writer of the letter should compare the student to other ones that he/she has known.

Since it's not a praise-you letter, the writer should try to be specific. Before writing a negative letter of recommendations the author should think carefully.

Reference Letter Template for Employment

This reference letter template shows the format of a typical reference letter. A reference letter should provide information on who the sender of the letter is, his/her connection with the person he/she is recommending, why they are qualified and the specific skills they have. In addition, contact information should be provided. The following reference letter format is appropriate for an employment reference, as well as a reference for graduate school.

Reference Letter Template

1) Salutation

If it is a personal letter of reference, a salutation (*Dear Dr. Smith, Dear Mr. Jones*, etc.) should be included. In case it is a general letter, the phrase "*To Whom it May Concern*" is usually included as a salutation.

2) Paragraph 1

The first paragraph of the reference letter template explains the writer's connection to the person being recommended, including how the author knows him/her, and why the author is qualified to write a reference letter to recommend employment or graduate school.

3) Paragraph 2

The second paragraph of the reference letter template contains specific information on the person the author is writing about, including the reason why he/she is qualified, what he/she can contribute, and why the author of the letter is providing a recommendation. Here the author may use more than one paragraph to provide details.

4) Paragraph 3

When writing a specific letter referring a candidate for a particular job opening, the reference letter template includes information on how the person's skills match the position he/she is applying for. It is advisable to ask for a copy of the job posting and a copy of the person's resume so that the author can target his/her reference letter accordingly.

5) Summary

This section of the reference letter template contains a brief summary of why the author of the letter is recommending the person. It is necessary to state that the writer "*highly recommends*" the person or he/she "*recommend without reservation*" or the like.

6) Conclusion

The concluding paragraph of the reference letter template contains an offer to provide more information (a phone number, email address in the return address section of the letter, or in the writer's signature).

Sincerely,

Writer's Name

Title

Letter Sample for Employment Reference, Written by an Employer

To whom it may concern:

I would like to recommend Sharon Doe as a candidate for a position with your organization. In her position as Staff Assistant, Sharon was employed in our office from 2002–2006. Sharon did an excellent job in this position and was an asset to our organization during her tenure with the office. She has excellent written and verbal communication skills, is extremely organized, can work independently and is able to follow through to ensure that the job gets done.

During her tenure with the company, Sharon was responsible for supervising the department office assistants. These assistants, under Sharon's management, were responsible for many of the office's basic administrative and clerical functions.

Sharon effectively scheduled and managed several assistants to maintain efficient office operations.

Sharon was always willing to offer her assistance and had an excellent contact with the many constituents served by our office including clients, employers, and other professional organizations. She would be an asset to any employer and I recommend her for any endeavor she chooses to pursue.

Yours truly,
Jane Smith
Personnel Manager

9. Payments, Sales, Insurance and Other Miscellaneous Correspondence. ***Payment*** is a very important part of any commercial transaction. In foreign trade payments are usually made by: a) Bank transfer; b) International Banker's draft; c) Bill of Exchange; d) Letter of Credit.

In fact, the bank comes into every transaction at some stage or another. Therefore payment correspondence is very necessary in solving problems with requesting payment, advising payment, discussing changes in the terms of payment as well as correspondence with foreign banks. These letters may be written by buyers to sellers or by sellers to buyers or by sellers to a foreign bank. Here are some phrases which can be used while writing letters of this type.

1. *Please draw on us the amount of your invoice* (*Виставте, будь ласка, на нас тратту на вартість Вашого рахунку-фактури*).

2. *We propose to settle by bill of exchange at 60 days* (*Ми пропонуємо виплатити тратту з платежем через 60 днів*).

3. *You may draw on us in 90 days from the date of dispatch reworks* (*Ви можете виставити на нас тратту з платежем через 90 днів від дати відвантаження товару*).

4. *Our acceptances will be honored on presentation at the bank* (*Наші акцепти будуть виплачені по пред'явленню в банк*).

5. *On receipt of your remittance we will forward your order* (*Ми відправимо Ваше замовлення після отримання грошового переказу*).

6. *We enclose our pro forma invoice which includes all costs to ... .* (*Додаємо наш рахунок-проформу, до якої увійшли всі витрати...*).

7. *The shipping documents will be handed to you against settlement of the amount shown on the invoice* (*Документи щодо відвантаження будуть надані Вам після виплати суми, зазначеної в рахунку-фактурі*).

8. *2,5 % may be deducted from the amount shown if payment is effected promptly within 30 days* (*2,5 % із зазначеної суми можуть бути відраховані, якщо оплата буде здійснена негайно, протягом 30 днів*).

9. *Please inform us of the arrangements you have made for payment* (*Просимо проінформувати про те, що Ви зробили для оплати*).

10. *We would be glad if you would arrange payment either by banker's draft or by opening an irrevocable letter of credit in our favour* (*Ми були б раді, якби Ви заплатили або банківським векселем, або відкрили безповоротний акредитив на нашу користь*).

11. *As your order is urgent, may we suggest that you arrange payment by banker's transfer and confirm this by letter* (*Оскільки Ваше замовлення термінове, чи можемо ми запропонувати, щоб Ви заплатили банківським переказом і підтвердили це листом*).

All business letters are in a sense ***sales letters***, they all share common purpose – to sell product or service. They are regarded as the most selective of all forms of advertising and aim to create interest in a certain product, that's why while writing such a letter one should begin with a strong, compelling statement which usually keeps the reader's attention. The letter should sound positive, convincing and persuading the reader that he/she needs what the company is selling and making him/her buy it. But not all sales letters have the purpose to sell their articles. Sometimes they tell about important developments in business, changes in address, some reorganization, etc.

Sales letters do not have a standard structure. Nevertheless, there are phrases and set expressions that may be useful while introducing the company and its products*:*

1. *We are one of the largest firms in the country producing ... .* (*Ми – найбільша фірма в країні, яка виробляє ...).*

2. *We are a small but rapidly developing company and we will be expanding in the nearest future.* (*Ми – невелика компанія, яка швидко розвивається, і ми будемо розширюватись у найближчому майбутньому).*

3. *It is active in all areas of … .* (*Вона активна в усіх сферах ...*).

4. *It has been very successful in recent years in producing and selling… .* (*Останнім часом вана є успішною у виробництві та продажу…) .*

5. *We would particularly like to draw your attention to ... .* (*Ми особливо хотіли б звернути Вашу увагу на ...) .*

6. *We have just launched a new product ... .* (*Ми щойно запустили нову продукцію…) .*

7. *We would like to inform you ... . (Нам хотілося б поінформувати Вас...).*

8. *Give smb. a chance ... . (Дати комусь можливість…).*

9. *All you need to do ... . (Все, що Вам необхідно зробити...)*

10. *We pride ourselves on providing our customers with the goods of high quality.* (*Ми пишаємося тим, що забезпечуємо наших клієнтів товарами високої якості).*

11. *We would welcome the opportunity to serve you. (Ми б із задоволенням скористалися можливістю слугувати Вам).*

10. A reminder letter. The purpose of a reminder letter is to remind somebody in a tactful way something that he/she may have forgotten. So the writer should maintain a delicate balance between positively stating his/her request and at the same time retaining the recipient's goodwill. It is important to remember that some of these letters have legal, financial, or other implications. If the writer is not sure about the use of any letter, it is better to consult with an appropriate professional. This is especially true for the first reminder letter concerning an unpaid invoice.

Example 1

[Date]
[Name]
[Address]

Dear [Name]:

We write to inform you that we have not yet received payment of invoice [number] for [amount] due on [date].

I have enclosed a full statement of your account as at [date].

I'm sure you must have mistakenly overlooked this but could I ask that you give it your prompt attention now.

If payment has already been sent, please disregard this letter. If you have any queries about your account, please do not hesitate to contact me.

Yours sincerely

[the sender's signature]
[the sender's name]
[the sender's title]

Example 2

Overdue Payment Reminder Letter

Dear [Name]

Our records indicate that payment on your account is overdue in the amount of $.... If the amount has already been paid, please disregard this notice. If you have not yet *mailed your payment, why not make out your check and place it in the enclosed envelope while this reminder has your full attention.*

Thank you in advance for your anticipated cooperation in this matter.

Yours sincerely

[the sender's signature]

[the sender's name]

[the sender's title]

Some guidelines on the reminder letter writing

1) Open the letter by reminding the reader that his/her payment is late. Include all the relevant details.

2) To maintain the client's goodwill immediately presume that this was an honest mistake and make sure the client understands that this letter is only a gentle reminder that the payment is now due.

3) Confirm the belief that this is the case and that the sender of the letter looks forward to receiving the payment in the next few days.

Revision Tasks

1. Describe the structure of a memorandum. Characterize its variations.

2. Speak on the advantages and disadvantages of e-mail. Enumerate the guidelines on how to write successful e-mail messages.

3. Dwell on business letter writing. Describe the types of business letters; give commentary on their structure. Enumerate the guidelines on successful business letter writing.

4. Find the examples of business letters in English and Ukrainian. Compare them, give common features of their organization and state the features typical of business letter writing in English and Ukrainian.

5. Comment on enquiries and replies. Describe the specificity of their structure and use. Exemplify the answer with your own letter of enquiry and reply to it.

6. Define the letters of order and acknowledgement of order. Dwell on their structure. Illustrate the answer with your own examples.

7. Speak on what a letter-offer is. Supply the answer with your own example.

8. Comment on the reasons for the complaint-letter writing. Speak on the language and style (or tone) of the complaint-letter writing. Exemplify the answer with your own letter of complaint.

9. Dwell on the structure and content of an adjustment letter. Illustrate the answer with your own examples.

10. Define the letter of application and characterize its structure. Speak on the goals, which make application letters successful. Exemplify the answer with your own letter of application.

11. Dwell on the necessity of compiling curriculum vitae. Comment on their structure. Enumerate the guidelines on compiling a CV. Speak on the reasons of cover letter writing.

12. Mention the main functional paragraphs a letter of recommendation/reference letter consists of. Give some general guidelines on recommendation letter writing.

13. Speak on miscellaneous correspondence. Characterize its types. Illustrate the answer with your own examples.

Topical vocabulary

accomplish /əˈkɒmplɪʃ/ / finish a task – виконувати, завершувати завдання

advantages /ədˈvɑːntɪdʒɪz/ / disadvantages – переваги / недоліки

affiliation /əˌfɪlɪˈeɪʃᵊn/ – об’єднання, приєднання

alert /ˈlɜːt/ smb to smth – попереджувати когось про щось

apply for a position /əˈplaɪ fər ə pəˈzɪʃᵊn/ – подавати заяву на посаду

apprentice /əˈprentɪs/ – учень, початківець

arise /əˈraɪz/ (arose, arisen) due to – виникати/з’являтися завдяки

arrogant /ˈærəgənt/ – зухвалий, самовпевнений

artfulness /ˈɑːtfəlnəs/ – уміння, вправність

attach /əˈtætʃ/ a file – прикріпляти файл attendee /əˌtenˈdiː/ – відвідувач

awkward /ˈɔːkwəd sɪtʃuˈeɪʃᵊn/ situation – незручна ситуація

bank transfer /ˈbæŋk ˈtrænsfɜː/ – банківський переказ

be accepted by /əkˈseptɪd/ – бути сприйнятим

be annoyed /əˈnɔɪd/ – бути роздратованим

be below the standard /bɪˈləʊ ðə ˈstændəd/ – бути нижче стандарту, бути невідповідним до стандарту

be comprehensible /ˌkɒmprɪˈhensəbᵊl/ – бути зрозумілим

be concise /kənˈsaɪs/ – бути стислим

be confined /kənˈfaɪnd/ by – бути лімітованим, обмеженим

be confirmed /kənˈfɜːmd/ by – бути підтвердженим

be dealt /delt/ with – вирішувати справу, мати справу з...

be destined /ˈdestɪnd/ / intended for – бути призначеним для

be entitled /ɪnˈtaɪtᵊld/ to – заслуговувати на...

be forced /fɔːst/ to do smth – бути змушеним щось зробити

be handwritten /ˈhændrɪtən/ – бути написаним від руки

be offensive /əˈfensɪv/ – бути образливим

be overdue /ˌəʊvəˈdjuː/ – бути простроченим

be precise /prɪˈsaɪs/ in smth – бути точним

be predetermined /ˌpriːdɪˈtɜːmɪnd/ – заздалегідь визначений, обумовлений

be proofread /ˈpruːfrəd/ – бути вивіреним, відредагованим, відкоригованим

be resolved /rɪˈzɒlvd/ – бути вирішеним

be responsible /rɪsˈpɒnsəbᵊl/ for – бути відповідальним за

be sympathetic /ˌsɪmpəˈθetɪk/ – бути співчутливим

be to the point – бути доречним, точним, чітким

begrudging /bɪˈgrʌdʒɪŋ/– скупий, заздрісний bill of exchange /ˈbɪl əv ɪksˈtʃeɪndʒ/ – вексель, тратта

blame /bleɪm/ – звинувачувати

board of trustees /ˈbɔːd əv ˌtrʌˈstiːz/ –опікунська рада

breach of contract /ˈbriːtʃ əv ˈkɒntrækt/ – порушення контракту

breakage /ˈbreɪkɪdʒ/ – пошкодження

brochure /ˈbrəʊtʃə/ – брошура, буклет

cancel the order /ˈkænsəl ði ˈɔːdə/ – відмінити замовлення

claim /kleɪm/ – заявляти

clarify /ˈklærɪfaɪ/ a task – уточнити завдання

collaborative efforts /kəˈlæbərətɪv ˈefəts/ – спільні зусилля

complaint /kəmˈpleɪnt/ – скарга

complaine about /kəmˈpleɪn/ – скаржитися на

concerning /kənˈsɜːnɪŋ/ – стосовно, щодо

conduct negotiations /kənˈdʌkt nɪˌɡəʊʃiˈeɪʃənz/ – вести перемовини

conform with /kənˈfɔːm wɪð/ – відповідати чомусь, узгоджуватися з...

contracted /kənˈtræktɪd/ form – скорочена форма

contribute /kənˈtrɪbjʊːt /to – робити внесок в

cordial /ˈkɔːdiəl/ – щирий

counter-offer /ˈkaʊntərɒfə/ – зустрічна пропозиція

courier /ˈkʊrɪə/ – кур’єр

cover letter /ˈkʌvə ˈletə/ – супровідний лист

crate /kreɪt/ – ящик, тара для пакування

cross-country shipping /ˈkrɒs kʌntrɪ ˈʃɪpɪŋ/ – перевезення через всю країну

current opening /ˈkʌrənt ˈəʊpənɪŋ/ – наявна на даний час вакансія

customer /ˈkʌstəmə/ – клієнт

damage /ˈdæmɪdʒ/ – заподіяна шкода

delay /dɪˈleɪ/ – затримка

demanding tone /dɪˈmɑːndɪŋ təʊn/ – вимогливий тон

deny the request /dɪˈnaɪ ðə rɪˈkwest/ – відхиляти прохання

dignified /ˈdɪɡnɪfaɪd/ – виважений

disarm hostility /dɪsˈɑːm hɒsˈtɪlətɪ/ – обеззброювати вороже ставлення, знімати ворожнечу

discount /ˈdɪskaʊnt/ – знижка

dispatch /dɪˈspætʃ/ – відправка

distract /dɪsˈtrækt/ the reader /ˈriːdə/ – відволікати читача

draft /drɑːft/ – чорновий варіант, проект

efficiency /ɪˈfɪʃᵊnsɪ/ – продуктивність, результативність, дієвість

enclosure /ɪnˈkləʊʒə/ – те, що додається до листа

endeavor /ɪnˈdevə/ – спроба, прагнення

engagement /ɪnˈɡeɪdʒmənt/ – домовленість

enquiry/inquiry /ɪŋˈkwaɪərɪ/ – запит

entry-level programmer /ˈentrɪlevᵊl ˈprəʊɡræmə/ – програміст-початківець

envelope /ˈenvələʊp/ – конверт

error /ˈerə/ – помилка

establish contact /ɪsˈtæblɪʃ ˈkɒntækt/ – встановлювати контакт

expand /ɪkˈspænd/ on – надати детальну інформацію

expenses = costs – витрати

fair /feə/ – об’єктивний, справедливий

faithfully /ˈfeɪθfəllɪ/ yours – щиро ваш

fault /fɔːlt/ – недолік

feel cheated /ˈfiːl ˈtʃiːtɪd/ – почуватися обдуреним fellowships /ˈfeləʊʃɪp/ – членство

follow-up letter /ˈfɒləʊʌp ˈletə/ – наступний лист

forge /fɔːdʒ/ – поступово рухатися вперед

gain experience /ˈɡeɪn ɪkˈspɪəriəns/ – набувати досвід

genuine /ˈdʒenjuɪn/ – справжній

grant the request /ˈɡrɑːnt ə rɪˈkwəst/ – виконати прохання

greeting /ɡriːtɪŋ/ / salutation /ˌsæljuˈteɪʃᵊn/ – вітання

groundless /ˈɡraʊndləs/ – безпідставний

have no choice /tʃɔɪs/ but – не мати іншого вибору, окрім...

have the benefit /ˈbenɪfɪt/ of doing smth – мати вигоду від чогось

highlight /ˈhaɪlaɪt/ – наголосити, підкреслити, зробити акцент

hint /hɪnt/ on smth – натяки на щось, поради

hire /ˈhaɪə/ – наймати на роботу

hostile /ˈhɒstaɪl/ – ворожий

have access /ˈækses/ to – мати доступ до

impersonal wording /ɪmˈpɜːsᵊnəl ˈwɜːdɪŋ/ – офіційна лексика

in duplicate /ɪn ˈdjuːplɪkət/ – копія документа в двох екземплярах

in lieu of /ɪn ˈljuː əv/ – замість

in triplicate /ɪn ˈtrɪplɪkət/ – копія документа в трьох екземплярах

inability /ˌɪnəˈbɪlɪtɪ/ – нездатність

incur through /ɪnˈkɜː θruː/ – бути наслідком, витікати з

insufficient /ˌɪnsəˈfɪʃᵊnt/ /short-shipped /ˈʃɔːtʃɪpt/ – недостатня кількість

insulting /ɪnˈsʌltɪŋ/ – образливий

International banker’s draft /ˌɪntəˈnæʃᵊnəl ˈbæŋkəz drɑːft/ – міжнародна тратта, виставлена одним банком іншому

invoice /ˈɪnvɔɪs/ – рахунок-фактура

itemize /ˈaɪtəmaɪz/ – навести пункти

jot down /dʒɒt daʊn/– занотовувати

judiciously /dʒuˈdɪʃəslɪ/ – розсудливо

justify /ˈdʒʌstɪfaɪ/ – підтвердити

leaflet /ˈliːflət/ – рекламна листівка, брошурка

letter of credit /ˈletər əv ˈkredɪt/ – акредитив

match the needs /ˈmætʃ ðə ˈniːdz/ – відповідати потребам

material profit /məˈtɪəriəl ˈprɒfɪt/ – матеріальна вигода

mediation /ˌmiːdɪˈeɪʃᵊn/ – посередник; through mediation with smb/smth – через посередника

meet with a person at his/her convenience /kənˈviːnɪəns/ – зустрічатися з людиною на її умовах

merchandise /ˈmɜːtʃəndaɪz/ – товар

mild tone /ˈmaɪld təʊn/ – спокійний виважений тон

mode of dispatch /məʊd əv dɪˈspætʃ/ – спосіб відправки замовлення

objective /əbˈdʒektɪv/ – мета

out-of-pocket expenses /ˈaʊtəvpɒkɪt ɪkˈspensɪz/ – різні види оплат готівкою

party /ˈpɑːtɪ/ – партнер

permissible /pəˈmɪsəbᵊl/ – допустимий

pompous /ˈpɒmpəs/ / careless /ˈkeələs/ / inaccurate /ɪnˈækjərət/ language – високопарна / недбала / неточна мова

printed /ˈprɪntɪd/ / headed /ˈhedɪd/ forms / letter paper –бланки листів

probationary period /prəˈbeɪʃᵊnərɪ ˈpɪərɪəd/ – термін випробування

produce /prəˈdjuːs/ an unfavorable /ˌʌnˈfeɪvərᵊbl/ impression on smb – справляти несприятливе враження на когось

promptly /ˈprɒmptlɪ/ – негайно, швидко

purchase equipment /ˈpɜːtʃəs ɪˈkwɪpmənt/ – купувати обладнання

query /ˈkwɪərɪ/ – запит

ready-made forms /ˈredɪmeɪd fɔːmz/ – бланки

receipt /rɪˈsiːt/of an enquiry – отримання запиту

refund (v.) /rɪˈfʌnd/ – відшкодовувати

reimbursement /ˌriːɪmˈbɜːsmənt/ – компенсація

reject /rɪˈdʒekt/ a proposal – відхиляти пропозицію

replace /rɪˈpleɪs/ – заміняти

reserve /rɪˈzɜːv/ hotel /ˌhəʊˈtel/ accommodation /əˌkɒməˈdeɪʃᵊn/ – замовляти номер у готелі

retain the goodwill /rɪˈteɪn ðə ˈgʊdwɪl/ – зберігати доброзичливі стосунки

sales letters /ˈseɪlz ˈletəz/ – рекламні листи

sample /ˈsɑːmpᵊl/ – зразок

secondment arrangement /sɪˈkɒndmənt əˈreɪndʒmənt/ – відрядження

seek a position /ˈsiːk ə pəˈzɪʃᵊn/ = try to obtain a position – шукати посаду

settle a claim /ˈsetᵊl ə ˈkleɪm/ – урегулювати претензію

share /ʃeə/ smb's concerns /kənˈsɜːnz/ – поділяти чиюсь стурбованість, турботи

shipment /ˈʃɪpmənt/ – доставка

sign /saɪn/ a contract – підписувати контракт

signatory /ˈsɪgnətərɪ/ – сторона, що підписується

signature /ˈsɪgnətʃə/ – підпис

sincerely /ˌsɪnˈsɪəlɪ/ – щиро

space /speɪs/ – пропуск, відступ

specification /ˌspesəfɪˈkeɪʃᵊn/ – уточнення

staff /stɑːf/ – штатний персонал

stationary /ˈsteɪʃᵊnərɪ/ – канцелярське приладдя

stemware /ˈstemweə/ – столове скло на ніжці stipulate actions /ˈstɪpjuleɪt ˈækʃᵊnz/ – обумовлювати дії

strong tone /strɒŋ təʊn/ – рішучий тон

submit a quotation /səbˈmɪt ə kwəʊˈteɪʃᵊn/ – представити вартість

Sumer /sjuːˈmɪə/ – шумери

supplier /səˈplaɪə/ – поставщик

suspect /ˈsʌspekt/ – підозрюваний

synopsis /sɪˈnɒpsɪs/ – синопсис, короткий огляд

take further /ˈfɜːðə/ /legal /ˈliːgᵊl/ actions – вжити подальші заходи

take into account /ˈteɪk ɪntə əˈkaʊnt/ – брати до уваги

template /ˈtempleɪt/ – шаблон

tenure /ˈtenjə/ – строк перебування на посаді

terms of delivery /dɪˈlɪvərɪ/ – умови доставки

thorough examination /ˈθʌrə ɪgˌzæmɪˈneɪʃᵊn/ – ретельна перевірка

trainee solicitor /treɪˈniː səˈlɪsɪtə/ – адвокат-практикант

treatment /ˈtriːtmənt/ – ставлення

trustworthiness /ˈtrʌstˌwɜːðɪnəs/ – довіра (кредит довіри)

update /ˈʌpdeɪt/ – оновлення інформації

valuable /ˈvæljʊbᵊl/ – цінний

venue /ˈvenjuː/ – місце події

violate /ˈvaɪəleɪt/– порушувати

violation /ˌvaɪəˈleɪʃᵊn/– порушення

willingness /ˈwɪlɪŋnəs/ – бажання, прагнення

within 2 weeks /wɪðɪn ˈtuː ˈwiːks/ – протягом 2 тижнів

acknowledgment /əkˈnɒlɪdʒmənt/ – підтвердження

UNIT 3

TRADITIONAL TYPES OF QUICK BUSINESS CORRESPONDENCE

Most countries are subscribers to an international telecommunications system and are linked by telegram, cable, radio, telex, and postal services. The speed and efficiency with which these services operate are often indicators of a country's commercial and industrial progress and expansion.

Many countries have automatic dialling systems both for internal and overseas calls. Most companies and organisations have a special telegraphic address, which is very short and is registered with the Post Office.

1. Telegram, or cable, is an urgent written message communicated by telegraph, or by the so-called telegraphic dispatch.

As the charge is calculated on the number of words used, the wording must convey the message in a few well-chosen words essential to understanding. The main points in the process of composing telegrams and cables are: (1) clarity and accuracy; (2) normal grammar and punctuation may be ignored; (3) all contracted forms as in *won't, can't,* or *don't* should be avoided; (4) all figures should be written out in words; (5) times should be written according to the twenty-four hour clock, for example: *twenty-two thirty*; (6) the names of persons and places (i.e. the names of towns and countries) consisting of more than one word such as *New-York*, *New Delhi*, *San Francisco, the United States, South African Republic* and the like are counted as one word; (7) the names of streets are counted according to the number of words they contain.

The key language point in composing telegrams, or cables, are as follows: (1) the use of words, which mean the same things, and carry the same sense and tone, as several words, for example, *to utilize* instead *to make use of; send replacements soonest* instead of *send replacements as soon as possible* or *at once.* The text of the message "*We have not yet received the documents relating to consignment 762/A.C. Will you please give the mater your urgent attention*" could be reduced in the cable to "*Consignment documents seven six two stroke A.C. not received please expedite*"; (2) telegrams, or cables, should be written with properly constructed sentences, in as concise a style as possible, in plain, straightforward and perfectly clear English; (3) the facts should be arranged in an effective and logical order; (4) the words conveying a sense of immediacy such as *soonest, immediately, expedite*, as well as the words stressing urgency and importance, such as *imperative, indispensable, necessary, essential*, and words of negations, such as *impossible, improbable, unavailable, unacceptable*, are particularly useful in compiling cables and telegrams.

Example 1

ROBERTS

SPEEDFAST

COVENTRY

ENGLAND

LETTER OF CREDIT VALUE FIVE THOUSAND POUNDS OPENED WITH BARCLYAS INTERNATIONAL FENCHURCH STRESS ANTICIPATE DISPATCH

OSOGO

At the same time, because of the development of international telephone and telex systems, telegrams and cables are less important these days than they used to be.

2. Telexes. Telex services provide a direct link between subscribers. A message is typed on the sender's machine and is transmitted by cable to the destination, where the receiving machine prints out the message for the addressee.

Telex is a two-way teletypewriter service channelled through a public telecommunications system for immediate, direct communication between subscribers at remote locations. A telex is used to place or confirm orders or reservations (hotel and travel), as it is less time consuming than a telephone call and there is less chance of misinterpretation.

Teletyped messages, usually printed out in capitals, are often coded in a company's special code to preserve privacy and each subscriber also has his personal telex number for identification. It is the quickest and most reliable method for transmittal international communications [31]. A telex involves less time in preparation as it is far less formal than a business letter and its style is less important. That is why approximately 70 % of business communications today are in a telex form.

The language of telexes should be concise, clear and to the point. Word omissions are common in the majority of telexes. There is no strict rule as to when to omit or not to omit a word. At the same time omissions of words must not cause ambiguity or misunderstanding. Being condensed, the text of the telex should still be accurate and totally comprehensible. The most frequent word omissions are: articles (definite and indefinite), prepositions, pronouns, particles and the verb "to be", for example, *All parties concerned able to meet in Rome July (*the verb "*are*", preposition "*in*" are omitted*). Looking forward to seeing you then* (pronoun "we", the verb "are" are omitted).

Telexes may vary in format, but they still consist of several obligatory codes:

(1) sender's telex number and country of origin; (b) telecommunications code of the sender's country, date, time when the caller was connected, meter reading at the telex exchange; (c) telecommunications code number for the country being called, time when the transmission of the message actually began; (d) telex number of the company or organization to which the message is directed; (e) telex number and country of origin of the sender; (f) reference number of the specific telex and the date; (g) sender's reference number for the specific telex being sent.

Example 1

161307-LCE-SP

TCSP-02/07/1150 – 186207

9877-1156

45897-8-FTYO – JP

161307-LCE-SP

C-16/926 OF 02/07/1980

GWE/3217

ATTENTION: MR. TAMAHA

SUBJECT: AMENDMENT TO ORDER NUMBER PJL/276

IF SHIPMENT NOT ALREADY MADE PLEASE AMEND ORDER NUMBER PJL/276 EIGHTEENTH JUNE TO READ SEVENTY HOKA DOMESTIC REFRIGERATORS AND TEN FREEJA STOREROOM TYPE. IF TOO LATE IMMEDIATE SHIPMENT TEN STOREROOM TYPE URGENTLY REQUIRED FOR SPECIAL CUSTOMER. APPROPRIATE DOCUMENTATION WITH FINANCIAL ARRANGEMENTS FOLLOWS BY LETTER.

CORDIALLY LEE CHAN

3. Telephone Messages. The telephone is perhaps the most important piece of equipment in any office. Any speaker knows for sure what type of person he/she deals with and what impression he/she chooses to create as the projection of his/her own business. Therefore the tone and manner of the person answering the telephone on behalf of any organization reflects the style in which that organization conducts that business. It may be courteous, helpful and cordial, as well as slovenly, careless and abrupt.

The first words a caller should hear when the telephone is answered is the name of the company, department or organization, or a number if the call is to a private person's home. It is important for any caller to know at once whether he/she is speaking to the number or office he/she requires: "*Department of Commerce and Industry*"*;* "*Panglobal Airlines. Can 1 help you?*". It is not acceptable for the person answering the telephone to pick up a telephone and just say "*Hallo*"; speaking loudly on a telephone distorts the sounds making them difficult to distinguish. A level, normal speaking tone carries best, with careful and distinct pronunciation.

The caller may ask for a specific department or person. When a senior staff member is asked for, the call will go first through his/her secretary who will ask: *"Who is calling, please?"* before she ascertains whether her employer is free and wishes to speak himself. If he/she is busy or unavailable the secretary will need to take a message. In these circumstances it is not advisable to rely on her own memory but make notes while the caller is speaking.

A conversation requiring a message to be taken might sound like this:

"Hallo, Mr. Lin's office".

"This is Miss Chan of Panglobal Airlines. Could I speak to Mr. Lin please?"

"This is Mr. Lin's secretary. I'm afraid he is at a meeting just now. May I take a message?"

"Yes, please. Could you tell Mr. Lin that the Los Angeles flight via Tokyo, that is, flight 002 on the 17th, is fully booked but of course we can wait-list him if he wishes. We can get him a first-class seat on the flight on the 19th, flight 842, though this entails a stop in Honolulu. The next direct flight is on the 22nd and there is an economy-class seat available, if he would like it, but we must have confirmation quickly as these direct flights get very heavily booked."

"Can I just check the details again? You can only wait-list him on the direct flight on the 17th but he can have a first-class seat on the 19th, with a stop in Honolulu. Also you would like an immediate confirmation if he wishes to have an economy-class seat on the next direct flight which is on the 22nd."

"That is correct, thank you."

"I shall speak to Mr. Lin this morning and get a message back to you, Miss Chan. Goodbye."

"Goodbye."

The secretary's duty is then to write down the message and to leave it on her boss's desk, written out clearly and concisely, so that he/she sees it immediately. It will look like the one given below.

SINGAPORE TRADING COMPANY

<u>*FOR THE ATTENTION OF MR. LIN*</u>

Miss Chan of Panglobal Airlines rang to say that she can only wait-list you on the direst flight to Los Angeles, Flight 002, on the 17th, but can get you a first-class seat on Flight 842 on the 19th, which entails a stop in Honolulu. If you would prefer to wait, you can have an economy-class seat on the next direct flight on the 22nd. Would you please confirm as soon as possible?

(Kim Su Han's signature)
Kim Su Han
10.20 a.m.
2/7/1986

The time and date the telephone call is received are included on the message as well as the signature of the person who takes the message since it saves time and trouble if there are any questions later on.

The following phrases can be used in answering the telephone calls:

Can I speak to Mr. Frost, please?

I'm afraid he's in a meeting.

Can I help you?

Can you call back later?

Can I take a message?

Could you tell him that….

Can I take your number, please?

OK, I'll make sure he gets the message.

You must have the wrong number.

Is that not 556 8790?

No, it's 555 870.

Sorry about that.

I must have dialled the wrong number.

I'm sorry, you've got the wrong number.

I'll try and put you through.

His direct number is ….

Hold on.

Sorry to have troubled you.

4. Recorded telephone messages. Nowadays in many organizations and companies such as news agencies, medical practitioners, service and repair engineers, travel agents, etc., telephone answering machines are connected to the telephone which makes it possible to provide a twenty-four hour telephone service. Thus the caller can leave a recorded message, which one of the members of the staff responsible for taking and transcribing the information from the recording machine, will pass on to the person or department for whom it is intended.

The following could be the example of a recorded message:

"My name is Williams. Hallo. Are you there? Oh, I forgot, it's just a machine. I live at 182 King Street. My television set has broken down. After it had been on for half an hour the picture suddenly faded completely and the sound went off. It's one of those Panasonic models we bought from you about three months ago. Would you please send someone to repair it. It should not have gone wrong so soon, should it? In the morning, please. And would you let us know when the repair man is likely to be calling so that we can be sure that my wife is at home. Thank you. By the way my telephone number is 863972. Goodbye."

Next morning the person responsible for checking the recording machine and taking and transcribing the messages, or the secretary, takes down the details of the messages recorded and then writes them out carefully and sees so that they are delivered to the people concerned. So, Mr. Brown's message will be transcribed in the following way:

KENT RADIO AND TELEVISION

FOR THE ATTENTION OF MR. ROBERTS – OUTSIDE REPAIRS

A recorded message from Mr. Williams of 182 King Street, te1ephone number 863972, evening of 12th June, requested a repair call today to investigate complete breakdown of Panasonic model bought from us three months ago. Please confirm by telephone approximate time of house call.

Mary Bond

9.15 a.m.

13/11/1997

5. Compiling Agendas. Meetings are usually held in accordance with a carefully planned and forethought agenda. Having no agenda is the first sign the meeting will be a loss of time, while the meeting leaders will look incompetent and embarrassed. Most people who compile a meeting agenda must be certain in what they want to accomplish during their meeting. That is why the agenda, as well as the notification for this meeting, should be written before the meeting is called and E-mailed to participants in advance a week or so before the meeting is due to take place.

Example 1

11th October, 2007

NOTIFICATION OF DEPARTMENT MEETING

A Department meeting will take place in the department room on 23^{d} October, 2007, at 3 p.m. It is anticipated that the meeting will continue for two hours.

AGENDA

1. Discussion of students' progress in foreign language learning in September-October, 2007.

2. Matters arising with the organization of a students' scientific conference.

3. Any other business.

4. Date of the next meeting.

Mary Brown

Secretary

Example 2

NOTIFICATION OF ECONOMIC COMMISSION FOR EUROPE INLAND TRANSPORT COMMITTEE MEETING

A meeting will take place in the department room on 23^{d} February, 2007, at 3 p.m. It is anticipated that the meeting will continue for three hours.

AGENDA

of the meeting to be held at the department room,

starting at 3 p.m. on Thursday 23^{d} February, 2007

1. Adoption of the agenda.

2. Activities of Economic Commission for Europe:

(a) Economic Commission for Europe;

(b) Inland Transport Committee and its subsidiary bodies;

(c) Transport and the Environment.

3. Determination of railway infrastructure capacity including aspects related to the fee for the use of the infrastructure.

4. Productivity in rail transport.

5. Facilitation of border crossing in international rail transport. Monitoring of progress made in the facilitation of border crossing in international rail transport.

6. The role of railways in the promotion of combined transport. European Agreement on Main International Railway Lines (AGC). Safety provisions in long rail tunnels.

7. Trans-European Railway (TER) Project.

8. Harmonization of conditions of different legal rail transport systems.

9. Information on developments in various railway fields:

(a) Environmental questions related to railway operations;

(b) Safety in railway transport;

(c) Introduction of new transport technologies and application of modern techniques to railway operations, in particular regarding the interface between rail transport and other transport modes.

10. Application of summer time.

11. Other business.

UNECE Secretariat

6. Compiling Minutes. ***Minutes*** is an official written record of the proceedings of a meeting of a society, committee, or other group. Nowadays a company meeting is often recorded on a tape recorder. This typed out document, i.e. a strict record of a meeting, presents what has actually been said at the meeting and how the meeting was conducted.

Minutes are extremely important to any business organization as they keep records of meetings where company policy is laid down, where future planning and control are worked out and where decisions are taken. They are kept for several years so that they can be referred to at any date in the future, if required.

The transcription of minutes does not contain any hesitations, irrelevant interruptions, and any jargon or colloquialisms that would occur in natural speech though which are not suitable for a written document. While compiling such a document one who is responsible for this job has to re-phrase long rambling sentences and correct any language inconsistencies.

The compiling of minutes also involves the following techniques:

(1) many of the ideas may be condensed into one sentence and one word can often be substituted for many;

(2) remarks and asides that are irrelevant to the general sense and flow of the writing are omitted, thus making the report an abbreviated account of what was actually said;

(3) in the minutes Direct Speech (the words actually said) is usually converted into Reported Speech (a reported version of what was actually said);

(4) in the minutes the verbs of *saying* are used in the past tense (e.g. *asked, enquired, observed, said, remarked, answered, replied, demanded, agreed*, etc.) as in the example:

Mr. Hardy confirmed that he was drawing up a traveling route for the visitor and was in communication with him.

If, however, we are expressing some customary fact or universally acknowledged truth the verb tense can remain in the Present, e.g.:

The lecturer said that we all realize that it is possible to cross the Atlantic Ocean in a few hours.

Anything said in the Past Simple Tense or Past Perfect Tense does not need to be altered.

(5) when a reported version is written or spoken, as it usually is, by a third person, pronouns and possessive adjectives have to be changed into the third person, e.g.:

Direct Speech	**Reported Speech**
I; me; we; us	he/she; him/her; they; them
you (singular subjective)	he or she
you (plural subjective)	they

(6) adverbial expressions of time undergo the following changes in Reported Speech:

tomorrow	the next day
today	that day
yesterday	the previous day
immediately, at once	at that moment
now	then
last month	the previous month
last week	the previous week
next week	the following week
ago	before

(7) adverbial expressions and demonstrative adjectives indicating place undergo a similar change:

here	there
this	that
these	those

Here is the extract of the minutes in which all the stated above techniques are used [32:117–122]:

WELLTHREAD INTERNATIONAL TEXTILES LTD.

MINUTES of Meeting held in the Board Room, Wellthread House, High Holborn, London, on 25th March, 1981 at 9 a.m.

Board Members Present:

Sir John Banks, Managing Director and Chairman of Meeting

Mr. James Scott, Financial Director

Mr. O. A. Muni, Technical Director

Mr. Peter Hardy, Personnel Director

Mr. Paul Abbott, Director of Yarns and Woven Fabrics Division

Dr. Ali Hussein, Director of Research and Development

Mr. M. J. Voss, Director, Ready-Made Garment Division

Mr. Juan Olmedo, Director, Sales and Marketing

Miss Vidya Patel, Secretary

The Chairman called the meeting to order and after the Minutes of the previous meeting had been approved and signed he suggested the order in which he wished to have the Reports on the Agenda presented and the following was generally agreed upon:

1. *Personnel*
2. *Yarns and Woven Fabrics*
3. *Finance*
4. *Technical*
5. *Ready-Made Garments*
6. *Research and Development*
7. *Sales and Marketing*

Mr. Hardy began the Personnel Report by assuring the Board that the special difficulties encountered as a foreign employer in all the Company's overseas interests were being overcome. He said that in twenty-one of the countries where the Company operated there were local personnel managers and in others assistants were being trained to replace expatriates. The Company was also financing the further training of one hundred and five potential technical and administrative staff: twenty-seven in the Company's own mills in the United Kingdom; thirteen in polytechnics and technical colleges in Britain and sixty-five in colleges in their own countries. <u>He went on to say that</u> in spite of the political difficulties experienced in Portugal early in the previous year, there were eight Portuguese machine maintenance trainees at the Paisley mill in Scotland and six in London technical colleges on business and administrative courses, all of whom had been selected after consultation with the newly formed Textile Workers' Union which was in operation in the two Portuguese mills. Mr. Hardy continued and said that it was hoped that in the following year the technical and management trainee programme would be extended to Indonesia and Sri Lanka. He affirmed his belief that the Company Accounts reflected the success of the Company's excellent management/staff relations at home and overseas as well as *the wisdom of its investment policy in staff training. He concluded by observing that they were a tribute to the efforts and loyalty of all the Company's staff.*

The chairman thanked Mr. Hardy and asked the Board to approve a letter signed by himself to be sent to the Personnel Managers of all the Company's operations conveying thanks to all staff for an excellent year's work. There was general agreement to this suggestion, which the Chairman asked to have recorded.

Mr. Muni commented that one of the wasteful areas of expenditure in the Technical Division had been for the repair and maintenance of machinery which had been carelessly handled by untrained operatives. Mr. Muni said that he considered that the elimination of this wastage should be one of the Company's main concerns and asked Mr. Hardy what was being done to train overseas machine operators and mechanical supervisors.

Mr. Hardy asked members to refer to his Report which showed that where suitable facilities were available, the best operatives were selected each year for further training in machine maintenance. Also there was a great deal of "in work" training being carried out by the company's own fully qualified technicians. He went on to point out that in the twenty countries in which the chief engineers were Company-trained local staff, the records for machinery breakdowns and industrial accidents involving machinery had shown a marked improvement over the previous three years.

The Chairman commented that the Board would be returning to the question of employee training in the Projected Expenditure section of the Finance Report, and so, as no other points on the Personnel Report were raised, Mr. Abbott was asked to present his report for the Yarns and Woven Fabrics Division.

Mr. Abbot began by drawing the Board's attention to the improvement of almost six million pounds in profit in his division compared with two years before. This, he said, was mainly because the recovery in the European market had been fully exploited by the Division's marketing sector, and also because of rationalization in the Scottish mills. He pointed out that production of yearns in Bangladesh had ceased during the previous year with accompanying terminal losses. The overall *situation in Fabrics has not improved but the opportunity had been taken to complete the reorganization of the Egyptian and Sudanese natural fibers mills, which would benefit the future results from those two areas. Wellthread India continued to make excellent profits in Woven Fabrics and Wellthread Hong Kong had increased both volume and profits.*

The Chairman then enquired whether there were detailed figures for the reduction of operations in Bangladesh and Mr. Scott affirmed that they were to be found on page 20 of the Financial Report.

Mr. Abbott continued by referring to the 20 % increase in the hand Knitting yarn profits and the volume increase of 6 % to which the new operations in Latin America had contributed. Venezuela had presented problems with the installations of the new yarn-spinning machinery which had resulted in a five-month delay in the commencement of manufacturing operations. Therefore profits and volume had been well down on projection. India and the Far East, Mr. Abbott affirmed, continued to be the Company's most profitable areas and suggested that a great deal of the credit for this should go to the excellent local management and technical staff who had been with the company for a considerable time. He added that the five Indian mills were without doubt the most profitable and trouble-free of all the Company's overseas operations. Overall volume and sales value in India were up 69 % and in Hong Kong, Yarns and Woven Fabrics together were up 64 %.

Mr. Muni then confirmed that he would be giving details of the Venezuelan difficulties in this Technical Report and asked Mr. Abbott if he would discuss the repercussions of the technical problems also encountered in the European sector.

Mr. Abbott informed the Board that there had been problems in Europe the previous year, in the Technical field as well as in Production and Marketing, many of which had been due to the sluggish economic climate and the political uncertainty. Also there had been initial installation problems with the new weaving machinery in the Düsseldorf mill, which was at the time of the meeting still not in full operation. Three senior engineers of Fr. Hussein's staff at the Research and Development Centre were continuing to work on the problem.

At that point, Dr. Hussein confirmed that the designer of the machine, Dr. Holbrook and two engineers had been in Düsseldorf since January. He had heard a short time before the meeting that they were confident that they had the situation well under control.

Mr. Abbott then went on to point out that the difficulties at Düsseldorf had contributed to the cause for concern over the figures for Germany during the previous year. That country had shown static sales, volume and production and had been the most disappointing European area. But other areas had been more gratifying. Spain and Portugal had been areas of concern during the political upheavals, with absenteeism and a complete shutdown for two weeks at the Cascais mill, and only partial operations for six weeks at the Barcelona mill.

In conclusion Mr. Abbott said that overall European sales volume had risen by 24 % and profits by 61 %, the highlight having been the recovery of Italy with sales volume on that country up by 41 % and profits by 64 %. These were more than double the figures for the previous year, which admittedly had been very low. Mr. Abbott then ascertained that each member of the Board had seen a copy of his Report in which all the information and figures of home and overseas operations were detailed.

The Chairman thanked Mr. Abbott and went on to mention that he understood that Mr. Mohan Singh, the General Manager of the Yarns and Woven Fabrics Division in India, was to visit London in the near future. He was concerned that satisfactory arrangements should be made for Mr. Mohan Singh's comfort and for him to see as much of the Company's operations in the United Kingdom as he wished to see. The chairman confirmed that the Board would wish to welcome him to Wellthread House and asked that Miss Patel be kept informed of the arrangements that were being made for that gentleman's visit.

Mr. Hardy confirmed that he was drawing up an itinerary for the visitor and was in communication with him. A trip was being arranged to the Paisley mill were Mr. Mohan Singh wished to see the Pattenburg spinning machinery, which the company was considering installing in the Gwalior and Madras mills, in full operation. Mr. Hardy said that he would suggest to the visitor that at least two or *three days should be spent at Wellthread House and he would also invite him to lunch with the members of the Board on those days.*

The Chairman reminded the Board that Mr. Mohan Singh was the director of the Company's most profitable and productive area of operations and he felt strongly that the visitor should know how much his work for the Company over the preceding years was valued. He ascertained from Mr. Scott that the appropriate financial approval had been given for Mr. Mohan Singh to be the guest of the Company during his stay in Britain and Mr. Scott confirmed that the matter had already been sanctioned and that Mr. Mohan Singh had been informed.

The Chairman then invited Mr. Scott to commence his financial Report and suggested times for the adjournment for lunch and for re-convening in the afternoon.

Mr. Scott began by giving a general picture of how the Company had been affected by the recovery of world trade. In volume terms this had been modest in respect of the major product group – the Yarns and Woven Fabrics Division – and it was 10% behind the peak of two years previously, which had been one of the Company's highest recorded years. They had been fortunate in being able to improve trading margins almost everywhere, which was vital to the Company's future prosperity, particularly in inflationary conditions. In 1990 the cash flow position…

The Chairman John Banks

The Secretary Vidya Patel

Example 2

National Model Railroad Association
BOD Meeting
2007 Annual Meeting
21 July 2007
Detroit, Michigan

MINUTES

President Brestel called the meeting to order at 9:00 am, 21 July 2007. The roll was called. With the exception of the Librarian [excused] all were present.

Mr. Koester moved approval of the Minutes of the previous meeting. Minutes approved with abstentions by Ms. Clarke and Mr. Hale.

<u>Mr. Getz</u> reports that the California State Railroad Museum offers free space on the mezzanine level of the museum for Howell Day Displays. The project is still looking good.

<u>Mr. deYoung</u> reports that Hank Kraichley is retiring; White River Productions will take over ad management.

<u>Mr. Bond</u>, the Treasurer, provided the Budget and Finance Committee report indicating that no problem is foreseen with budget. There was discussion among the Board members on how to report subscription income, possibly showing it as a separate line in the financial reports and treating it as a profit center for accounting.

<u>Mr. Getz</u> reported on the Large Scale Working Committee. The committee has identified a need among large scale modelers for coupler standards. There is also a desire for a unified scale designation, a suggestion being possibly G22.5, G32, etc., with the G defining gauge and the following number the scale. If there are narrow gauge models within a scale it could be further refined with the use of "n" similar to On2, On30, Hon3, etc. No decision was made on this matter and it was referred back to the committee for continued work. <u>Mr. Getz</u> indicated there is a need for an umbrella organization for the 250 or so large scale organizations. The committee will report back at the 2008 Mid-Year meeting.

<u>Mr. Jordan</u> reported on conventions; the committee is working out details for providing self guided tours for future conventions though this may depend on the host city. There are National Model Railroad Association (NMRA) insurance concerns for covering these types of activities. The staff is also working on problems with special interest groups (SIG) coordination and liaison where there have been problems.

<u>President Brestel</u> reported learning of situations where at least one Region has Division members who are not NMRA members. This could create insurance problems. President Brestel will send a letter to each Region requiring them to certify in writing that their Region and Division officials are NMRA members or risk not getting insurance coverage at their events.

Presentations were made to the Board by representatives from Indianapolis, Indiana and Grand Rapids, Michigan to host the NMRA 2012 National Convention and Train Show.

<u>Mr. Getz</u> moved to accept the bid of Grand Rapids, Michigan to host the NMRA National Convention and Train Show in the period July 28 through August 12, 2012. Motion passed on voice vote.

Members discussed the cost of Scale Rails to the ABC; issue to be further discussed.

<u>Mr. Kooning</u> moved to authorize the Officers of the NMRA to enter into agreement with the ABC Group members for a Rail Pass Program for their countries similar to that offered in the United States. Motion passed on voice vote.

<u>Mr. Koester</u> informed that new logo designs for the NMRA should be presented at the convention's annual board meeting, approved during or prior to the Hartford convention's annual board meeting. The logo should embrace the concept of interoperability and the NMRA's critical standards work rather than represent a specific era or type of railroading. Its design should be clearly recognizable even when reduced to the size of a lapel pin.

<u>Mr. Koester</u> moved as a matter of policy "that the Board of Directors of the National Model Railroad Association (NMRA) hereby establishes the NMRA Legacy Society. Everyone who includes a financial contribution to NMRA in their estate plans, and who notifies NMRA accordingly, will be a member of this Society". Motion passed on voice vote.

<u>Mr.Ferguson</u> moved to accept changes to Standards S-1.1, S1-2, S-1.3. These changes do not alter the dimensional boundaries of the turnouts and wheels listed and therefore a vote of the membership is not required. [Text of the Standards are attached to these minutes.] Motion approved on voice vote.

<u>President Brestel</u> announced that the 2008 Mid Year meeting of the Board would commence at 7:30 PM, Friday, January 17, 2008 at the Atlanta Airport hotel. That session will probably include a Board visit to Chattanooga NMRA Headquarters.

President	*A.P.Brestel*
Secretary	*Robert V. Gangwish*

7. Compiling a Summary. There are many occasions in business life when people have to condense facts and information into short quick summaries. Summary (or *precis*) is a comprehensive and usually brief and concise abstract, recapitulation, or compendium of previously stated facts, statements, or restatements of main points especially as a conclusion of something, written in plain, straightforward English, e.g. *a summary of the chapter, lecture, correspondence*, etc.

The objective of the summery is to give a short but exact account of what is written by the original writer without changing or adding to it, i.e. the content of the passage must not be changed. Everything vital to the understanding of the writer's main theme and arguments must be included. At the same time, illustrations and subsidiary arguments may be omitted.

There are a few rules for the techniques of making a summary:

(1) in order to reduce the text to a summary, it is necessary to read through the passage carefully to grasp the main theme and the ideas. This step should be followed by picking out the main points omitting unnecessary descriptions and additional information of the theme;

(2) it is necessary to find one word which means the same thing, and carries the same sense and tone, as several words in the original, e.g.:

Mr. Khan <u>always looked on the bright side of things and believed that conditions would most certainly approve</u> – 17 words.

Mr. Khan <u>was an optimist</u>. – 4 words.

Thus, the words in the first example *<u>always looked on the bright side of things and believed that conditions would most certainly approve</u>* can be substituted by the words *<u>was an optimist</u>* as the ones expressing the same idea, sense and tone;

(3) the sentences of the summary must be properly constructed, coherent and cohesive, and should flow smoothly from one to the next;

(4) the facts and arguments of the summary should be arranged in an effective and logical order;

(5) there must be an easy transition from one idea or argument to the next, and their relationship to one another and to the general theme must be obvious;

(6) Direct Speech should be substituted by the Reported Speech, Past Tense and the Third Person in a summary;

(7) a summary is usually written in one paragraph; for longer reports or series of correspondence more than one paragraph may be necessary;

(8) the title of the summary clearly indicates what is being said in the passage;

(9) the number of words in a summary is often specified. When a word limit is specified the number of words used in a summary should be pointed out in brackets at the end.

Summary of correspondence should always be delivered in Reported Speech including all relevant details.

Example of the secretary's Summary of Correspondence

BRITISH RAILTRACK U.K. Ltd.

FROM: Mr. J.P. Wilson *27th September 2007*

TO: Dr. B.A. Tauber

<u>SUMMARY OF CORRESPONDENCE BETWEEN DOS SANTOS NEWSPAPERS, SAO PAULO, BRAZIL AND BRITISH RAILTRACK U.K.</u>

On 11th July 2002 Paul D'Oliveira wrote to Sr. Luiz dos Santos of Dos Santos Newspaper, San Paulo, Brazil, explaining that he had heard from Sr. Antonio da Dilva of the Caracas Publishing company of Sr. dos Santos's interest in our machinery and operatives training scheme which had been in operation in Caracas since earlier in the year. Mr. D'Oliveira told Sr. dos Santos of the Company's machinery, follow-up service and training schemes already successfully in operation in other South American cities and suggested that he called on Sr. dos Santos when he visited San Paulo from 30th July. He said that he should contact Sr. dos Santos's office, on his arrival, for an appointment.

Sr. dos Santos's secretary replied on 19th July confirming that Sr. dos Santos would see Mr. D'Oliveira if he would ring to make an appointment on his arrival in San Paulo.

On 7th August Mr. D'Oliveira sent Mr. Wilson a letter and a report on his visit to Sr. dos Santos. He stressed the extent and influence of Sr. dos Santos's operations and the size of the order, which might result from this contact as well as the foothold it could give the company in Brazil. He suggested that as Sr. dos Santos would be in London form 28th September, Mr. Wilson might like to visit to Hockley so that he could discuss his operational requirements and see as much machinery as he wished in operation. He also mentioned that Sr. dos Santos had expressed special interest in our Technical Training Scheme. He added that Sr. dos Santos spoke perfect English and that if he accepted the invitation Mr. D'Oliveira would bring him up to Birmingham himself.

On 16th August Mr. Wilson wrote to Sr. dos Santos inviting him to come to Birmingham as the guest of the company at a time convenient to himself, during his visit to London. He gave details of the machines he felt Sr. dos Santos would be most interested in seeing in operation and said that he would be pleased to set up any other machines which Sr. dos Santos might wish to see in operation. He asked Sr. dos Santos which dates would be convenient, so that arrangements could be made for him to be brought to Birmingham.

On 25th August Sr. dos Santos wrote accepting Mr. Wilson's invitation, giving some details of his operations and stressing his particular interests in new types of trains as well as our Technical Training Scheme. He said that October 1st and 2nd should be convenient dates and that he would ring Mr. D'Oliveira on his arrival in London.

Attached: Copy of Mr. D'Oliveira's Report dated 29th august 2002.

As it is seen from the example every paragraph of the summary of correspondence is devoted to a separate letter.

Revision Tasks

1. Speak on the traditional types of quick business correspondence. Characterize the main points in composing telegrams, cables and telexes. Illustrate the answer with your own examples.

2. Comment on the procedure of taking and transcribing telephone messages. Exemplify your answer.

3. Define the role of agenda and notification in preparing meetings. Give your own examples.

4. Define what a minute is. Characterise its structure and speak on the techniques of compiling minutes. Give a fragment of a minute as an example.

5. Speak on the objective of writing a summary. Comment on the rules for the techniques of making a summary. Illustrate the answer with your own example.

Topical vocabulary

abrupt /əbˈrʌpt/ – раптовий, різкий

accomplish /əˈkɒmplɪʃ/ – завершувати, виконувати

accuracy /ˈækjərəsɪ/ – точність, правильність

adjournment /əˈdʒɜːnmənt/ – затримка, запізнення, відстрочка

admittedly /ədˈmɪtɪdlɪ/ – за загальним визнанням

agenda /əˈdʒendə/ – порядок денний

amendment /əˈmendmənt/ – поправка (напр., до резолюції)

any other business /ˈbɪznəs/ – різне (в порядку денному)

appropriate /əˈprəʊprɪət/ – належний

approximately /əˈprɒksɪmətlɪ/ – приблизно

ascertain /ˌæsəˈteɪn/ – стверджувати

aside /əˈsaɪd/ – відступ, відхилення від теми

be a loss of time /əˈ lɒs əv taɪm/ – втрата часу

be a tribute to /ə ˈtrɪbjuːt tə/ – бути “знахідкою” для

be able to /ˈeɪbəl/ – бути здатним

be altered /ˈɔːltəd/ – бути зміненим

be condensed /kənˈdenst/ – бути зжатим

be converted into /kənˈvɜːtɪd/ – бути переобладнаним, реконструйованим

be delivered /dɪˈlɪvəd/ – бути доставленим be due /djuː/ to take place – має відбутися

be extended /ɪkˈstendɪd/ – бути розширеним

be forethought /ˈfɔːθɔːt/ – бути передбаченим

be fully booked /ˈfʊlɪ bʊkt/ – повністю заброньований

be in communication /kəˌmjuːnɪˈkeɪʃᵊn/ with smb – підтримувати зв'язок

be in operation /ˌɒpəˈreɪʃᵊn/ – функціонувати

be intended /ɪnˈtendɪd/ for – бути призначеним для

be linked /ˈlɪŋkt/ by – бути з'єднаним (певним засобом)

be obvious /ˈɒbvɪəs/ – бути явним, очевидним

be reduced /rɪˈdjuːst/ – бути зменшеним

be responsible /rɪˈspɒnsəbᵊl/ for – бути відповідальним за

be sanctioned /ˈsæŋkʃᵊnd/ – бути санкціонованим

be substituted /ˈsʌbstɪtjuːtɪd/ by – бути чимось заміненим

be substituted /ˈsʌbstɪtjuːtɪd/ for – заміщати когось, бути використаним замість чогось

be to the point /pɔɪnt/ – бути доречним, точним

be valued /ˈvæljuːd/ – бути оціненим

be vital /ˈvaɪtᵊl/ – бути важливим

be without doubt /daʊt/ – буз сумнівів

cable /ˈkeɪbᵊl/ – телеграма

call the meeting to order /kɔːl ðə ˈmiːtɪŋ tə ˈɔːdə/ – призвати зібрання до порядку

careless /ˈkeələs/ – недбалий

cash flow /ˈkæʃ fləʊ/ – потік готівки

cause ambiguity /kɔːz ˌæmbɪˈgjuːətɪ/ – спричиняти, викликати двозначність

chairman /ˈtʃeəmæn/ of meeting – голова зборів

coherent /kəʊˈhɪərənt/ – зв'язний, логічно послідовний

cohesive /kəʊˈhiːsɪv/ – зв'язний, такий, що утворює єдине ціле commence /kəˈmens/ – розпочинати

commencement /kəˈmensmənt/ of manufacturing operations – початок виробничих дій

compendium /kəmˈpendɪəm/ – компендіум, збірник

compile /kəmˈpaɪl/ an agenda / summary / report, etc. – укладати порядок денний / резюме / звіт тощо

comprehensible /ˌkɒmprɪˈhensəbᵊl/ – зрозумілий

condense /kənˈdens/ facts – зжато викладати факти /думки

conduct /kənˈdʌkt/ business / negotiations / a meeting – вести справу / переговори / збори

confirm /kənˈfɜːm/ orders – підтверджувати замовлення

consignment /kənˈsaɪnmənt/ – вантаж

contact for an appointment /ˈkɒntækt fɔːr ən əˈpɔɪntmənt/ – зв'язатися, щоб домовитися про зустріч

courteous /ˈkɜːtɪəs/ – увічливий, люб'язний

create an impression /ɪmˈpreʃᵊn/ – створювати враження

customary fact /ˈkʌstəmərɪ fækt/ – звичайний факт

destination /ˌdestɪˈneɪʃᵊn/ – пункт призначення

dialing system /ˈdaɪəlɪŋ ˈsɪstəm/ – автоматична телефонна система

direct flight /ˌdaɪᵊrekt ˈflaɪt/ – прямий літак

direct speech /ˌdaɪᵊrekt ˈspiːtʃ/ – пряма мова

distinct pronunciation /dɪˈstɪŋkt prəˌnʌnsɪˈeɪʃᵊn/ – чітка вимова

distinguish /dɪˈstɪŋgwɪʃ/ – розрізняти

distort /dɪˈstɔːt/ the sounds – спотворювати звуки

draw smb's attention to /drɔː əˈtenʃᵊn/ – привернути увагу

draw up an itinerary /ˈdrɔː ʌp ən aɪˈtɪnᵊrərɪ/ – укласти маршрут

elimination /ɪˌlɪmɪˈneɪʃᵊn/ – усунення

encounter difficulties /ɪnˈkaʊntə ˈdɪfɪkᵊltɪz/ – стикатися з труднощами entail /ɪnˈteɪəl/ – призводити до

expansion /ɪkˈspænʃən/ – розширення

expedite /ˈeskpədaɪt/ – прискорювати

extract /ˈesktrækt/ – уривок

fibers mills /ˈfaɪbəz mɪlz/ – млини волокон

figures /ˈfɪgəz/ – цифри, дані

future prosperity /ˈfjuːtʃə prɒˈsperətɪ/ – майбутні перспективи

go on/continue doing smth – продовжувати щось робити

grasp the main theme /ˈgrɑːsp ðə meɪn ˈθiːm/ – охопити основну тему

gratifying /ˈgrætɪfaɪɪŋ/ – обнадійливий

have the situation under control – контролювати ситуацію

hesitation /ˌhezɪˈteɪʃən/ – коливання

highlight /ˈhaɪlaɪt/ – підкреслювати, виносити на перший план

immediacy /ɪˈmiːdɪəsɪ/ – нагальність, невідкладність

improbable /ɪmˈprɒbəbəl/ – неможливий

in accordance /əˈkɔːdəns/ with – згідно з

in advance /ədˈvɑːns/ – наперед, заздалегідь

in conclusion /kənˈkluːʒən/ – на завершення, як висновок

in inflationary conditions /ɪnˈfleɪʃənərɪ kənˈdɪʃənz/ – в умовах інфляції

in respect of /rɪˈspekt/ – щодо, що стосується

"in work" training /ˈɪn wɜːk ˈtreɪnɪŋ/ – виробнича практика

indispensable /ˌɪndɪsˈpensəbl/ – невід'ємний

internal call /ɪnˈtɜːnəl kɔːl/ – внутрішній дзвоник

investment policy /ɪnˈvestmənt ˈpɒlɪsɪ/ – політика інвестування

irrelevant interruption /ɪˈreləvənt ɪntəˈrʌpʃən/ – недоречне переривання, втручання

it is anticipated /ænˈtɪsɪpeɪtɪd/ that – очікується, що language inconsistencies /ˈlæŋgwɪdʒ ˌɪnkənˈsɪstənsɪz/ – мовні недоречності, протиріччя

look incompetent /ɪnˈkɒmpɪtənt/ and embarrassed /ɪmˈbærəst/ – виглядати некомпетентним та збентеженим

machine maintenance trainees /məˈʃiːn ˈmeɪntənəns ˌtreɪˈniːz/ – стажисти-практиканти з обслуговування техніки

make an arrangement /əˈreɪndʒmənt/ – організувати

make notes /nəʊts/ – занотовувати

make profits /ˈprɒfɪts/ – приносити прибуток

medical practitioner /ˈmedɪkᵊl ˌprækˈtɪʃᵊnə/ – практикуючий фахівець у галузі медицини

minutes /ˈmɪnɪts/ – протокол

misinterpretation /ˌmɪsɪnˌtɜːprɪˈteɪʃᵊn/ – невірне тлумачення

newly formed /ˈnjuːlɪ fɔːmd/ – щойно сформований

obligatory /əˈblɪgətərɪ/ – обов’язковий

omit /əʊˈmɪt/ – випускати, опускати (напр., слово)

operative /ˈɒpərətɪv/ – кваліфікований працівник

overall situation /ˌəʊvərˈɔːl sɪtʃuˈeɪʃᵊn/ – загальна ситуація

overall volume /ˌəʊvərˈɔːl ˈvɒljuːm/ – загальний обсяг

overseas call /ˌəʊvəˈsiːz kɔːl/ – дзвінок за кордон

people concerned /kənˈsɜːnd/ – люди, про яких йдеться

pick out the main points /pɔɪnts/ – вибирати основні пункти

pick up a telephone /ˈpɪk ʌp ə ˈtelɪfəʊn/ – відповідати на телефонний дзвоник

point out /pɔɪnt aʊt/ – звертати увагу

political upheaval /pəˈlɪtɪkᵊl ʌpˈhiːvᵊl/ – політичні потрясіння

précis /ˈpreɪsiː/ – короткий виклад, конспект, резюме

preserve privacy /prɪˈzɜːv ˈprɪvəsɪ/ – зберігати конфіденційність

print out /prɪnt aʊt/ – роздруковувати

proceedings of a meeting /prəˈsiːdɪŋz/ – перебіг зібрання

profitable and trouble-free area /ˈprɒfɪtəbᵊl ənd ˈtrʌbᵊl friː ˈeərɪə/ – прибуткова і безпроблемна сфера

provide a service /prəˈvaɪd ə ˈsɜːvɪs/ – забезпечувати послуги

rambling sentences /ˈræmbᵊlɪŋ ˈsentənsɪz/ – незв'язні речення

recapitulation /ˌriːkəˌpɪtʃuˈleɪʃᵊn/ – короткий висновок, резюме

re-convening /ˌriːkənˈviːnɪŋ/ – повторне скликання зібрання

recovery in the market /rɪˈkʌvərɪ ɪn ðə ˈmɑːkɪt/ – відновлення (ріст, підйом) ринку

relevant details /ˈreləvənt ˈdiːteɪᵊlz/ – суттєві деталі

reliable /rɪˈlaɪəbᵊl/ – надійний

rely on /rɪˈlaɪ ɒn/ – розраховувати на

remote location /rɪˈməʊt ləʊˈkeɪʃᵊn/ – віддалена місцевість

repercussion /ˌriːpəˈkʌʃᵊn/ – наслідок

reported speech /rɪˌpɔːtɪd ˈspiːtʃ/ – непряма мова

require /rɪˈkwaɪə/ – вимагати

sales value /ˈseɪᵊlz væljuː/ – вартість продаж

senior engineer /ˈsiːnɪə ˌendʒɪˈnɪə/ – старший інженер

senior staff member /ˈsiːnɪə ˈstɑːf membə/ – старший персонал

service and repair engineers /ˈsɜːvɪs ənd rɪˈpeə ˌendʒɪˈnɪəz/ – інженери з обслуговування

six million pounds in profit /ˈprɒfɪt/ – прибутку

slovenly /ˈslʌvᵊnlɪ/ – недбало

sluggish economic climate /ˈslʌgɪʃ ˌiːkəˈnɒmɪk ˈklaɪmət/ – млявий економічний клімат

spinning machinery /ˈspɪnɪŋ məˈʃiːnərɪ/ – прядильне обладнання

straightforward /ˌstreɪtˈfɔːfəd/ – прямий

subscriber /səbˈskraɪbə/ – абонент

subsidiary argument /səbˈsɪdɪərɪ ˈɑːgjumənt/ – додатковий, другорядний аргумент

summary /ˈsʌmərɪ/ – короткий звіт

supervisor /ˈsuːpəvaɪzə/ – науковий керівник, керівник проекту

take down /teɪk daʊn/ – занотовувати, записувати

take the opportunity /teɪk ðɪ ˌɒpəˈtjuːnɪtɪ/ – користатися можливістю

take a message /teɪk ə ˈmesədʒ/ – записувати повідомлення

telegraphic dispatch /ˌteləˈgræfɪk dɪsˈpætʃ/ – телеграфна відправка

time consuming /taɪm kənˈsjuːmɪŋ/ – те, що забирає багато часу

transcribe /₍ˌ₎trænsˈkraɪb/ the information – записати інформацію з плівки

unacceptable /ˌʌnəkˈseptəbᵊl/ – недопустимий

unavailable /ˌʌnəˈvɔɪdəbᵊl/ – недоступний

undergo changes /ˌʌndəˈgəʊ ˈtʃeɪndʒɪz/ – підлягати змінам

universally acknowledged /ˌjuːnɪˈvɜːsᵊlɪ əkˈnɒlɪdʒd truːθ/ truth – загально визнана правда

untrained operative /₍ˌ₎ʌnˈtreɪnd ˈɒpərətɪv/ – некваліфікований працівник

urgency /ˈɜːdʒənsɪ/ – нагальність

urgent /ˈɜːdʒənt/ – нагальний, терміновий

wait-list smb /ˈweɪt lɪst/ – занести когось в список очікування

weaving machinery /ˈwiːvɪŋ məˈʃiːnərɪ/ – ткацьке обладнання

word omission /ˈwɜːd əʊˈmɪʃᵊn/ – випущення слова

wording /ˈwɜːdɪŋ/ – формулювання

work on the problem /wɜːk ɒn ðə ˈprɒbləm/ – працювати над проблемою

UNIT 4
REPORT WRITING

A report is a detailed account or statement describing an event, situation or a problem, action taken, or the like, or the findings as the result of observation, investigation, enquiry, etc., e.g. *a report on the peace conference, a medical report on the patient*. One can write reports for the organization's business activities, research, planning, business, psychology, health and safety, etc.

The aim of a report, made up of facts and arguments on a specific subject, is to inform someone about its particular details. Reports present findings and make recommendations rather than a critique of a subject. They are usually set out in a clear, informative way, often drawing conclusions and suggesting courses of action, bringing in such a way information to the attention of senior management authorities so that any decisions regarding the matters under review can be taken by them with full knowledge of the background, as well as all facts and circumstances. Reports can also be requests for action, or they can make suggestions to initiate action.

There are different types of report writing: (1) *an annual report*, i.e. a routine report of the organization's business activities during the previous year and a prediction of a set of future prospects; (2) *a research report*, i.e. the presentation of facts, theories, applications and information found out as a result of diligent and systematic enquiry or investigation into a subject, e.g. *recent research in medicine*; (3) *a business report* that conveys information to assist in business decision-making as well as presents the actual solution to solve a business problem.

Apart from this, they distinguish the following varieties of business reports:

(1) *an extended formal report*, presented by companies or governments, is aimed to be seen by the general public. Its structure includes: title page, contents, synopsis, terms of reference, procedure, detailed findings, conclusions, recommendations, appendices, bibliography;

(2) *a short letter-style report*, or *short formal report,* written on the company headed paper and used for internal communications in companies, deals mainly with one topic and is used to make requests, pass necessary information, suggest actions,

or bring some matter to the attention of other members of the staff. The structure of such a report is as follows: title page, terms of reference, procedure, findings, conclusions, recommendations, appendices. Besides, there are different types of reports written for the company's internal use: (a) *incident report*, describing something that has happened; (b) *accident report*, depicting how someone was hurt or something was damaged; (c) *sales report*, stating how many goods or services were sold, and the reasons for any differences from the plan; (d) *progress report,* describing how close one is to completing something he/she planned; (e) *feasibility study or report*, informing how practical a proposal is; (f) *recommendation report,* setting out what the organization should do; (g) *site report*, stating what has happened in a place, and how close the organization is to finishing the plan; (h) *academic report*, accounting for how and why something has changed over time;

(3) *an informal report* aimed for internal use, particularly within departments for dealing with routine issues. Memorandum format is often used for these reports. The structure for an informal report contains: introduction, main section – findings, final section – conclusions and recommendations;

(4) *a schematic report*, covering a number of related topics, is requested generally by a senior management executive and is presented in a particular format under specific headings. The structure of such a report includes: terms of reference, actions taken, findings, conclusions, recommendations;

(5) *reports,* which record past business information used toward future business planning.

Business reports are an essential part of doing business and one's ability to be proficient in this area is critical to the ability to follow commercial success [35; 39]. Most business reports are written according to readily available templates. In order for the reader to have a clear understanding of why a report is written, a written purpose theme must exist through the report, presented as either a statement or a question.

In writing a business report, the following steps should be considered: (1) determination of the report scope (or purpose), (2) consideration of the target audience (readers), (3) gathering and organizing the supporting information (research), (4) analysis and weight of the supporting information, (5) stating the solution, findings and/or recommendations, and (6) establishment of the report format.

Business, research or psychological reports are usually accompanied by a transmittal or cover letter, which provides the recipient with its context. Transmittal letters should contain address, name of the recipient, date and the request. They are usually brief and written according to the requirements of business correspondence and letter etiquette and should not be longer than two pages.

Writing a report requires special writing skills and knowledge of format. As a rule, a **report** consists of the following sections [34]: *title page, acknowledgments, summary / abstract, contents page, introduction, literature review, methodology, findings, conclusions, recommendations, appendices, bibliography*.

This is an example of a report template.

1) ***The Title Page*** is a front page of the report, which contains report title, name and organization for whom the report has been created, author's name and date of fulfillment, e.g.:

'A Report on ....'

'An Investigation into...'

'An Analysis of ...'

'A Comparison of ... and ...'

Author's Name

Submitted in partial fulfillment of the requirement of the_____.

The date.

2) ***Acknowledgments*** are always included into the research or business report saying "Thank you" to people who helped the author with work. Besides, a business report writing is considered to be successful if the author refers to every person thanking him/her for some concrete assistance, e.g.:

I would like to thank my supervisor, Mr. _______, for the valuable advice and support he has given me in the writing of this report. I would also like to thank my teachers, Mrs. _______ and Mr. _______ for their encouragement and guidance.

Thanks also to my typist, Ms. _______, for her immaculate job and her suggestions. My deepest thanks go to my wife/husband, for her/his love, understanding and support.

3) ***Summary Abstract*** usually includes the topic chosen for the paper and the purpose of the project. It should be completed when the report is written so that the main information of its parts is discussed and conclusions are made since summary abstract can be of interest to other researchers dealing with the problem. The main template expressions used in summary abstract writing are:

This study was to ______________________________

It was requested by ____________________________

It was requested on (date).

The investigation was done by ____________________

The main findings were that ______________________

It was concluded that __________________________

The recommendations are that _______*should be* _____

4) ***Contents Page*** lists sections of the report with the related page numbers. This page contains paper structure with numbers for every heading and subheading for the reader's convenience.

5) ***Introduction*** is a preliminary part of the report leading up to main point. It generally contains:

(a) ***background*** (the totality of effects that obscure a phenomenon under investigation and above which the phenomenon must be detected), e.g.:

This report has been written because ....

It was requested by ...

It was requested on (date).

(b) ***objectives*** (something that the author's efforts or actions are intended to attain or accomplish the aim, goal, target), e.g.:

The objectives of this report are to ....

(c) ***scope*** (the extent or range of views on the investigation matter). E.g.:

This report examines ... . It does not examine ..... because ... .

The aim, purpose and contents of the report are usually set out in the present tense. To avoid personal pronouns such as '*I*' it is advisable to use passive instead of active voice.

6) ***Literature Review*** helps the author to place the research into a background context and show its significance as well as critically analyze scholarly articles and books, which relate to the topic under research. E.g.:

The area of investigation has been commented on by Channel (1994), Hoey (1993), Halliday (1993) and Lesser (1979), who are in agreement that...

However, they have different opinions on ....

Due to the differences highlighted above, it was decided to investigate ....

7) ***Methodology*** (also called the 'Method' or 'Procedure') contains methods and principles used in the research. This is where the author explains how the information was gathered, where and how he/she got the information. Besides, in this section the author must explain why he/she has chosen these methods for report writing and discuss ethical issues of the topic. E.g.:

150 respondents, chosen by the method of _____ were surveyed from (start date) to (end date). Of these, 80 were invited for interview on (date).

The statistics were analyzed using a _______ test because... .

The significance of the results was __________

8) ***Findings*** contain the presentation of facts and information that the researcher found out as a result of the procedure. It usually includes figures, tables, graphs and charts, which should be described verbally, e.g. *Chart 8 or Appendix 3 shows that 28 % of offices do not meet safety requirements*. This section also has to show the way findings should be used and how they were compared with the findings of other researchers. E.g.:

In general, the findings indicated that...

The major finding of the investigation was that...

In addition, ...

Surprisingly, ... , which was an unexpected consequence of ...

9) ***Conclusions*** is the final division of the report usually containing a summing up of the points and a statement of opinion or decisions reached. It summarizes the findings and draws conclusions, which are supported by evidence. This is where the author shows what he/she thinks of the information found. It is necessary to show clearly how the author came to his/her conclusions, and that they are based on his/her findings received in the course of research. E.g.:

The main conclusion that can be drawn is therefore that...

In the light of this, it is recommended that... (+ a general recommendation; e.g. that something needs to be changed. The detailed recommendations should go in the Recommendations section below).

10) ***Recommendations*** is the part of the work in which the author gives his/her opinion on how the problem can be solved. This must be based on the findings of the report. They usually distinguish short-term and long-term recommendations; besides the author must present some suggestions concerning further research perspectives of the problem. E.g.:

In the light of these conclusions, I recommend that _____ should be ____

In addition, a _______ could ______

To make suggestions and recommendations the writer should use *'could + infinitive verb'* (if he/she is less sure), or *'should + infinitive verb'* (if the author is more certain). *'Suggest + _ing'* or *'suggest that + a subject noun* (e.g. *'we'*) + *a verb* (e.g. *'could' + infinitive verb*)' could also be used. It is worth remembering that *'suggest to'* must be avoided.

11) ***Appendices*** (or an appendix) contain the additional information the researcher refers to in the report, for instance, *a copy of a questionnaire, maps, calculations, plans, charts, tables,* etc., and wishes to conclude as the evidence or demonstration of the full findings. E.g.:

Appendix 1: A Questionnaire

Appendix 2: Sample Survey Form

Appendix 3: Results of Statistical Analysis by ______

At the same time, the graphs, tables, etc., which need to be looked at whilst reading the report, should be placed within the findings section. The appendices should only include information that may possibly be referred to out of interest or is needed as evidence.

12) ***Bibliography*** presents the list of all the sources used, which have direct reference in the paper. The sources should be referenced in the text using the standard citation style.

Some techniques on compiling a business report

Any statistical matter, photographs, tabulated material and so on should be attached on separate sheets and referred to in the report as their inclusion in the body of the text could result in a confusing and lengthy amount of material which is difficult for the reader to follow. Information should be arranged either in logical sequence or in chronological order, and this should be determined by the subject matter, as should the type of report.

The key language points to remember are as follows:

- Sentences must be clear, precise in meaning and relevant to the subject, written in plain simple English. Lengthy sentences should be avoided.
- The style of writing should be factual and objective. It would be generally inappropriate to write in a humorous satirical frivolous style. Personal experiences should not be included [13].
- The language must be formal without slang, or jargon or the latest fashionable words and phrases or abbreviations. Contractions, e.g. *don't, couldn't,* should be avoided. Everything should be written out in full, including numbers.
- Coherence is an essential part of the report. It means that various parts of the report must fit together easily and understandably, being logically connected with the help of linking phrases, which allow the paragraphs to follow easily and naturally from what has been mentioned before.
- In a formal report the first and second personal pronouns (e.g., *I*, *you, me,* etc.) should not be used. Use third person language instead, such as '*The personnel committee requested a report on…*'

- The main parts of the report should have **headings**; important points inside these main areas should carry **sub-headings**. If the author wants to draw the reader's attention to a specific word or section, it is advisable to underline that word or heading. Numbers can be used to help list points of importance in order. Different parts of the report can be distinguished by means of letters (e.g. *section 3ii or Section A part 3b*, etc.).

Examples of different types of business reports

Example 1. A Short Informal Report (note that the top of an informal report is like in a memorandum)

To: *Mrs. K Pearson*
Office Manager
From: *Christine Fellows*
Personal Assistant
Ref: *CF/AB*
Date: *12 August 2000*

<u>REPORT ON THE PREVENTION OF WASTEFUL USE OF STATIONERY AND REPROGRAPHIC SERVICES</u>

1. INTRODUCTION

On Tuesday 28 July you asked me to investigate the current wasteful use of stationery in the department and to suggest ways in which it might be more economically used in the future. My report was to be submitted to you by Friday 14 August 2000.

2. FINDINGS

<u>2.1. Stationery Use Investigated</u>

The range of the departmental stationery investigated comprised: headed letter and memoranda notepaper, fanfold, tractor-fed printer paper, cut-sheet printer and photocopying paper, fax paper and the range of envelopes in use.

<u>2.2. Stationery Associated with Correspondence/Internal Mail</u>

The suspected increase in wasteful practices was confirmed upon investigation. I spoke to executive staff who confirmed that, despite our extensive use of WP drafting, a significant proportion of final copies were being returned because of errors still present.

Observation and discussion with secretarial staff confirmed that clerical and executive staff in particular are using printed stationery and unused envelopes on occasion as message pads.

Regarding envelopes, white ones are being used where manilla would serve, and much more confidential internal mail is being sent in sealed envelopes. No member of staff appears to be reusing envelopes. Also, despite the introduction of the LAN, staff are still distributing paper-based memoranda and attached copy files when multiple distribution could be achieved through the network with corresponding cost-saving on photocopying.

<u>2.3. Photocopying Practices</u>

The departmental copier is in need of servicing and staff are wasting extensive amounts of copy paper as a result of a fault which creases paper.

Furthermore, departmental staff continue to use our three single-sheet copiers for batch copying instead of the much cheaper departmental and company systems copiers, despite regular requests not to do so.

<u>2.4. Increase in Stationery Costs</u>

I analyzed the cost of departmental stationery, comparing this year's second quarter with the first, and this year's consumption to date against last year's.

The stationery bill for the second quarter of this year is 30 % higher than for the first quarter (Jan–March: .621.50; April–June: .807.95). Allowing for increase in price, the department's stationery bill for this year to date against an equivalent period last year is some 18 % higher – 1731.01 compared with 1419.42 last year. This increase does not appear to be justified by an equivalent increase in the output of the department. Moreover, the rate of increase is rising.

3. CONCLUSIONS AND RECOMMENDATIONS

The investigation I have made do justify the concern expressed about excessive waste of office stationery and reprographic services and its impact on departmental running costs.

The increase in careless use of stationery is not confined to one section but is to be found in different forms throughout the department. If action is not taken immediately the department is unlikely to keep within its administration budget.

I should therefore like to recommend the following information for your consideration:

3.1. A meeting with senior secretarial staff should be called to discuss the importance of the problem and to obtain their co-operation in improving both managerial and secretarial performance. A refresher course could be mounted by the training department.

3.2. Control of stationery issues should be tightened; sections should be required to account quarterly for stationery if this proves practical in principle.

3.3. Consideration should be given to centralizing all reprographic work carried out in the department so as to ensure that cost-effective approaches are optimized.

3.4. Departmental policy on LAN emailing procedures and message routing should be revised and all staff notified.

Example 2. A letter-style report

HANDY MACHINE TOOLS LTD.

Valetta. Malta

15th May 1999

TO: All Heads of Sections and Departments

FROM: Mr. A.G.Rossi, Personnel Manager

STAFF PUNCTUALITY AND ATTENDANCE

It has been observed that staff of both the factory and repair workshops, as well as of the offices, are arriving late in the mornings, leaving before time at the end of the day and arriving back late from their mid-day break. This is a state of affairs, which all Heads should do their utmost to rectify immediately.

A detailed check made last week revealed that almost a third of the factory workers, according to the clocking-in machine, arrived after 8 a.m. and in the repair workshops twenty-five out of a labor force of fifty-two were late arrivals on at least *four out of six mornings. One third of the factory and workshop labor force left, on at least four evening out of five, before 6 p.m. This state of affairs cannot be permitted to continue as it is greatly jeopardizing the efficiency and productivity of the company. Also too many workers are returning late from the mid-day break which I would remind all Heads should be of one hour's duration only.*

Office staff should be at their desks by 8.30 a.m. and it has been noted that several of them are not. Again, there is too much late returning at mid-day.

I should like all Heads to take a very strong line on this matter and bring it to the attention of all shop stewards and employees as one of urgency, which is being taken very seriously by the Management. I would remind Heads of their responsibility for enforcing punctuality and for watching attendance records. For the next month very careful checks should be made of the times at which staff arrive and leave their places of work. Reasons for absence should be closely examined and staff should be reminded that a consistently bad record of punctuality and attendance constitutes a legitimate reason for dismissal.

The Company's two-day absence rule should also be strictly adhered to. An employee may be absent for two days, but for any further days he or she is required to produce a medical certificate, unless special permission has been given beforehand for the absence. The certificate should be seen by the Head of Section or Department and then passed to Mr. Sicluna in the Personnel Office. If no certificate is forthcoming, salary will be deducted pro rata.

A.G.Rossi

c.c. Managing Director

Though written in paragraphs like an ordinary letter, the letter-style report carries no salutation and only a signature without any subscription. This type of report is used for more lengthy and detailed communications than a memorandum would cover, but it is headed like a memorandum. Normally the names of the person or people for whom such a letter report is intended would appear in the heading after "*To:*", but often there are other persons who need to be informed of the information sent out or of the suggestions for action to be taken, and these names appear in the bottom left-hand corner after the abbreviation "*c.c.*" (meaning "circulate copies"), as shown in the above given example.

Example 3. A Schematic Report

Interior Design and Decor Ltd.

HIGH WYCOMBE, ENGLAND

REPORT ON HAMBURG FURNITURE FAIR, OCTOBER 2001

TO: Mr. Charles D. Martin, Managing Director

FROM: Thomas Sterne, European Marketing Manager

TERMS OF REFERENCE

To set up stand at the Hamburg Furniture Fair and to establish contacts and promote sales.

ACTIONS TAKEN

1. Ascertained that our usual stand and position were reserved.

2. Selected items of furniture for display with export Manager and arranged shipment with export department.

3. Discussed preparation of sales brochures in appropriate languages with Advertising and Promotions Department.

4. Discussed budget for entertainment and expenses with Financial Director.

5. Confirmed air and hotel reservations for John Harris and myself.

6. Arranged with General Carriage Operators for the collection and return transportation of display goods.

7. Harris arrived in Hamburg on 6th October 2001 and checked into Olympic Hotel.

8. Arrived in Hamburg myself on 14th October.

FINDINGS

1. On arrival at the exhibition hall on the morning of the 7th, Harris discovered that through some misunderstanding we had not been allocated our usual *advantageous position. After discussions with Herr Walter Leibnitz, the Fair organizer, we were given our usual stand.*

2. Harris organized a local contractor to set up our stand. We cleared the display goods from customs and had them delivered to the exhibition hall. Photographs of the stand are in envelope 1.

3. Harris and I attended the British Consular pre-opening cocktail party for British exhibitors on the 16th.

4. The opening ceremony was performed by the West German Trade Minister on the 20th. The number of exhibitors had increased – the exhibition hall had been enlarged since the previous year – to include several of the East European countries who were exhibiting for the first time in Hamburg, but though their craftsmanship was good, their designs were generally every heavy. The brochures are in envelope 2.

5. The Scandinavians were very prominent as usual, but in my opinion and from discussions with buyers and other exhibitors, the general feeling seemed to be that their designs this year were too avant-garde for the general domestic market. The brochures are in envelope 3.

6. The Germans maintained their high standards for the domestic market with some very interesting designs and new furnishing textiles. Their prices were very competitive, too. The brochures are in envelope 4.

7. The Italians had some brilliant stands. Oreste Baccini's was perhaps one of the most spectacular at the exhibition, with a great deal of marble and alabaster work, which aroused great interest among American buyers. The new Italian hand-blocked fabrics featured some striking and unusual colour combinations, not particularly suitable in design or price for the domestic market, but obviously aimed at the commercial market. The brochures and samples are in envelope 5.

8. The brochures and literature of the other British exhibitors are in envelope 6. The competition this year was considerable. There were some excellent designs in the higher price ranges in unusual woods, mainly for the commercial market by Handley Furnishings; Wellthread Textiles had some spectacular oriental-inspired furnishing fabrics which attracted a great deal of attention from European and

American buyers. The oriental influence was very much in evidence this year in bamboo and cane furniture and in the fabric designs and colours. Prices were surprisingly high, even with the Hong Kong manufacturers, who normally manage to maintain a very competitive price level at the lower end of the market.

9. You will note from the details of sales enquiries (on the attached Sales Sheets) and contacts to be followed up, that these were up by 28% on last year and many of them are from marketing areas in which we have had little success in the past. The large order from Van der Plank of Amsterdam, who has not bought from us before, is particularly encouraging. Mr. Van der Plank, who is the owner of twenty-seven retail outlets in Belgium and Holland, had long discussion with us. I have invited him and his Chief Buyer, Mr. William Sprenkle, to visit the factory on a trip to England they intend making in December, with the hope of developing this connection more fully. There is a great potential market here and they both seem keen on British style, design and workmanship.

10. Expenditure for the period is detailed (see attached financial break-down). Although the allocation was adequate, in view of the amounts being very lavishly spent on entertainment by other exhibitors we shall have to consider an increase for next year. I would particularly draw your attention to the increase for labour and materials for the setting up of the stand, in comparison with last year.

11. We dismantled the stand on the 27^{th} and handed everything over to General Carriage operators.

12. Harris and I attended the closing party given by the Hamburg Chamber of Commerce for all exhibitors on the 27^{th}.

13. We both returned to London on the 28^{th}.

<u>CONCLUSIONS</u>

This was a most encouraging Fair, especially considering the European financial climate at present and the worldwide economic recessions. It justified our continued presence and reinforced our high reputation in the European market. It also brought us new contacts in the Dutch, South American and Australian markets, which could be most rewarding, as well as openings in Poland and Slovakia.

RECOMMENDATIONS

1. In my opinion, attendance at such Fairs as this one is a real boost to sales; but we shall have to increase our attending staff. With the continued attendance of exhibitors and buyers from the Eastern European countries we need a salesman able to converse in the Slavonic languages and we should also consider having translations into one of these languages in our brochures and sales literature.

2. A substantial increase in financial allocation will have to be considered.

3. The connection with Van der Plank must be vigorously followed up; also the enquiries from the three South American buyers from whom we have firm orders, as well as all the other first time enquirers. They should first receive personal visits from our overseas sales staff, and then invitations to our factory if considered expedient.

4. We shall have to consider engaging a full-time sales representative with knowledge of the Eastern European market and the ability to speak the appropriate languages. Alternatively we could investigate the possibility of engaging a local agent in Eastern Europe, perhaps in Warsaw or Prague.

Thomas Sterne

31st October 2001

Example 4. An Accident Report

Rail Accident Investigation Branch, Department for Transport

Rail Accident Report

Derailment of a London Underground
Central Line Train near Mile End Station
5 July 2007

This investigation was carried out in accordance with:
the Railway Safety Directive 2004/49/EC;
the Railways and Transport Safety Act 2003; and
the Railways (Accident Investigation and Reporting) Regulations 2005.

Summary of the report

Key facts about the accident

At 09:01 hrs on 5 July 2007 westbound train 117 struck a roll of fire resistant material lying on the track between Mile End and Bethnal Green tube stations on the Central Line of the London Underground Network. In consequence three bogies were derailed. The train operator applied the emergency brake and the train stopped after approximately 148 m (468 ft).

Immediate cause

The immediate cause of the derailment was a roll of fire-resistant blanket, approximately 120 – 145 mm diameter and 1.8 m long, lying across one running rail.

Causal factors

The incomplete training and supporting documentation provided to Site Persons in Charge (SPCs) in relation to the storage of materials in cross passages.

The decision that full bags of Tecroc should be treated as a fire risk.

The lack of complete guidance on the use of fire-resistant blanket.

The lack of awareness about the possibility that cross passage wind could cause a roll of fire-resistant blanket to unroll and move its bulk longitudinally down the passage.

Contributory factors

Possibly, the late change in the work being undertaken.

The need to store materials in cross passages.

The presence of wind at high velocities in cross passages and running tunnels.

The staff awareness about managing fire risks in relation to other risks.

Underlying cause

The underlying cause was the lack of a comprehensive risk analysis being performed to support the use of fire-resistant blankets.

Severity of consequences

No serious or life threatening injuries or fatalities occurred. Twenty passengers received medical treatment. Five hundred and twenty people were evacuated along the running tunnels to Mile End station from the incident train. The *first two cars of the train sustained damage to their wheels, gearboxes and shoegear. Minor damage was sustained to the car bodies and underfloor equipment. Infrastructure damage was sustained by the running rail chairs, conductor rail support insulators, one signal, tunnel wall cabling, track bonds and cables. The positive conductor rail beneficially guided the wheels of the leading car of the train and kept it from hitting the tunnel wall.*

Recommendations

Recommendations relate to the following areas:

amendment to the content of SPC training to ensure that it contains adequate information on the storage of materials and the effect of wind in cross passages;

a review of the coverage of risk assessments of stored materials to ensure that they include the operational railway;

a review and amendment of instruction on the use of fire-resistant blankets;

ensuring that appropriate staff know about the effects of wind in the deep level tube system.

Summary of the accident

At 09:01 hrs on 5 July 2007 westbound train 117 struck a roll of fire-resistant blanket lying across a running rail in the tunnel between Mile End and Bethnal Green tube stations on the LUL Central Line. The first three bogies of the train, which was travelling at nearly 41 mph (65 km/h), were derailed. Both axles of the first bogie, one axle of the second bogie and both axles of the third bogie left the rails. The train operator applied the emergency brake causing the train to stop after travelling approximately 148 m (468 ft).

Immediately following the derailment the train caused a short circuit between the positive and negative conductor rails, causing the traction current to discharge and the tunnel lights to illuminate automatically. Apart from the emergency lights all other interior train lights went out.

The train did not come into contact with the tunnel wall, however one signal was destroyed, cables sustained insulation damage, and cable brackets and many cast iron rail chairs and conductor rail insulators were broken. Damage to the train *was relatively minor with only a small number of glass shards entering the passenger compartments.*

Evacuation commenced at 10:15 hrs and was completed at 11:30 hrs. Five hundred and twenty people were detrained from the rear of train 117 located approximately 371 m from the headwall at Mile End station. Other passengers were detrained from three other westbound trains; those from trains 145 and 110 were detrained in the platforms at Mile End and Bethnal Green, 369 passengers from train 15 were detrained along the tunnel between there and Stratford. Subsequently the curtailment of both eastbound and westbound services between Stratford and Liverpool Street required passengers to be detrained in a controlled manner at both stations.

Medical treatment was given to 20 people; none of the injuries were considered by the ambulance crews to be of a serious nature. Most of these injuries were received during evacuation along the tunnels due to the uneven walking surface and stress induced discomfort. Eight people received hospital attention, including one with an ankle injury sustained during the derailment.

Location

The accident occurred 350 m from the west end headwall of Mile End Central Line tube station. At this location the line curves to the right (400 m radius) on a downward gradient of 1 in 125.

Mile End station platforms are 6.8 m below pavement level. The site of the derailment is 8.5 m below platform level.

The train

The line is operated by 1992 Tube Stock built by ABB Transportation Ltd. Each train is made up of 2-car units marshalled into 8-car trains. Units 91171 (leading), 93183, 93024 and 91121 formed the train involved in the derailment.

The 1992 Tube Stock is of monocoque construction from aluminium extrusions. Some items of train equipment have a limited memory function which enables a history of commands and equipment operations to be obtained. The train is not fitted *with a separate train data recorder which could capture more comprehensive information on commands, traction, braking and door operation.*

All passenger trains on the Central Line can run under Automatic Train Operation (ATO).

Trains normally operate under ATO on weekdays and full manual control at weekends. In ATO mode the train operator controls the opening and closing of the doors and instructs the train to the start from the platform (by pushing two start buttons). The train then runs automatically to the next station. This was the mode in which the train was operating at the time of the derailment. The train operator is always able to operate the emergency brake.

Damage to the train and infrastructure

Train

1) Two broken windows: 1 saloon side window to leading end of third car; 1 saloon end window to leading end of second car).

2) Car body work damage (especially to driver's corner of leading car).

3) Detached inter-car barrier.

4) Damage to underfloor equipment: bogie frames; leading shoe gear; gear boxes; brake equipment cases; air receivers; ATO pick-up coils.

Infrastructure

1) Conductor rail insulators.

2) Positive conductor rail bent.

3) 1 Sleeper.

4) 1 Signal head (A 0) and associated cables.

5) 1 ATO spot loop cable.

6) 1 Earth bond cable.

7) 2 x 22kV power cables (1 repaired, 1 replaced).

8) Scuffing to various cables.

9) Various cable brackets.

Example 5

ECONOMIC COMMISSION FOR EUROPE
INLAND TRANSPORT COMMITTEE
WORKING PARTY ON RAIL TRANSPORT
Sixty-first session
Paris, 20–21 November 2007
Study of the situation of the railways in member countries

Report by Ukrainian Railways

1. The programme of work of the Inland Transport Committee for 2006–2010 adopted at its sixty-eighth session (ECE/TRANS/166/Add.1, Item 2.5) requires the Working Party on Rail Transport to monitor harmonization of requirements concerning international rail transport, including rail safety, and facilitation of its operations. The present document is submitted for consideration by the Working Party in compliance with that mandate.

A. Current situation and forecast regarding the development of passenger and freight transport

2. Rail transport plays a leading role in meeting the transport needs of Ukraine's production sector and population and is a key factor in achieving social and economic growth and developing foreign economic links. The length of track in use is 21,891,4 kilometres.

3. In 2006, the volume of freight traffic on Ukraine's railways was 478,7 million tonnes. The volume of transit freight traffic was 56,8 billion tonne-kilometres. The share of transit traffic in overall traffic volume was 23,6 %.

4. Also in 2006, scheduled freight traffic totalled 240,809,570,000 tonne-kilometres, while passenger traffic totalled 53,229,820,000 passenger-kilometres. In the same year, 398,148,300 tonnes of goods were shipped, and 448,435,820 passengers carried.

5. Forecasts indicate that freight and passenger traffic volumes will continue to grow. Thus, freight traffic volume is predicted to increase by about 20 %–25 % by the end of 2015, and passenger traffic volume by approximately 7 %.

6. Contracts have been concluded for the purchase of 4,900 freight wagons in 2007. As at 23 August 2007, 1,925 freight wagons had been delivered by wagon building and wagon repair plants, under capital lease arrangements.

B. Progress made in reorganizing the rail sector and establishment of new rail companies

7. The Agreement on the State programme for the reform of rail transport was approved by order No. 651-r of the Cabinet of Ministers of 27 December 2006. The Agreement defines the main principles and tasks in respect of the sector's reform, the priority being the delimitation of economic and State administrative functions in rail transport.

8. The reform will be carried out over the period 2007-2015. During this period, it is planned to implement a set of measures aimed at restructuring the sector along market lines; this will entail building a new organizational, legal and economic management system within the framework of the national economic reforms and European transport policy.

9. A State joint stock company, Ukrainian Railways, is being established.

10. Operating companies of various forms of ownership will function alongside the State joint stock company, with their number and market share increasing. In order to raise the level of competition in freight transport and increase the number of rolling stock operator-owners, the conditions necessary for non-discriminatory access by them to rail transport infrastructure services will be created.

11. In addition, private enterprises and carriers will operate on the freight transport market under licence, providing policy services.

12. With regard to passenger transport, the conditions will be created for the development of private passenger companies with their own fleets of passenger wagons.

13. As for suburban and regional passenger transport, it is planned to establish suburban passenger transport companies, including as joint stock companies with the participation of the State joint stock company Ukrainian Railways, local authorities and private companies owning suburban passenger transport rolling stock.

Revision Tasks

1. Speak on what a report is; specify its aim and types.
2. Enumerate steps of writing a business report.
3. Characterize the main sections of a report. Speak on their functions.
4. Speak on the style of writing a report. Enumerate the key language points of writing a report. Give your own example.

Topical vocabulary

abstract /ˈæbstrækt/ – резюме, реферат, короткий огляд

academic report /ˌækəˈdemɪk rɪˈpɔːt/ – науковий звіт

accident report /ˈæksɪdənt rɪˈpɔːt/ – звіт-повідомлення про нещасний випадок

account /əˈkaʊnt/ (n.) – звіт, повідомлення

acknowledgments /əkˈnɒlɪdʒmənts/ – висловлення вдячності, слова подяки

adhere /ədˈhɪə/ to – дотримуватися

annual report /ˈænjuəl rɪˈpɔːt/ – річний звіт

apart form this /əˈpɑːt frəm ðɪs/ – крім того

appendix /əˈpendɪks/ (pl. appendices /əˈpendɪsiːz/) – додаток (додатки)

as a result /rɪˈzʌlt/ of – унаслідок

ascertain /ˌæsəˈteɪn/ – з’ясовувати, стверджувати

assist in business decision-making /əˈsɪst ɪn ˈbɪznəs dɪˈsɪʒənˌmeɪkɪŋ/ – допомагати у прийнятті ділових рішень

attendance /əˈtendəns/ – відвідування

attendance record /əˈtendəns ˈrekɔːd/ – облік відвідування

background /ˈbækqraʊnd/ – передумови

batch copying /ˈbætʃ kɒpɪɪŋ/ – пакетне копіювання

be a late arrival /əˈraɪvəl/ – той, хто запізнюється

be accompanied /əˈkɒmpənɪd/ by smth/smb – супроводжуватися чимось/кимось

be allocated /ˈæləkeɪtɪd/ – бути розміщеним be certain /ˈsɜːtᵊn/ – бути впевненим

be compared /kəmˈpeəd/ with smth – бути порівнюваним із чимось

be damaged /ˈdæmɪdʒd/ – бути потерпілим

be hurt /hɜːt/ – бути ушкодженим

be in agreement /əgˈriːmənt/ – погоджуватися, узгоджуватися

be justified /ˈdʒʌstɪfaɪd/ by – бути виправданим

be less sure /ʃɔː/ – бути меш упевненим

be mounted /ˈmaʊntɪd/ – бути організованим

be obscure /əbˈskjʊə/ – бути неясним, незрозумілим

be proficient /prəˈfɪʃᵊnt/ – бути вмілим

be rewarding /rɪˈwɔːdɪŋ/ – бути корисним

be tightened /ˈtaɪtᵊnd/ – бути посиленим

beforehand /bɪˈfɔːhænd/ – заздалегідь

bill /bɪl/ – рахунок

boost /buːst/ to sales – підвищення продаж

brief /briːf/ – короткий

bring the matter to the attention of smb /brɪŋ ðə ˈmætə tə ðɪ əˈtenʃᵊn əv/– доводити до відома

brochure /ˈbrəʊtʃə/ – брошура

calculations /ˌkælkjuˈleɪʃᵊnz/ – розрахунки

cane furniture /ˈkeɪn fɜːnɪtʃə/ – плетені меблі

chart /tʃɑːt/ – схема

coherence /kəʊˈhɪərəns/ – зв’язність

concerning /kənˈsɜːnɪŋ/ – щодо, стосовно

conclusions /kənˈkluːʒᵊnz/ – висновки

consumption /kənˈsʌmpʃᵊn/ – споживання

contents /ˈkɒntənts/ – зміст

craftsmanship /ˈkrɑːftsmənʃɪp/ – майстерність crease paper /kriːz ˈpeɪpə/ – м’яти папір

critique /krɪˈtiːk/ of smth – критичний відгук про щось

deduct salary pro rata /dɪˈdʌkt ˈsælərɪ ˌprəʊ ˈrɑːtə/ – пропорційно вирахувати із зарплати

depict /dɪˈpɪkt/ – відображати, розкривати

detailed findings /ˈdiːteɪld ˈfaɪndɪŋz/ – детальний опис отриманих даних

determination /dɪˌtɜːmɪˈneɪʃᵊn/ – визначення

dismantle /dɪsˈmæntᵊl/ the stand – розібрати стенд

dismissal /dɪsˈmɪsᵊl/ – звільнення

division /dɪˈvɪʒᵊn/ (section) – розділ

domestic market /dəˈmestɪk ˈmɑːkɪt/ – внутрішній ринок

draft /drɑːft/ – чорновий варіант

draw conclusions /drɔː kənˈkluːʒᵊnz/ – робити висновки

due to /djuː tə/ – завдяки

economic recessions /ˌiːkəˈnɒmɪk rɪˈseʃᵊnz/ – економічний спад

encouragement /ɪŋˈkʌrɪdʒmənt/ – заохочення

ensure /ɪnˈʃɔː/ – гарантувати

ethical issues /ˈeθɪkᵊl ˈɪʃuːz/ – етичні питання

evidence /ˈevɪdəns/ – доказ

exhibition /ˌeksɪˈbɪʃᵊn/ – виставка

exhibitor /ɪgˈzɪbɪtə/ – учасник виставки

expedient /ɪkˈspiːdɪənt/ – доцільний

expenditure /ɪkˈspendɪtʃə/ – витрати

extended formal report /ɪkˈstendɪd ˈfɔːmᵊl rɪˈpɔːt/ – розширений офіційний звіт

fair /feə/ – ярмарок

fanfold /ˈfænfəʊld/ – фальцювання паперу

feasibility report /ˌfiːzəˈbɪlətɪ rɪˈpɔːt/ – техніко-економічний звіт

fit together /fɪt təˈgeðə/ – поєднуватися, підходити за змістом frivolous /ˈfrɪvələs/ – поверхневий

full-time sales representative /ˈfʊl taɪm seɪlz ˌreprɪˈzentətɪv/ – штатний представник з питань продажу

guidance /ˈɡaɪdᵊns/ – керівництво

heading /ˈhedɪŋ/ – назва

immaculate /ɪmˈmækjʊlət/ job – бездоганна робота

in comparison /ɪn kəmˈpærɪsən/ with – порівняно

in the course of research /ɪn ðə kɔːs əv rɪˈsɜːtʃ/ – у ході дослідження

in the light of this – у світлі/у площині викладеного

in the process of research /ɪn ðə ˈprəʊses əv rɪˈsɜːtʃ/ – у процесі дослідження

incident report /ˈɪnsɪdənt rɪˈpɔːt/ – звіт-повідомлення про інцидент, що стався

inclusion /ɪnˈkluːʒᵊn/ – включення

initiate actions /ɪˈnɪʃɪeɪt ˈækʃᵊnz/ – започатковувати дії

investigation /ɪnˌvestɪˈɡeɪʃᵊn/ into a subject – вивчення/дослідження питання/проблеми

jeopardize /ˈdʒepədaɪz/ – піддавати загрозі, небезпеці

keep within budget /ˈbʌdʒɪt/ – вписуватися в бюджет

labor force /ˈleɪbə fɔːs/ – робоча сила

legitimate reason /lɪˈdʒɪtəmət ˈriːzᵊnz/ – легітимна причина

linking phrase /ˈlɪŋkɪŋ freɪz/ – фраза-зв’язка

list smth in order /ˈɔːdə/ – розмістити у певному порядку

literature review /ˈlɪtrətʃə rɪˈvjuː/ – огляд літератури

long-term /ˈlɒŋ tɜːm/ – довгостроковий

manufacturer /ˌmænjuˈfæktʃərə/ – виробник

matters under review /ˈmætəz ˈʌndə rɪˈvjuː/– питання, що розглядаються

meet safety requirements /rɪˈkwaɪəmənts/ – відповідати (задовольняти) вимогам безпеки

objective /əbˈdʒektɪv/ – мета дослідження pad /pæd/ – записник

paragraph /ˈpærəgrɑːf/ – абзац

prediction /prɪˈdɪkʃᵊn/ – передбачення

procedure /prəʊˈsiːdʒə/ – процедура дослідження

produce a medical certificate /səˈtɪfɪkət/ – надати медичну довідку

progress report /ˈprəʊgrəs rɪˈpɔːt/ – прогресивний звіт, звіт про стан роботи

promote sales /prəˈməʊt seɪlz/ – стимулювати продаж товарів

questionnaire /ˌkwestʃəˈneə/ – анкета

rate of increase /reɪt əv ˈɪŋkriːs/ – рівень збільшення, підвищення

recommendation report /ˌrɪkəmənˈdeɪʃᵊn rɪˈpɔːt/ – звіт-рекомендація

rectify /ˈrektɪfaɪ/ – виправляти

refer to /rɪˈfɜː/ – посилатися на

relate /rɪˈleɪt/ to smth – стосуватися чогось

related /rɪˈleɪtɪd/– відповідний

remind /rɪˈmaɪnd/ of – нагадати про

report /rɪˈpɔːt/on smth – звітувати про щось

reprographic services /ˌriːprəˈgræfɪk ˈsɜːvɪsɪz/ – копіювальні послуги

research in medicine /rɪˈsɜːtʃ ɪn ˈmedsᵊn/ – дослідження в галузі медицини

research report /rɪˈsɜːtʃ rɪˈpɔːt/ – звіт про науково-дослідну роботу

routine issues /ˌruːˈtiːn ˈɪʃuːz/ – поточні питання

sales report /seɪlz rɪˈpɔːt/– звіт про продаж

schematic report /skiːˈmætɪk rɪˈpɔːt/ – схематичний звіт

scholarly articles /ˈskɒləlɪ ˈɑːtɪkᵊlz/ – наукові статті

scope /skəʊp/ – діапазон аналізованих поглядів з досліджуваного питання/проблеми

senior management authorities /ˈsiːnɪə ˈmænɪdʒmənt ɔːˈθɒrətɪz/ – вище керівництво

short-term /ˈʃɔːt tɜːm/ – короткостроковий site report /saɪt rɪˈpɔːt/– орієнтовний звіт

solution /səˈluːʃᵊn/ – вирішення

source /sɔːs/ – джерело

stationery /ˈsteɪʃᵊnərɪ/ – канцелярське приладдя

subheading /ˈsʌbhedɪŋ/ – підзаголовок

submit /səbˈmɪt/ – представляти на розгляд

suggest a course of action /səˈdʒest ə kɔːs əv ˈækʃᵊnz/– запропоновувати хід дій

summing up /ˈsʌmɪŋ ʌp/ – узагальнення

supporting information /səˈpɔːtɪŋ ˌɪnfəˈmeɪʃᵊn/ – додаткова інформація

synopsis /sɪˈnɒpsɪs/ – короткий огляд, синопсис

table /ˈteɪbᵊl/ – таблиця

target audience /ˈtɑːgɪt ˈɔːdɪəns/ – цільова аудиторія

title page /ˈtaɪtᵊl peɪdʒ/ – титульна сторінка

topic under research /ˈtɒpɪk ˈʌndə rɪˈsɜːtʃ/ – тема дослідження

twenty-five out of fifty-two – 22 із 52

UNIT 5

CONTRACT AND NEGOTIATION WRITING

Individuals and companies negotiate and enter into contracts fairly frequently in the course of business. Some business agreements may be simple, while others may require the help of a skilled contract lawyer (attorney). In either case, the ideal result is confidence that the best terms have been negotiated for business, and a well-drafted agreement that avoids any dispute or potential litigation is created. A contract is an enforceable by law agreement between two or more parties to guide their work together. An effective contract is an invaluable tool that helps any organization and the contractor understand what is expected, and how to resolve possible problems.

The process of writing and then negotiating through the contract is in some ways very important. It sets a tone for how the companies work together and displays a balance of flexibility. The contract defines the parameters of the companies' ongoing working relationship.

First it is necessary to negotiate a specific scope of work for a particular price and payment schedule. Then it should be remembered that any contract, especially one with lots of technical details in it, can be confusing and full of language inconsistencies that leave things open to interpretation. That is why, before the dotted line is signed, it is advisable to have a legal opinion on the proposed contract and have the organization's lawyer review it. Besides, to avoid any pitfalls and to decode any technology jargon, the contract should also be reviewed by an independent consultant who is experienced in this area.

Apart from that, any contract should include a clear work plan with specific deliverables, if any, linked to specific dates. The work plan should include regular progress reports from the provider and scheduled meeting time to communicate about the project. A good contract consists of the following: *Title*; *Brief description of the project*; *Brief description of the services needed*; *Detailed list of the services to be provided with projected dates of delivery*; *Names of specialists responsible for certain parts* (the contractor, subcontractors to the contractor, staff of the nonprofit organization, etc.); *The expectations for communicating about the progress of the* *project*; *Payment schedule and amounts*; *Clarity on expenses, hour rates, fixed pricing*; *Ownership of the work products*; *The ways the conflicts will be resolved*; *The legal ways of the parties getting out of the contract*; *Proper signature(s).*

In most situations the contract is not used as a legal document in the strict sense of the term. The contract is a way to clarify expectations and the terms of agreement between the organization and the contractor. Its primary value is that it forces both parties to answer some difficult questions before the work gets started as well as ease the work of the parties later on.

Below is a template of a contract.

<u>CONTRACT</u>

AGREEMENT made this _______ day of ____________, 200_____, between ______________________, hereinafter called "_______________", and ______________________, hereinafter called "_____________".

WHEREAS, ________________;

WHEREAS, ________________; and

WHEREAS, ________________;

NOW THEREFORE, in consideration of their mutual promises made herein, and for other good and valuable consideration, receipt of which is hereby acknowledged by each party, the parties, intending to be legally bound, hereby agree as follows:

1. Recitals. The parties agree that the foregoing recitals are true and correct and incorporated herein by this reference.

2. __________________.

___. Miscellaneous. Time is of the essence of this agreement. This agreement is made in [the State of Florida] and shall be governed by [Florida] law. This is the entire agreement between the parties and may not be modified or amended except by a written document signed by the party against whom enforcement is sought. This agreement may be signed in more than one counterpart, in which case each counterpart shall constitute an original of this agreement. Paragraph headings are *for convenience only and are not intended to expand or restrict the scope or substance of the provisions of this agreement. Wherever used herein, the singular shall include the plural, the plural shall include the singular, and pronouns shall be read as masculine, feminine or neuter as the context requires. The prevailing party in any litigation, arbitration or mediation relating to this agreement shall be entitled to recover its reasonable attorneys fees from the other party for all matters, including but not limited to appeals. [Pinellas County, Florida], shall be proper venue for any litigation involving this agreement. This agreement may not be assigned or delegated by either party without the prior written consent of the other party.*

IN WITNESS WHEREOF, the parties have signed this agreement as of the day and year first above written.

______________________________ __________________________*(Seal)*

____

Witnesses

______________________________ __________________________*(Seal)*

____

Witnesses

Example of an agreement

Agreement between NETWORK RAIL INFRASTRUCTURE LIMITED as Network Rail and LONDON EASTERN RAILWAY LIMITED as Train Operator relating to A Track Access Contract (Passenger Services) dated 10 December 2004

THIS TWENTIETH SUPPLEMENTAL AGREEMENT *is dated 2008 and made* ***BETWEEN:***

(1) ***NETWORK RAIL INFRASTRUCTURE LIMITED****, a company registered in England under number 2904587 having its registered office at 40 Melton Street, London NW1 2EE (“Network Rail”); and*

*(2) **LONDON EASTERN RAILWAY LIMITED**, a company registered in England under number 04955356 having its registered office at 75 Davies Street, London W1K 5HT (the "Train Operator").*

***WHEREAS**:*

(A) The parties entered into a Track Access Contract (Passenger Services) dated 10 December 2004 in a form approved by the Office of Rail Regulation ("ORR", previously the Rail Regulator) pursuant to Section 18(7) of the Act, as amended by various supplemental agreements each in a form approved by ORR pursuant to section 22 of the Act (which track access contract is hereafter referred to as the "Contract").

(B) The parties propose to enter into this Supplemental Agreement in order to vary the Contract as described below.

***IT IS HEREBY AGREED** as follows:*

*1. **INTERPRETATION***

In this Supplemental Agreement:

(A) words and expressions defined in and rules of interpretation set out in the Contract shall have the same meaning and effect when used in this Supplemental Agreement except where the context requires otherwise; and

(B) "Effective Date" means the later of:

(i) the Subsidiary Change date 2008; and

(ii) the date upon which the ORR issues its approval, pursuant to section 22 of Act, of the terms of this Supplemental Agreement.

*2. **EFFECTIVE DATE AND TERM***

The amendments to the Contract as set out in this Supplemental Agreement shall have effect from the Effective Date and shall cease to have effect on the expiry or earlier termination of the Contract.

*3. **AMENDMENTS TO SCHEDULE 5***

Schedule 5 of the Contract shall be amended as follows:

The sections of Table 2.1 (Passenger Train Slots) relating to Service Groups, EB01 GE Inner, EB02 GE Southend / Southminster, EB06 West Anglia Outer and

EB07 West Anglia Inner shall be deleted and replaced with the new sections set out in Appendix 1 to this Supplemental Agreement.

4. ***GENERAL***

The Contract, as amended by this Supplemental Agreement, shall remain in full force and effect in accordance with its terms, and during the period in which the amendments made by this Supplemental Agreement are to have effect all references in the Contract to "the contract", "herein", "hereof", "hereunder" and other similar expressions shall, unless the context requires otherwise, be read and construed as a reference to the Contract as amended by this Supplemental Agreement.

5. ***THIRD PARTY RIGHTS***

No person who is not a party to this Supplemental Agreement shall have any right under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this Supplemental Agreement.

6. ***LAW***

This Supplemental Agreement shall be governed by, construed and given effect to in all respects in accordance with English Law.

7. ***COUNTERPARTS***

This Supplemental Agreement may be executed in two counterparts which, taken together, shall constitute one and the same document. Either party may enter into this Supplemental Agreement by signing either of such counterparts.

IN WITNESS *whereof the duly authorised representatives of Network Rail and the Train Operator have executed this Supplemental Agreement on the date first above written.*

Signed by……………………………………………

Print name…………………………………………… Duly authorised for and on behalf of ***NETWORK RAIL INFRASTRUCTURE LIMITED***

Signed by……………………………………………

Print name……………………………………………. Duly authorised for and on behalf of ***LONDON EASTERN RAILWAY LIMITED***

Some Guidelines on Writing the Contract

It is helpful to understand the basics of contract drafting, which can add to the confidence in all types of business writing, and will also help when reviewing and interpreting the contracts.

These tips apply to writing all kinds of agreements: real estate sales contracts, employment contracts, equipment leases, prenuptial agreements, property settlement agreements, etc.

1. It is necessary to start with a simple, typical contract form (See the Template of the contract given above). It provides a solid starting point for the structure of the contract.

2. The correct legal names of the parties should be stated in the first paragraph. It is obviously one of the most common problems in contracts. For individuals, full first and last names, and middle initials if available, and other identifying information, if appropriate, such as Jr., M.D., etc. should be included. The names of corporations should be checked with the secretary where they are incorporated.

3. It is recommended to identify the parties by nicknames. Giving each party a nickname in the first paragraph will make the contract easier to read. For example, James W. Martin would be nicknamed "Martin".

4. It is also advisable to be careful when using legal terms for nicknames. One can not use "Contractor" as a nickname unless that party is legally a contractor, as well as one can not use "Agent" unless the person drafting a contract intends for that party to be an agent, and if he/she does, then it is essential to specify the scope of authority and other agency issues to avoid future disagreements.

5. A blank for the date in the first paragraph should be included. Putting the date in the first paragraph makes it easy to find after the contract is signed. It also makes it easy to describe the contract in other documents in a precise way, such as the "*December 20, 1996, Contract for Sale of Real Estate*".

6. Recitals, or the "whereas" clauses that precede the body of a contract and provide its background should also be included. They provide a simple way to bring the contract's reader (party, judge or jury) up to speed on the content of the contract, the names of the parties, the reasons of their signing a contract, etc. The first

paragraph in the body of the contract can incorporate the recitals by reference and state that they are true and correct. This will avoid a later argument as to whether or not the recitals are a legally binding part of the contract.

7. While writing out a contract every paragraph heading should be underlined and located in their logically organized order. Related concepts ought to be grouped in the same or in adjacent paragraphs. Here is an example of an employment contract's initial paragraph headings: 1) Recitals; 2) Employment; 3) Duties; 4) Term; 5) Compensation. Outlining the contract can aid clarity and allow for quick reference to certain clauses.

8. Each paragraph should be completed by writing the contract terms that apply to that paragraph, explaining in words what the parties agree to.

9. Generally repetition in a contract should be avoided, except the cases when repetition is necessary to improve clarity. Ambiguity is created by saying the same thing more than once. If an example is used to clarify a difficult concept or formula, it is necessary to consider that the example is accurate and consistent with the worded concept.

10. It is worthwhile remembering that if the prepared document is intended to be a legally binding contract, the word "Contract" should be written as a title.

11. The contract should be written in short sentences to avoid unnecessary complexity and ambiguity. Besides, short sentences are easier to understand than long ones.

12. Active voice is preferable rather than passive, since active tense sentences are shorter. Words should be used more efficiently, and their meaning should be more apparent. For example, it is not appropriate to use such words as *biweekly*, *bimonthly,* which have two meanings. Instead it is advisable to write *twice a week/month* and *every other week/month*.

13. Numbers should be written as both words and numerals, e.g.: *ten (10)*. This reduces the chance for errors.

14. The contract should be written so that no matter what grammar rules are, the contract is clear and unambiguous.

15. Contract writing is not creative writing and is not meant to provoke reflective thoughts or controversies about nuances of meaning. That is why an effective contract

should be written in as clear, specific, direct and precise language as possible. Therefore, the use of common words and common meanings is preferable.

16. Maintaining consistency in contract writing is more important than avoiding repetition. For example, if the subject matter of a sales contract is referred to as "goods", this term should be used throughout the contract.

17. It is necessary to be consistent in the use of abbreviations, grammar and punctuation, being aware of such things as where quote marks end, the placement of commas after years and states, and the like.

18. While highlighting the meaning of a certain word, one can do it by either capitalizing it or putting it in quotes. The following are two sample clauses for defining terms: *Wherever used in this contract, the word "Goods" shall mean the goods that Buyer has agreed to purchase from Seller under this contract; Buyer hereby agrees to purchase from Seller ten (10) frying pans, hereinafter called the "Goods"*.

19. The terms and concepts should be defined as they appear in the contract, instead of writing a section of definitions at the beginning or end of a contract. Technical terms and concepts should be explained within the contract. This makes it easier for the reader (judge, jury, attorney) to follow and understand what is meant in the contract.

20. After the first draft of the contract is written it is necessary to check spelling and grammar in its typed version as well as to proofread it. After this, it is advisable to let the client read the draft of the contract to be sure that it stays in tune with the client's wishes. If there are several versions of the contract on the computer, the subsequent versions can be named "contract.d2", "contract.d3," etc.

21. When the final draft is ready, the contract should be printed on 210 x 297 mm bond paper. If pages are changed, the document should be reprinted on the same paper. This avoids an argument that pages were substituted after the contract was signed.

22. The contract should be signed in blue ink, not black ink. This makes it easier to differentiate the signed original contract from photocopies.

23. All parties should sign the contract (all party names should be accurate), including business titles if applicable. Besides, each party has to initial every page of

the contract. This makes it less likely that anyone could claim a page was changed after the contract was signed.

24. A notary clause that complies with the notary law should be added to the contract. Here is the example of clauses of the basic form of notary acknowledgement [25].

STATE OF FLORIDA
COUNTY OF ____________

The foregoing instrument was acknowledged before me this _____ day of _________, 19____, by _________.

Notary Public-State of Florida:
sign________________________________
print_______________________________

Personally Known _____; OR Produced Identification ______
Type of Identification Produced: _________________________
Affix Seal Below:

Some Guidelines on Conducting Negotiations

Negotiation with a variety of people requires basic communication skills, such as active listening and attention to non-verbal cues, and a clear understanding of the speaker's goals, as well as the objectives of the negotiating partner(s). To be truly effective one should be able to communicate persuasively during the process of negotiation.

Effective negotiations leading to positive solutions include, according to E.Greer [15; see also 48:470–472], the following:

1) responding to staff members' requests for promotions, salary increases, and other employment benefits;

2) negotiating with sellers and dealers for their best possible products, services, and prices;

3) convincing the team to do what the employer would like them to do;

4) working with external and internal clients on contracts that provide the quality services and equipment they need but in a way that allows the company to optimally use its resources;

5) persuading supervisors to buy additional equipment, accept the company's budget proposals, try a new idea, etc.

In order to be successful in these instances, it is necessary to master the persuasion process, which enables one to deliberately create the attitude change and subsequent actions necessary for persuading others to one's way of thinking. In other words, one has to be able to "sell" his/her ideas to make changes in his/her favor and, in a win-win situation, provide the other side with a fair deal. This entails a process that can appeal to the intellect using logical and objective criteria, as well as a methodology that positively engages the emotions of the negotiators. The result of a successful negotiation is that all parties should believe they got a good deal.

To succeed in conducting negotiations one has to observe the six laws [10] of persuasion, which is regarded as the ability to influence people's thoughts and actions through specific strategies [15]. These six laws describe the way most people respond to certain circumstances. By understanding persuasion laws, both parties of negotiations can control how much they influence each other, as well as how to use these laws to their benefit during negotiations.

The Six Laws of Persuasion suggested by R.B. Cialdini are as follows:

1) **Law of Reciprocity** – the intention to repay what one person has provided to another person since the majority of people usually feel compelled to "return the favor";

2) **Law of Commitment and Consistency** – the people's intention to be consistent in his/her thoughts, feelings, and actions;

3) **Law of Liking** – the desire to please the other party and whatever it offers (ideas, design, products, purchase, etc.), demonstrating how similar they both are. This is how successful companies generally operate;

4) **Law of Scarcity** – the person's desire to buy a popular item the minute it becomes "the last one available" after his/her second thought;

5) **Law of Authority** – the law that uses celebrity endorsements or "expert" testimonials, i.e. the law according to which some people acquire things, products or services that are good enough for those who the majority of people admire to develop in such a way characteristics similar to their heroes.

6) **Law of Social Proof** – if a person doesn't know exactly what to do, he/she relies on other people around him/her to help him/her find the way to behave socially correct.

As far as the negotiation process is concerned, E.Greer suggests that it should include the following strategies of the Six Laws of Persuasion use [15]:

1) **Law of Reciprocity**, which lies in limited disclosure of the real reason for a negotiation, provoking a concession from the other party.

2) **Law of Commitment and Consistency**, according to which the use of a series of questions conducts the step-by-step close, making other person answer in the affirmative immediately. This tactic also facilitates the negotiator to ask for additional funds.

3) **Law of Liking**, in accordance with which one person in the other negotiating party is clearly opposed to the company's objectives, but at the same time it appears that another of their team members is on the company's side. This law helps the company to identify with and trust the "good" team member in order to come to terms agreeing to the other team's concessions and goals instead of the company's. One might also apply this law to establish mutual understanding when negotiating with his/her superiors or teams.

4) **Law of Scarcity**, in compliance with which the more time is spent with another negotiator, the more commitment he/she has to make the deal. If a company is under no time pressure and the other side is, the company is in the leading position.

5) **Law of Authority**, according to which the negotiator who is the first to use authoritative independent experts establishes his/her credibility early in the negotiation.

6) **Law of Social Proof**, in accordance with which the better the recommendations from satisfied customers or clients are, so much the better it will encourage new prospects to buy the company's services and products. The law also can be used to convince the supervisors or staff that their counterparts in other divisions or companies follow similar suggestions to theirs, thus making people feel like a part of an established community that already knows where it is going.

Hence, in any negotiation all parties should arrive at a favourable conclusion. When dealing with problematical negotiators, it is advisable to use manipulative tactics underlain in the Laws of Persuasion, namely: discussion of the rules of the game; manoeuvring the conversation to a more objective solution; setting preconditions in law prevention by using only logical principles as a standard process in the negotiation. Knowing and implementing the Laws of Persuasion into practice lead to a more effective way of achieving the goals of all negotiating parties.

To succeed in organizing and preparing for negotiations the person who is responsible for their conducting should observe the algorithm, suggested by [11], which consists of the following stages:

1. Determination of methods for conducting negotiations. For this it is necessary to adjust the method of conducting negotiations to the particulars of each offer, considering such methods as: telephone conference; letter; E-mail; videoconference; conference at the Government facility; as well as visit to the offeror's facility.

2. Preparation of the team members and the environment to send the appropriate nonverbal communications. As is known, 70 to 90 percent of the communications spectrum is nonverbal. That is why final preparations for the negotiation need to consider:

(1) ***body language*** consisting of (a) the elements indicating positive attitudes; (b) elements indicating negative attitudes; (c) gestures that may offend or confuse others;

(2) ***physical environment elements*** that transmit important nonverbal messages, such as: (a) a negotiation conference facility that sends information about the organization and the importance of the negotiation; (b) conference table configuration that informs about trust and willingness to communicate; (c) conference table size which tells about the flow of communications; (d) the principal negotiator's position at a conference table that sends about the flow of communications; (e) the physical distance between negotiators demonstrating the speaker's ability to freely exchange information; (f) the relative elevation of negotiators which shows concerning attempts to control negotiations; (g) the

availability of visual aid devices that demonstrates interest in aiding the flow of information;

(3) ***personal attributes***, including: (a) personal dress; (b) personal grooming; (c) vocal cues; (d) handshake cues, that transmit important nonverbal messages.

3. Active leading of the negotiation team. From the very beginning of the negotiation conference, the negotiation team must function as a single entity. That requires leadership throughout the conference, including:

(1) assuring that the preparations are complete before opening the negotiation conference;

(2) assuring that team support is available when needed;

(3) controlling team member participation;

(4) using councils to maintain a unified position;

(5) using breaks to relieve tension and control the pace of negotiations.

4. Setting the stage for the conference at the opening. Establish a positive win-win environment by:

(1) greeting the other team cordially;

(2) taking time to introduce participants;

(3) helping participants feel at ease;

(4) briefly reviewing background information;

(5) emphasizing the goal of a win-win outcome;

(6) reviewing the negotiation agenda.

5. Bargaining on the issues. Bargaining includes persuasion, alteration of assumptions and positions, as well as give and take on the issues, including price, schedule, technical requirements, contract type, and other terms of the proposed contract, as a result of non-competitive / competitive discussions:

(1) *in non-competitive negotiations* it is advisable: (a) to follow the negotiation plan; (b) to begin bargaining with issues related to contract requirements; (c) to bargain on price after the agreement on technical issues;

(2) *in competitive discussions* it is necessary: (a) to follow the negotiation plan; (b) to explain that proposal deficiencies must be corrected; (c) to explain that

correcting weaknesses will improve the proposal; (d) to identify other proposal aspects for possible improvement; (e) not to engage in inappropriate conduct; (f) not to mislead the offeror.

6. Reaching agreement on the issues. In a non-competitive negotiation, it is worthwhile remembering that agreement has to be reached having considered all issues. At the same time, the parties do not have to come to terms on every issue as long as they agree on contract requirements and price. For successful negotiations it is important to:

(1) periodically review areas of agreement;

(2) sequence the approach to addressing the areas of disagreement;

(3) use mutual problem solving to reach agreements;

(4) use compromise to reach agreements;

(5) keep a written record of offers, counteroffers, agreements, and unresolved issues;

(6) reach agreement.

7. Closing the non-competitive negotiations. The negotiation conference should be closed as soon as possible after an agreement is reached. During a closing stage it is necessary to:

(1) review key elements of the agreement to confirm agreement;

(2) seal the agreement with a handshake.

(3) if no agreement is reached, it is advisable to elevate the negotiations, as appropriate, to a higher authority for review and a decision on appropriate action.

8. Obtaining interim proposals to document the offeror's position in competitive discussions. It is not sensible to obtain an interim proposal unless one is necessary to document the course of discussions. In particular, it is appropriate to consider requesting an interim proposal when negotiations centre on new and unique approaches to complex requirements.

9. Eliminating an offeror that is no longer competitive from the competitive range (in competitive discussions). If during the course of discussions it becomes evident that an offer previously included in the competitive range is no longer among the proposals rated most highly, that proposal may be dropped without giving the offeror an opportunity to revise it.

10. Requesting final proposals revisions (in competitive discussions). At the conclusion of discussions, each offeror still in the competitive range should be given an opportunity to submit a final proposal revision. The request should be brief, but it must:

(1) establish cut-off date for receipt of final proposal revisions from all offerors still in the competitive range;

(2) advise each offeror that: (a) the final proposal revision should be presented in writing, (b) the government intends to make award without obtaining further revisions.

11. Evaluating final proposal revisions using criteria established in the solicitation. A late final proposal revision should be treated as a late proposal. If no timely final proposal revision is received, the proposal should be evaluated on prior submissions. In rating proposals, only the criteria established in the solicitation should be used. With other members of the source selection team it is important to:

(1) evaluate the proposal using technical or management factors established in the solicitation;

(2) evaluate the proposal using price and price-related factors;

(3) establish an overall ranking for each proposal.

12. Documenting the negotiations. The price negotiation memorandum or similar document must include the following:

(1) the purpose of the negotiation;

(2) a description of the acquisition, including appropriate identifying numbers;

(3) the name, position, and organization of each person representing the contractor and the Government in the negotiation;

(4) the current status of any contractor systems to the extent they were affected and considered in the negotiation;

(5) if cost or pricing data were not required for any price negotiation exceeding the cost or pricing data threshold, the exception and the basis for it;

(6) if cost or pricing data were required, the extent to which the Contracting Officer: (a) relied on the cost or pricing data submitted and used them in negotiating the price; (b) recognized any inaccurate, incomplete, or noncurrent cost or pricing data; (c) determined that an exception applied after the data were submitted and, therefore, considered not to be cost or pricing data;

(7) a summary of the contractor's proposal, any field pricing assistance recommendations, including the reasons for any pertinent variances, the Government's negotiation objective, and the negotiated position;

(8) the most significant facts or considerations controlling the establishment of the prenegotiation objectives and the negotiated agreement including an explanation of any significant differences between the two;

(9) any significant impact of direction given by Congress or others;

(10) the basis for the profit or fee prenegotiation objective and the profit or fee negotiated;

(11) documentation of fair and reasonable pricing.

Thus, while preparing for the meeting with the other party, day-to-day negotiation in contracts and other business transactions, the following fundamental strategies and suggestions will assist all businesspersons to perform effective negotiation tactics.

1. Clear objectives help to make a list of goals before meeting the other party. That is why, when meeting with the other party the discussion should be kept ordered and the checklist of topics prepared in advance; this will facilitate to reach consensus during the negotiation.

2. It is important to go to a negotiation having done the research, knowing relevant law, facts, figures, etc. Besides, the first draft of an agreement should be written before meeting with the other party.

3. The company has to consider what it really needs to get from the other party; the areas of compromise should be clearly outlined and decided beforehand.

4. It is advisable to build trust with the other party, taking into account their concerns.

Revision Tasks

1. Speak on functions of contracts and negotiations. Give their definitions.

2. Characterize the structure of a contract.

3. Dwell on the tips for writing a contract. Enumerate them. Illustrate the answer with your own example.

4. Comment on the art of persuasion and the six laws to be considered while persuading the other party.

5. Characterize the main parts of the algorithm of preparing for negotiations. Exemplify your answer with your own sample of negotiations.

Topical vocabulary

ambiguity /ˌæmbɪˈgjuːətɪ/ – двозначність

apparent /əˈpærənt/ – явний, очевидний

attorney /əˈtɜːnɪ/ – адвокат, юрист

avoid dispute /əˈvɔɪd dɪˈspjuːt/ – уникати дискусії

bargaining /ˈbɑːgɪnɪŋ/ – ведення перемовин, укладання угоди

be accurate /ˈækjərət/ – бути точним

be amended /əˈmendɪd/– бути виправленим

be aware of /əˈweə/ – знати, бути обізнаним

be experienced in /ɪkˈspɪərɪənst/ – бути досвідченим у

be incorporated /ɪnˈkɔːpəreɪtɪd/ – бути зареєстрованим

be legally bound /ˈliːgəlɪ baʊnd/ – юридично зобов’язані

be linked to /lɪŋkt/ – бути пов’язаним

be modified /ˈmɒdɪfaɪd/ – бути зміненим

be outlined beforehand /ˈaʊtlaɪnd bɪˈfɔːhænd/ – бути попередньо/заздалегідь окресленим

blank /blæŋk/ – порожнє місце в документі (напр., для дати, підпису тощо)

bond paper /ˈbɒnd peɪpə/ – високоякісний папір

business agreement /ˈbɪznəs əgˈriːmənt/ – ділова угода checklist /ˈtʃeklɪst/ – перелік

claim /kleɪm/ – пред'являти претензії

competitive negotiations /kəmˈpetətɪv nɪˌɡəʊʃɪˈeɪʃᵊnz/ – перемовини конкурентного характеру

comply with /kəmˈplaɪ/ – узгоджуватися, відповідати

confidence /ˈkɒnfɪdəns/ – конфіденційність, упевненість, переконаність,

consistency /kənˈsɪstənsɪ/ – послідовність

contract award /ˈkɒntrækt əˈwɔːd/ – видача замовлення, підписання контракту державної установи з приватною компанією

controversy /ˈkɒntrəvɜːsɪ/ – протиріччя

counterpart /ˈkaʊntəpɑːt/ – дублікат, копія

day-to-day negotiation /ˌdeɪ tə ˈdeɪ nɪˌɡəʊʃɪˈeɪʃᵊn/ – щоденні перемовини

decode /diːˈkəʊd/ – розшифровувати

deliverable /dɪˈlɪvərəbᵊl/ – те, що підлягає доставці

display flexibility /dɪˈspleɪ ˌfleksəˈbɪlətɪ/ – ілюструють гнучкість

dotted line /ˈdɒtɪd laɪn/ – 1) місце для підпису; 2) пунктирна лінія

draft /drɑːft/ of the contract – проект контракту

enforceable agreement /ɪnˈfɔːsəbᵊl əɡˈriːmənt/ – угода, яка має юридичну силу

enter into contract /ˈentər ɪntə ə ˈkɒntrækt/ – укладати контракт

equipment lease /ɪˈkwɪpmənt liːz/ – договір на оренду устаткування

facilitate /fəˈsɪləteɪt/ – полегшувати

get out of the contract /get ˈaʊt əv ðə ˈkɒntrækt/ – вийти/розірвати контракт

give and take on the issues /ˈɪʃuːz/ – взаємні уступки з питання укладання угоди

hereby /ˌhɪəˈbaɪ/ – цим (документом)

herein /ˌhɪərˈɪn/ – при цьому, тут

hereinafter /ˌhɪərɪnˈɑːftə/ – далі (у тексті контракту)

if applicable /əˈplɪkəbᵊl/ – за необхідності in advance /ədˈvɑːns/ – заздалегідь

in witness whereof /ɪn ˈwɪtnəs weərˈɒf/ – в присутності свідків

incorporated /ɪŋˈkɔːpəreɪtɪd/ – включений (до документу)

initial /ɪˈnɪʃᵊl/ every page – підписувати кожну сторінку

interim /ˈɪntərɪm/ proposals – тимчасові пропозиції

list of goals /gəʊlz/ – перелік цілей

litigation /ˌlɪtɪˈgeɪʃᵊn/ – судовий процес

mediation /ˌmiːdɪˈeɪʃᵊn/ – посередництво, клопотання, заступництво

negotiate /nɪˈgəʊʃɪeɪt/ – вести перемовини, домовлятися

nickname /ˈnɪkneɪm/ – ім'я (назва)

non-competitive negotiations /ˌnɒnkəmˈpetətɪv nɪˌgəʊʃɪˈeɪʃᵊn/ – перемовини неконкурентного характеру

nonprofit organization /ˌnɒnˈprɒfɪt ˌɔːgenaɪˈzeɪʃᵊn/ – некомерційна організація

notary acknowledgement /ˈnəʊtərɪ əkˈnɒlɪdʒmənt/ – визнання документу нотаріусом

notary clause /ˈnəʊtərɪ klɔːz/ – нотаріальний запис

nuances of meaning /ˈnjuːɑːnsɪz əv ˈmiːnɪŋ/ – нюанси, відтінки значення

ongoing relationship /ˌɒnˈgəʊɪŋ rɪˈleɪʃᵊnʃɪp/ – майбутні стосунки

ownership /ˈəʊnəʃɪp/ – право на власність, власник

parties /ˈpɑːtɪz/ – сторони

payment schedule /ˈpeɪmənt ˈʃedjuːl/ – графік виплат

pitfall /ˈpɪtfɔːl/ – пастка

prenuptial agreement /ˌpriːˈnʌpʃᵊl əgˈriːmənt/ – (до)шлюбний контракт

prior consent /ˈpraɪə kənˈsent/ – попередня згода

property settlement agreement /ˈprɒpətɪ əgˈriːmənt/ – договір щодо розподілу спільного майна

real estate sales contract /ˈrɪəl ɪsteɪt ˈseɪlz kɒntrækt/ – контракт купівлі-продажу нерухомого майна recitals /rɪˈsaɪtᵊlz/ – звіт, детальний виклад, декларативна частина угоди

recitals by reference /rɪˈsaɪtᵊlz baɪ ˈrefᵊrəns/ – вступна частина контракту, в якій наводиться посилання на учасників контракту

reference /ˈrefᵊrəns/ – відношення; посилання; згадування

related concepts /rɪˈleɪtɪd ˈkɒnsepts/ – пов'язані концепції, ідеї

scope of authority /skəʊp əv ɔːˈθɒrətɪ/ – обсяг повноважень

scope of work /skəʊp əv wɜːk/ – обсяг роботи

second thought /ˈsekənd θɔːt/ – думка, до якої дійшли після роздумів

seek enforcement /siːk ɪnˈfɔːsmənt/ – здійснювати тиск

specify /ˈspesəfaɪ/ – уточнювати

stay/be in tune /tjuːn/ with – відповідати / узгоджуватися з

subsequent /ˈsʌbsɪkwənt/ – наступний

tool /tuːl/ – інструмент, засіб

trust /trʌst/ – довіра

well-drafted agreement /ˈwel drɑːftɪd əgˈriːmənt/ – добре підготовлений проект угоди

win-win situation /ə ˈwɪn wɪn sɪtʃuˈeɪʃᵊn/ – ситуація, орієнтована на перемогу

work plan /ˈwɜːk plæn/ – робочий план

UNIT 6

MAKING A PRESENTATION

Presentation is a style of speaking or manner of delivering, bringing or offering certain thoughts or ideas about something to the public, given often in a formal or ceremonious way. The skill of preparing and delivering presentation is very important for managers or engineers to communicate their thoughts and ideas effectively, using a variety of tools and media. Presentation consists of two stages: (1) written (its preparation) and (2) oral (its delivery).

The first stage of presentation should be carefully and logically prepared, just as it should be done while preparing a written report. First, it is advisable to write out the presentation in rough, just like a first draft of a written report. Then, it is necessary to review and proofread the draft, deleting things that are irrelevant or redundant. After a thorough proofreading the presentation should be consistent and its content should flow smoothly. The things which the speaker cannot easily express, possibly because of doubt about his/her understanding, should be left unsaid.

Audience prefers the speaker to deliver the presentation orally, rather than to read it from a script. It is also unwise to have the talk written out in detail as a prompt sheet since the speaker may fail to locate the thing he/she wants to say amongst all the other text. The speaker has to know most of what he/she wants to say; if he/she doesn’t then he/she should not be allowed to give the talk. In order to be successful in delivering a presentation the speaker should prepare cue cards, which have key words and phrases (and possibly sketches) on them. It is reasonable for the speaker to number the cards in case he/she drops them. It is also necessary to mark on the cards the visual aids that go with them so that the right overhead projector or slide is shown at the right time. The final step in preparing the presentation is its rehearsal, i.e. the speaker has to rehearse the presentation to him/herself and then in front of some colleagues to consider how the words and the sequence of visual aids go together.

In modern English, presentations tend to be much less formal than they were even twenty years ago. Most audience these days prefer a relatively informal approach. However, there is a set of certain requirements to structuring a presentation that one should observe: (1) stating the presentation; (2) stating the key message/mission statement; (3) giving details to the key message; (4) finishing the presentation; (5) handling the questions.

1. Starting the presentation: a) it is necessary to greet the audience and to get people's attention. The sentences below will suit the occasion:

Good morning, ladies and gentlemen.

If I could have everybody's attention.

If we can start.

Perhaps we should begin?

Let's get started.

b) the second step consists in welcoming the audience, for example:

Welcome to Microsoft.

Thank you for coming today.

On behalf of Intel, I'd like to welcome you.

c) after this the speaker should introduce him/herself, for example:

My name's Jane Shaw. I'm responsible for travel arrangements.

For those of you who don't know me, my name's Tom Spotter.

As you know, I'm in charge of public relations.

I'm the new Marketing Manager.

d) then follows the statement of the purpose of presentation for example:

This morning I'd like to present our new processor.

Today I'd like to discuss our failures in the Japanese market and suggest a new approach.

This afternoon, I'd like to report on my study into the German market.

What I want to do this morning is to talk to you about our new mobile telephone system.

What I want to do is to tell you about our successes and failures in introducing new working patterns.

What I want to do is to show you how we've made our first successful steps in the potentially huge Ukrainian market.

Today I'm going to talk about the peculiarities of Ukrainian market.

In this presentation, I'd like to tell you a little bit about the last year's progress in organizing freight transportation in Ukraine.

Alternatively, the best way to grab the audience's attention is by starting the presentation with a question or a challenging statement. The speaker can also use different pictures or objects.

So, how much do you know about…?

Have you ever asked yourself why...?

What I'm going to tell you about today will change the way you think about...

Pass around the picture/object. What do you think it is?

c) the first stage of presentation is finished by stating how the speaker wants to deal with questions:

If you have any questions, I'll be happy to answer them as we go along.

Feel free to ask any questions.

Perhaps we can leave any questions you have until the end?

There will be plenty of time for questions at the end.

2. Stating the key message, or mission statement. Any presentation must have a key message, which should be short. Stating it, the speaker avoids adding unnecessary information to his/her presentation and overloading the audience. The best way to do this is to provide the key message within the first few minutes of starting the talk, otherwise the speaker risks losing the attention of the audience. To draw up the mission statement it is advisable to start with an action verb, for example,

I want my audience to allocate budget to my project.

I want my audience to buy my product.

I want my audience to understand the problems of investing in Ukraine.

I want my audience to be enthusiastic about new changes.

I want my audience to rally around their new targets.

Writing the key message should be the most time consuming and difficult part in preparing presentation, or else it will be the waste of the speaker's as well as audience's time.

The key message should contain:

• the main action or change in behaviour the speaker wants the audience to take as a result of listening to the presentation;

• reference to the audience;

• reference to an example that the speaker elaborates on.

Below is the example of the key message:

Since you are all marketing managers, I'm convinced that by the end of this morning's talk you'll be absolutely determined to use our new marketing software that allows you to gain access to research reports in a flash. In fact I'm sure you'll be so impressed you'll want a copy in the next 30 minutes.

Thus, this message includes:

(a) who the presentation is for – marketing managers;

(b) what the audience will do – use the new software;

(c) why the audience will do it – to gain access to research;

(d) when they will do it – in the next 30 minutes.

This message is just 55 words long, which means the speaker can utter it in 18 seconds. If some listeners do not wish to listen to the speaker after those opening 20 seconds, they will still have understood what he/she has come to tell them. The remainder of the talk would just be the detail. A good key message, like the example above, means that the audience will be looking forward to further information, so they will carry on listening. To make sure the audience has got the message, the speaker has to repeat it right at the end of the talk. This helps ensure the late arrivals also know what the message was.

By focusing his/her ideas and energies in this way, the speaker produces a much tighter and more effective presentation that the audience will enjoy listening to and the speaker will enjoy giving.

3. Giving details to the key message. Any presentation needs to answer the following questions: 1) Why is the key message important to the audience? 2) How can the audience use the key message? 3) What benefits can the audience receive from the key message? 4) What factual evidence supports the key message? 5) What examples prove the key message?

Each point should be introduced with the following linking phrases and expressions listed below:

The first/key thing to say about… is...

The main point to make about… is...

What you really need to know about… is ...

Now let's look at...

Let's turn to/move on to ...

Another interesting thing to say about… is ...

Finally, I'd like to say a few words about...

Introduction of each point is supported by brief information, delivered by means of two, three, or, at the most, four sentences. The following parenthetical words and phrases help the speaker construct well-balanced sentences.

Anyway,...; Naturally,...; Of course,...

Similarly, ... ; Surprisingly, ,.,; Remarkably, ...

Despite,...; However, ...; Although,...; Whereas...

Consequently, ... ; In addition,..,; Moreover,...; Furthermore, ...

Incidentally, ... ; By the way, ... ; It's worth noting that...

Let's analyze the given example of the key message whether it answers the mentioned above presentation questions.

1) The important of the key message to the audience.

Having constructed the key message the speaker has to think of all the reasons why the audience should accept what he/she is saying as well as react upon the delivered material. These reasons and the detail behind them form **the first section** of presentation.

In our example, the presentation may go on to consider:

That marketing managers can't do their job without market research.

That software makes accessing research easier.

That there is no suitable program that works quickly enough for marketing managers.

2) The way the audience can use the key message and what benefits the audience can receive from the key message.

The next step shows how the message can be acted upon. In this section of the talk the speaker needs to provide some explanation of how the audience can take the suggested action or how they might go about changing their minds on a situation.

At this stage the speaker is giving his/her ideas and suggestions in the shortest possible way. At the same time, to leave this stage out disturbs the natural logic in the audience's mind and the speaker loses support, thus reducing his/her influence.

In the example given above, this section might consider: *Obtaining a copy from the sales team; Downloading a copy form the Internet, etc.*

3) Factual evidence, which supports the key message and examples that prove the key message.

After the speaker has told the audience what he/she expects them to do, why they should do it and how they can get on with things, the speaker needs to provide evidence for his/her assertions. After the key message, this part is the most important part of presentation. The speaker can prove his/her key message in several ways, but the main evidence comes from (a) personal examples; (b) case studies; (c) statistics.

Personal examples are very powerful, especially when presented as stories. As to case studies, they can be useful, but they are more difficult to tell as stories. As far as statistics data are concerned, they are useful to help the speaker prove this or that point, but they less illustrative than the examples and case studies, since people understand that the speaker use statistics in his/her favour, so the listeners put less trust in them.

In our example this section may consider:

The story about the marketing manager you met at a conference who said the program had enabled much greater control of marketing programmes;

The case study of the company, which used the software and, as a result, achieved a much happier marketing team;

The figures from several companies that showed marketing efforts were 30% more successful when the software was used.

4. Finishing the presentation. The way the speaker finishes his/her presentation is as important as the way he/she begins it. The speaker leaves a better impression with a good closing of the presentation rather than by confusing the issue throwing in extra points. It is advisable to briefly summarize the key points of presentation five minutes before its end, by using a quote, a story or a graphic. Here are examples of phrases used to conclude the key message:

In conclusion,... ; To sum up,...

So, remember that… is all about ,… , and… .

So, there are three things to remember about... .

If there are no more questions, we should stop there.

After the speaker has finished, he/she invites the audience to ask questions, telling them how long the question-and-answer period will last.

5. Handling the Questions. For many speakers, the most responsible part of a presentation is handling the questions. It is almost impossible to predict the types of questions. Many people find it hard to choose a good answer to a question in these conditions. Here are some guidelines on **how to deal with questions:**

1) it is necessary to: (a) maintain eye-to-eye contact with the person asking the question, (b) thank the person for the question; (c) go back to eye contact with the rest of the audience while answering the question since the answer is meant not just to the person who asked the question, but to the audience;

2) if the presentation is delivered in a large room, it is advisable to repeat the question so that everyone will know what has been asked, or comment on it first or reformulate it to gain some time to think about the answer.

Here are some useful expressions to help the speaker do it:

That's a very interesting question.

I'm glad you've asked that question.

A good question.

I'm sorry but I don't have that information to hand.

Can I get back to you about that?

I'm afraid I can't answer that.

I'm not in a position to comment on that.

As I said earlier, … .

I think I answered that when I said …

I did mention that.

I don't see the connection.

I'm sorry, I don't follow you.

I think that is a very different issue.

3) if the speaker doesn't know the answer to the question, it is better not to apologize but to admit that he/she doesn't know the answer, that he/she will find out and let the audience know;

4) if the questions are irrelevant and not connected to the subject of the presentation, the speaker has to state it and get another question. Some questions may be unnecessary since the speaker has already given the answer. That is why he/she has to repeat the answer briefly and pass to the next question.

5) if the speaker comes to the end of the time, he/she has to tell the audience that he/she has only time for one more question;

6) it is advisable not to ask anyone else to answer the question without prior warning;

7) at the end of the questions the speaker should make some powerful remark or a strong conclusion reinforcing his/her mission, since this is what the audience will leave with. The presentation ends with the words of gratitude to the organizers and the audience.

Here are some ways of dealing with questions:

(a) when the speaker doesn't want to answer: *To be honest, I'm not really the person to ask about that.*

(b) the speaker's reaction when someone interrupts him/her: *Sorry, could I just finish?*

(c) when the speaker finally understands what the questioner wants to know: *Oh I see. So what you are asking is …*

(d) when the speaker realizes the audience don't understand what he/she said: *Perhaps I didn't make myself clear. What I was trying to say was …*

(e) if the speaker doesn't want to tell everyone: *Perhaps we can talk about it when I have finished.*

Here are some ways of getting an answer from the speaker:

(a) when the answer doesn't give the questioner the information he/she wants: *Yes, that may be so, but what I want to know is …*

(b) when the speaker's answer is evasive: *Yes, but you still haven't answered my question.*

(c) if the questioner is skeptical and wants more detail: *Well, I'm not so sure. Can you give us an example to illustrate that?*

(d) if the questioner doesn't agree: *That may be so, but I still think ...*

Thus, the oral delivery of presentation material should be concise, interesting and to the point. In addition to the obvious things like content and visual aids, the following is just as important as the audience will be subconsciously taking them in: (1) *the speaker's voice* – **how** he/she delivers the presentation is as important as **what** he/she says; (2) *body languag*e – the body movements express the speaker's real attitudes and thoughts; (3) *appearance* – first impressions influence the audience's attitudes to the speaker who should be dressed appropriately for the occasion.

Some Guidelines on the Presentation Delivery

Presentation delivery is considered successful when the speaker adheres to the following recommendations:

(1) the speaker has to keep to the time allowed. It is better to under-run the presentation delivery than over-run it. As a rule, it is advisable to spend 2 minutes for each general overhead transparency or Powerpoint slide used. At the same time, it is necessary to remember that the audience gets bored with something on the screen for more than 5 minutes, especially if the speaker is not actively talking about it;

(2) the speaker should stick to the plan of the presentation, not digressing from the subject matter;

(3) it is necessary to leave at least 5 minutes for discussion. This time is quite sufficient to allow clarification of some points. The session chairman may extend the time if the question-answer period becomes interesting; if questions are slow in coming, the speaker can ask a question to the audience;

(4) to deliver the presentation clearly the speaker should take into account the acoustics of the room not to shout or whisper;

(5) the tempo of the delivery should not be slow or accelerated; it should be natural, although not conversational;

(6) to emphasize the importance of a particular point of presentation, the speaker should deliberately pause at key points. At the same time, to make the presentation interesting, the speaker has to change his/her delivery, for example, by means of fluctuations of tempo, pitch of voice, voice range, loudness, etc.;

(7) to highlight some points the speaker may use his/her hands, but nevertheless, too much hand waving irritates the audience;

(8) the speaker should remember that he/she must not stand in a position where he/she obscures the screen blocking the projection of the image;

(9) during the presentation it is important to look at the audience as much as possible, but not to fix on an individual since it can be nerve-racking. It is worthwhile to pitch the presentation towards the back of the audience, especially in large rooms;

(10) the speaker should not move about the room too much since pacing up and down could distract and nerve the audience, although some animation is desirable. At the same time, the speaker should know when to stop and also when to

cut out a piece of the presentation. That is why he/she must constantly keep an eye on the audience's reaction or feedback.

(11) to know and properly use conversational formulas which demonstrate the speaker's level of proficiency in the field, education and culture.

Revision Tasks

1. Define presentation. Speak on the stages any presentation consists of; characterize them.

2. Comment on the starting section of presentation. Illustrate the answer with your own example.

3. Dwell on the key message, or mission statement, of the presentation. Write down the example of presentation key message; analyze it.

4. Analyze the details of the key message. Give the example of your own.

5. Speak on the finishing stage of presentation. Illustrate the answer with your own example.

6. Dwell on the procedure of the question-answer section of the presentation. Exemplify your answer.

7. Enumerate the main guidelines on the presentation delivery. Characterize the role of paralinguistic factors in the process of presentation delivery.

Topical vocabulary

accelerated /əkˈseləreɪtɪd/ tempo – прискорений темп мовлення

adhere /ədˈhɪə/ to/ stick to – дотримуватися

admit /ədˈmɪt/ smth – визнавати

allocate budget /ˈæləkeɪt ˈbʌdʒɪt/ to smth – виділяти кошти на щось

amongst /əˈmʌŋst/ – серед

approach /əˈprəʊtʃ/ – підхід

assertion /əˈsɜːʃᵊn/ – твердження

at the most – максимально, найбільше

get people's attention /əˈtenʃᵊn/ – привернути увагу аудиторії avoid /əˈvɔɪd/ – уникати

be allowed /əˈlaʊd/ to do smth – дозволяти комусь щось робити

be impressed /ɪmˈprest/ – бути враженим, під враженням

be nerve-racking /ˈnɜːvˌrækɪŋ/ – такий, що дратує

be to the point /pɔɪnt/ – говорити по суті

carry on / keep / go on listening /ˈlɪsᵊnɪŋ/ – продовжувати слухати

ceremonious /ˌserəˈməʊnɪəs/ – церемоніальний, офіційний

challenging statement /ˈtʃælɪndʒɪŋ ˈsteɪtmənt/ – твердження, що стимулює до роздумів

colleague /ˈkɒliːɡ/ – колега

conclude /kənˈkluːd/ – завершити, підсумувати

confusing the issue /kənˈfjuːzɪŋ ðə ˈɪʃuː/ – напускання "туману" з якогось питання

connected to /kəˈnektɪd tə/ – що стосується

connected with /kəˈnektɪd wɪð/ – пов'язаний з

cue cards /ˈkjuː kɑːdz/ – опорні картки

deal with questions /diːl wɪð ˈkwestʃənz/ – мати справу з питаннями

deliberately /dɪˈlɪbərətlɪ/ – свідомо, навмисно

digress /daɪˈɡres/ – відхиляться від теми

distract /dɪˈstrækt/ – відволікати, відвертати увагу

disturb the logic /dɪˈstɜːb ðə ˈlɒdʒɪk/ – порушувати логіку

elaborate on /ɪˈlæbəreɪt/ – конкретизувати

evasive /ɪˈveɪsɪv/ /vague /veɪɡ/ answer – непряма/нечітка відповідь на запитання

eye-to-eye contact /ˈaɪ tə aɪ ˌkɒntækt/ – зоровий контакт

factual evidence /ˈfæktʃuəl ˈevɪdəns/ – фактичне свідчення

failure /ˈfeɪljə/ – поразка

feedback /ˈfiːdbæk/ – зворотній зв'язок, реакція аудиторії

feel free /fiːl friː/ – не соромитися, почуватися вільно fluctuations /ˌflʌktʃuˈeɪʃᵊnz/ – коливання

gain /geɪn/ some time – виграти деякий час

get bored /bɔːd/ with – втрачати до чогось інтерес

grab the audience's attention /græb ðɪ ˈɔːdɪəns əˈtenʃᵊn/ – миттєво захопити увагу аудиторії

handle the question /ˈhændᵊl ðə ˈkwestʃən/ – справлятися з питанням

in charge of /tʃɑːdʒ/ – бути відповідальним за щось, контролювати

irrelevant /ɪˈreləvənt/ – недоречне

irritate /ˈɪrɪteɪt/ – дратувати

it is worthwhile /ˌwɜːθˈwaɪᵊl/ – варто

keep /kiːp/ an eye on – слідкувати за

key message /ˈkiː mesɪdʒ/ words/phrases – ключове повідомлення/слова/фрази

late arrival /leɪt əˈraɪvᵊl/ – той, хто запізнився

leave /liːv/ smth out – пропускати, випускати щось

lose one's attention /ˈluːz wʌnz əˈtenʃᵊn/ – втрачати увагу

loudness /ˈlaʊdnəs/ – гучність

medium /ˈmiːdɪəm/ (pl. media /ˈmiːdɪə/) – засіб

mission statement /ˈmɪʃᵊn ˈsteɪtmənt/ – ключове твердження

obscure the screen /əbˈskjʊə ðə skriːn/ – затуляти екран

or else /ɔːˈrels/ – інакше

overhead projector /ˌəʊvəˈhed prəˈdʒektə/ – проектор для слайдів

overhead transparency /ˌəʊvəˈhed trænsˈpærənsɪ/ – діапозитив

overload the audience /ˈəʊvələʊd/ – перевантажувати аудиторію

pace /peɪs/ up and down – ходити по аудиторії

parenthetical /ˌpærənˈθetɪkᵊl/ words and phrases – вставні слова і фрази

pitch /pɪtʃ/ – висотнотональний рівень голосу

predict /prɪˈdɪkt/ – передбачати

prior warning /ˈpraɪə ˈwɔːnɪŋ/ – попереднє попередження prompt sheet /ˈprɒmpt ʃiːt/ – заготовка виступу, яка містить його короткий зміст

quote /kwəʊt/ – цитата

rally around a new target /rælɪ əˈraʊnd ə njuː ˈtɑːgɪt/ – об'єднатися навколо нової мети

range /reɪndʒ/ – голосовий діапазон

rather than /ˈrɑːðə ðən/ – радше, ніж

redundant /rɪˈdʌndənt/ – надлишковий

reference to /ˈrefᵊrəns/ – посилання на

rehearsal /rɪˈhɜːsᵊl/ – репетиція

reinforce /ˌriːnˈfɔːs/ – підсилювати

remainder /rɪˈmaɪndə/ – залишок

script /skrɪpt/ – письмовий варіант (напр., доповіді, презентації)

sketches /ˈsketʃɪz/ – нотатки

subconsciously /₍ˌ₎sʌbˈkɒnʃəslɪ/ – підсвідомо

sum up /ˈsʌm ˈʌp/ / summarize /ˈsʌməraɪz/ – підсумовувати

tend to be /tend tə biː/ – мати схильність до, бути схильним до

throwing in extra points /ˈθrəʊɪŋ ɪn ˈekstrə pɔɪnts/ – швидке представлення додаткових пунктів

tighter presentation /ˈtaɪtə ˌprezᵊnˈteɪʃᵊn/ – стисла презентація

time consuming/taking /ˈtaɪm kənˈsjuːmɪŋ/ˈteɪkɪŋ/ – трудомісткий; той, що забирає багато часу

under-run/over-run the presentation delivery /ˌʌndəˈrʌn / ˌəʊvəˈrʌn ðə ˌprezᵊnˈteɪʃᵊn dɪˈlɪvərɪ/ – мати час в запасі після презентації / представляти презентацію понад наданого часу

utter /ˈʌtə/ – вимовляти, промовляти

visual aids /ˈvɪʒuəl eɪdz/ – наочність

write in rough /rʌf/ – написати чорновий варіант презентації

UNIT 7
BUSINESS ETIQUETTE

To be successful in communication in general and in business communication in particular, the knowledge of grammar and vocabulary is not sufficient since languages differ from one another not only in their phonology, syntax and lexis, but also in the very use of linguistic means [45:14]. Besides, to succeed in business communication the knowledge of etiquette and protocol is very important, as it is a form of business intelligence. It clarifies what is important in business communication, cultivates a respected image of co-conversers, and enables one to project confidence and authority, as well as to make flawless positive impressions. In addition, knowledge of business protocol, which is no longer referred to the international diplomatic community alone, is necessary for anyone engaged in global business and exchange.

Thus, business etiquette comprises the speaker's verbal and non-verbal behavior. Patterns of speech intercourse, as is known, differ from one speech community to another since language is an instrument of society, used for purposes of social cooperation and social intercourse [27:299; 38:91–112]. And this is quite natural since sharing the same language people share the same speech conduct, adequate to various situations, which make up their every day life. Getting into a new language community, a representative of another culture tries to follow the rules of speech etiquette of this community and to interpret them correctly, though at the same time he/she is influenced by the norms of his/her native etiquette as it penetrates into all spheres of his/her public and private life. That is why a foreigner usually acts according to the rules accepted by this community.

Lack of knowledge about the national specificity of speech etiquette hampers business communication. The speaker should know which act to perform and the rules governing it; as to the listener, he/she has to be able to adequately decode and interpret this act, which requires knowledge of both the language code and main rules of non-verbal communication [47:184–200]. Native speakers are less sensitive to lexical, grammar or pronunciation mistakes than to the violation of speech and behaviour etiquette accepted by the language community. Therefore communication can be often broken because of the speaker's verbal and non-verbal inaccuracy or failure, which usually causes the unfavorable reaction on the part of native speakers in general and business partners in particular. Hence, to achieve the goal of communication it is essential to know how to start, maintain and break the conversation, how to address, greet, apologize, invite, complain, etc. as well as how to behave non-verbally. These are all elements of speech etiquette, which develop as a system of rules, permissions, and prohibitions that organize the moral and ethical norms of the society.

Thus, all the representatives of the language community have to observe its norms indispensable for successful communication in the most frequent everyday situations, such as: addressing and introducing people, greeting/parting, inviting, complaining, apologizing, expressing gratitude, reproaching, giving advice, agreeing and disagreeing, congratulating, and the like. And since speech etiquette units are not always flexible, it is necessary to choose the most appropriate formulas in the target language taking into account semantic, stylistic, pragmatic and extralinguistic factors.

One of the key roles of management is to build business through relationships. A common way to build relationships is through everyday series of meetings and greetings with businesspersons through banks, attorneys, employees, peers, and anyone else who has something that someone else wants or needs. Unfortunately, even though most meetings start with good intentions, they are conducted chaotically and don't yield the results people expect. That is why a businessperson has to remember the following essential points of making the initial contact with a client, a partner, or a colleague, offered by L. Ramsey [33]:

(1) *Stand up when meeting someone*. This allows to engage the person on an equal eye-to-eye level as well as to send a message that the other person is important enough. If one can't stand up, he/she has to offer an apology and an explanation, saying something like, "*Please excuse me for not getting up. I can't seem to get around the foliage*".

(2). *Smile*. It is advisable to put a smile on one's face for the person standing before him/her since it expresses interest, excitement, empathy, concern; smiles create an optimistic, positive environment. A smile also means that one has to look as if he/she is pleased to meet the other person regardless of what is on his/her mind since the facial expression says more than words.

(3) *Make eye contact*. Looking at the people one meets, says that he/she is focused and interested in meeting the people. Good eye contact plays a large part in conveying businessperson's interest in others. It is advisable to look at the person as soon as he/she gets engaged in a conversation, or a bit earlier if one is trying to get someone's attention. Direct eye contact should be maintained throughout the conversation, especially when one is saying "good-bye". It will help leave a positive, powerful lasting impression. The suggested areas to "look at" during business conversations are just above one's eyes and a point between one's nose and lips. Lillian D. Bjorseth suggests [5] maintaining the eye contact about 80-90 percent of the time. Less than that can be interpreted as discomfort, lack of confidence or boredom. More than that can be considered as being too direct, dominant or forceful and makes the other person uncomfortable. It's okay to glance down occasionally as long as one's gaze returns quickly to the other person. Looking over the other person's shoulders means that one is seeking out someone more interesting to talk with.

(4) *Introduce yourself immediately*. As soon as one approaches people he/she doesn't know or is approached by them, it is necessary for him/her to say who he/she is. A statement about who the person is should be included when necessary. It is not always enough to say, "*Hello, I'm Mary Jones*". One should give more information, for instance, "*Hello, I'm Mary Jones. I work for Electricity Corporation*".

(5) *Offer a firm handshake*. When one is greeting a person, it is advisable to extend his/her hand. The person who puts a hand out first comes across as confident and at ease. One has to make sure that this physical part of the greeting is professional. It is necessary to remember that bone-crushing grips or wimpy limp-wristed shakes should not be offered. There is no need to be confused about men and women shaking hands. There once was a time when women didn't shake hands with men. In business nowadays everyone shakes hands with everyone else.

(6). *Learn how to make smooth introductions*. In business it is customary to introduce less important people to more important people. The way to do this is to say the name of the more important person first (e.g. *Professor David Crystal*), followed by the words "*I'd like to introduce you to senior teacher*…" and then give the other person's name. It is recommended to add something about each person so they will know why they are being introduced and will have some information with which to start a conversation.

(7) *Know who the more important person is.* The client or the business prospect is more important than the boss. It is important to be sure that the boss agrees.

(8) *Pay attention to names when meeting people*. It is all too common to be thinking about what one is going to say next and not focus on the other person. That is why to stand a better chance of remembering the person's name one has to concentrate and repeat it as soon as he/she hears the name.

(9) *Use first names of people whom you have just met only after they give the permission* since not everyone wants to be addressed informally at the initial meeting. It is better to err on the side of formality than to offend the other person at the very beginning.

(10) *Exchange business cards.* It is advisable to present a card so that the other person does not have to turn it over to read the information. The card should be presented with both hands to visitors from Japan, China, Singapore, or Hong Kong. When receiving someone else's business card, always look at it and acknowledge it. When the card is put away, it should be placed carefully in the card case or with business documents. Putting it into the pocket is offensive to the giver. In most cases, one has to wait until he/she has been introduced to give someone his/her card.

The businessperson's goal within the first few minutes of meeting other people is to make them feel comfortable so they will want to do business with the company. Being confident of the rules for those initial meetings, a businessperson (the boss, head of the project, manager, etc.) will have a solid start for long-term profitable relationships.

Revision Tasks

1. Comment on the importance of speech etiquette knowledge in business communication.

2. Characterize the role of verbal and non-verbal factors in the process of business communication.

3. Enumerate the points essential for making the initial contact with a business partner. Characterize them.

Topical vocabulary

achieve the goal of communication /əˈtʃiːv ðə ˈɡəʊl əv kəˌmjuːnɪˈkeɪʃᵊn/ – досягати мети спілкування

as long as /əz ˈlɒŋ əz/ – поки; до тих пір, поки

as soon as /əz ˈsuːn əz/ – як тільки, щойно

attorney /əˈtɜːnɪ/ – повірений; адвокат; юрист; атторней, прокурор

be at ease /bi ət ˈiːz/ – почувати себе зручно, комфортно

be confident of /bi ˈkɒnfɪdət əv/ – бути впевненим у чомусь

be confused /bi kənˈfjuːzd/ – бути зніченим, збентеженим, спантеличеним

be customary to do smth /bi ˈkʌstəmərɪ tə ˈduː smθ/ – бути звичним щось робити

be flexible /bi ˈfleksəbᵊl/ – бути гнучким

be focused on smth /bi ˈfəʊkəst ɒn smθ/ – бути сфокусованим (зосередженим, сконцентрованим) на чомусь

be indispensable for /bi ˈɪndɪsˈpensəbᵊl/ – бути обов'язковим, необхідним

be influenced by smb or smth /bi ˈɪnfluənst baɪ/ – бути під впливом

be sensitive to smth /bi ˈsensɪtɪv/ – бути чутливим до чогось

bone-crushing grip /ˈbəʊnkrʌʃɪŋ ɡrɪp/ – сильне рукостискання

boredom /ˈbɔːdəm/ – нудьга

business card /ˈbɪznəs kɑːd/ – візитна картка

business etiquette /ˈbɪznəs ˈetɪket/ – бізнес етикет (певні правила поведінки)

business prospect /ˈbɪznəs ˈprɒspekt/ – ділові перспективи

business protocol /ˈbɪznəs ˈprɒtəkəʊl/ – правила етикету (поведінки) в бізнесі

card case /ˈkɑːd keɪs/ – футляр для зберігання візиток cause the unfavorable reaction on /ˈkɔːz ði ʌnˈfeɪvərəbᵊl riˈækʃᵊn/ – спричинювати несприятливу реакцію на

chaotically /keɪˈɒtɪkᵊlɪ/ – хаотично

clarify /ˈklærɪfaɪ/ – зробити зрозумілим (думку, висловлення); пролити світло (на щось), розтлумачити

client /ˈklaɪənt/ – клієнт

come across /ˈkʌm ˈkrɒs/ – наштовхнутися, наткнутися на щось

comprise /kəmˈpraɪz/ – містити в собі

concern /kənˈsɜːn/ – торкатися, стосуватися

cultivate /ˈkʌltɪveɪt/ – сприяти

empathy /ˈempəθɪ/ – емпатія; співчуття; співпереживання

environment /ɪnˈvaɪᵊrəmənt/ – оточення, обставини, середовище

err /ɜː/ – помилятися; допускати помилку

extend one's hand /ɪkˈstend wʌnz ˈhænd/ – подавати руку

facial expression /ˈfeɪʃᵊl ɪkˈspreʃᵊn/ – вираз обличчя

failure /ˈfeɪlə/ – нездатність, неспроможність, невдача, провал

flawless /ˈflɔːləs/ – бездоганний

flexible /ˈfleksəbᵊl/ – гнучкий

hamper business communication /ˈhæmpə bɪznəs kəˌmjuːnɪˈkeɪʃᵊn/ – перешкоджати, утруднювати ділове спілкування

focus on /ˈfəʊkəs ˈɒn/ – концентруватися на

gaze /geɪz/ – пильний погляд

get engaged in smth /ˈget ɪnˈgeɪdʒd ɪn smθ/ – залучатися до чогось

glance /glɑːns/ – швидкий погляд

handshake /ˈhændʃeɪk/ – рукостискання

leave a positive impression /ˈliːv ə ˈpɒzɪtɪv ɪmˈpreʃᵊn/ – залишати позитивне враження

hence /hens/ – звідси, тому, отже

in general /ɪn ˈdʒenᵊrəl/ – взагалі

in particular /ɪn pəˈtɪkʊlə/ – зокрема

inaccuracy /ɪnˈækjərəsɪ/ – неточність, погрішність; помилка, промах

it is essential to know /ɪt ɪz ɪˈsenʃəl tə nəʊ/ – необхідно (важливо) знати

lack of knowledge /ˈlæk əv ˈnɒlɪdʒ/ – незнання, непоінформованість, необізнаність, некомпетентність

language community /ˈlæŋgwɪdʒ kəˈmjuːnɪtɪ/ – мовна спільнота

linguistic means /lɪŋˈgwɪstɪk miːnz/ – мовні засоби

long-term profitable relationships /ˌlɒŋ ˈtɜːm ˈprɒfɪtəbəl rɪˈleɪʃənʃɪps/ – довгострокові сприятливі зв'язки, стосунки

maintain the conversation /ˌmeɪnˈteɪn ðə ˌkɒnvəˈseɪʃən/ – підтримувати бесіду (спілкування)

make sure /meɪk ʃɔː/ – переконуватися, пересвідчуватися

manage the meeting /ˈmænɪdʒ ðə ˈmiːtɪŋ/ – проводити збори, зустріч

offend /əˈfend/ – ображати, кривдити

offer an apology /ˈɑfər ən əˈpɒlədʒɪ/ – вибачатися

offer an explanation /ˈɑfər ən ˌeksplәˈneɪʃən/ – пояснювати

peer /pɪə/ – особа, рівна за статусом

penetrate /ˈpenətreɪt/ – проникати

permission /pəˈmɪʃən/ – дозвіл

be pleased /pliːzd/ to do smth – робити щось із задоволенням

pocket /ˈpɒkɪt/ – кишеня

pragmatic factors /prægˈmætɪk ˈfæktəz/ – прагматичні фактори

prohibition /ˌprəʊɪˈbɪʃən/ – заборона

regardless /rɪˈgɑːdles/ of– не зважаючи на, не звертаючи уваги на

reproach /rɪˈprəʊtʃ/ – докір, дорікання

seek /siːk/ out smb or smth – шукати, розшукувати когось чи щось

share the same language /ʃeə ðə seɪm ˈlæŋgwɪdʒ/ – користуватися однією мовою

smooth introduction /smuːθ ˌɪntrəˈdʌkʃən/ – спокійне, урівноважене офіційне представлення

speech conduct /spiːtʃ ˈkɒndʌkt/ – мовленнєва поведінка target language /ˈtɑːgɪt ˈlæŋgwɪdʒ/ – нерідна мова

project /prəˈdʒeđt/ – розробляти, складати проект, проектувати

succeed in business communication /sək'siːd ɪn ˈbɪznəs kəˌmjuːnɪˈkeɪʃᵊn/ – досягати успіхів у діловому комунікації

violation of speech and behaviour etiquette /ˌvaɪəˈleɪʃən əv spiːtʃ ənd bɪˈheɪvjə ˈetɪket/ – порушення мовленнєвої та етикетної поведінки

wimpy limp-wristed shake /ˈwɪmpɪ ˈlɪmprɪstɪd ˈʃeɪk/ – в'яле, слабке рукостискання

yield the results /jiːᵊld ðə rɪˈzʌlts/ – видавати результати, приводити до результатів

PART 2

SELF-STUDY MATERIAL

UNIT 1

Task 1. Read the text given below. Make sure you understand what it is about.

Body Language in Business

The way the speaker behaves while communicating with other people says to them even more than the words; he/she is constantly sending messages about his/her true thoughts and feelings irrespective of using words or not. The speaker may not be aware of what he/she is saying with his/her body, but the interlocutors already get a certain message. It is necessary for the speaker to understand whether this is the message he/she wants to send.

Studies show that words account for only 7 % of the messages conveyed. The remaining 93 % of information is communicated by the non-verbal means. 55 % of communication is based on what people see and the other 38 % is transmitted through tone of voice. In the business setting, people can see what the speaker is not saying. If the body language doesn't match the speaker's words, he/she is wasting the interlocutor's time.

Eye contact, as it has been mentioned above, is the most obvious way the person communicates. When the speaker fails to make eye contact, he/she produces the impression that the other person is of no importance. It is recommended to maintain eye contact about 60 % of the time to look interested, but not aggressive.

Facial expression is another form of non-verbal communication. A smile sends a positive message and is appropriate in all situations. Smiling adds warmth and an aura of confidence.

Mouth movements give clues, too, such as pursing your lips or twisting them to one side, can indicate that the person is thinking about what he/she is hearing or that he/she is holding something back.

The position of the speaker's head tells a lot to his/her co-converser. Keeping a head straight, which is not the same as keeping a head on straight, produces an impression of the speaker's being self-assured and authoritative. Listeners usually take such a person seriously enough. If the speaker tilts his/her head to one side, he/she looks friendly and open.

The place of the speaker's arms also gives additional information about his/her intentions. Arms crossed or folded over the chest say that the speaker has shut other people out and has no interest in them or what they are saying. Besides, this position can also be understood, as "I don't agree with you". The way the speaker places his/her arms can either help or hurt his/her image: waving them about may show enthusiasm to some, but others see this gesture as one of uncertainty and immaturity. It is advisable to put the arms by the speaker's side as it is the best place for them and produces the impression of a confident and relaxed person.

It is important to control the hands by paying attention to where they are. In the business world, particularly when one deals with people from other cultures, hands need to be seen: an interlocutor should keep them out of pockets, resisting the urge to put them under the table or behind the back. Having the hands anywhere above the neck, playing with hair or rubbing the face, is unprofessional.

The angle of the speaker or listener's body gives an indication to others about what's going through his/her head. Leaning in says, "Tell me more"; leaning away signals that the speaker or listener has heard enough. Adding a nod of the head is another way to affirm that the interlocutor is listening.

Posture is also very important. It is recommended to sit or stand erect if the speaker wants to be seen as alert and enthusiastic. When a person slumps in his/her chair or lean on the wall, he/she looks tired. No one wants to do business with someone who has no energy.

A lot of legs movement indicates nervousness. How and where a person crosses his/her legs tells others how he/she feels. The preferred positions for a professional are feet flat on the floor or legs crossed at the ankles. The least professional and most offensive position is resting one leg or ankle on top of the other knee. It can make one look arrogant.

The distance the speaker's keeps from others is crucial to establish good relationship. If the person is standing too close to his/her interlocutor or "in someone's face" marks him/her as pushy. If the speaker is standing too far away it makes him/her as distant, cold, unfriendly and superior. It is advisable to find "the happy medium" to make the other person feel comfortable.

The distance between the speakers, or the so-called contact codes, is studied by **proxemics** – an aspect of non-verbal studies about the use of space in the process of communicating. It is classified into three types [26:68]:

feature-fixed space which tells one what, where and how he/she has to act, i.e. what behavior is appropriate in a dining-room, in a church, etc.

semifixed-feature space extends this function to movable objects, i.e. a person's rank and status can be communicated by the placement of tables, seating, etc. Ukrainians and Germans, for example, keep the doors of their offices and homes closed; privacy and property are sacred;

informal space includes the distance maintained in interpersonal encounters, which varies culturally. Americans have a particular value for their own physical space and are uncomfortable when other people get in their realm. According to T. Novinger, Latin Americans typically stand closer to the conversational partners (either male or female) than North Americans do. North Americans stand close to each other when they wish to say something fairly intimate. Latin Americans interpret normal North American speaking distance as unfriendly, whereas North Americans see Latin Americans closeness as intrusive and discomforting. At sporting events or theatres North Americans slide into a crowded isle while facing forwards with their backs to the people already seated; in similar situations, Ukrainians, vise verse, face people while passing to their seats [26:68].

One shouldn't risk violating someone else's space by touching them in any way other than with a handshake. The rules governing how and when to touch another person also vary greatly. In the USA it is common for member of the opposite sex to hold hands if they are romantically involved. But members of the opposite sex never hold hands unless they are too romantically involved. In contrast, in Asia members of the opposite sex never touch in public since this would be considered immodest. In Japan intentional touching between most adults in public is rare, even a handshake is absent.

Thus, the information given above illustrates how body language can communicate additional information about the speakers.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) Which paralinguistic means are used to convey a message?

b) Why is it important to maintain eye contact while communicating with other people?

c) How does the place of the speaker's arms communicate additional information?

d) What meanings are conveyed by the speaker's posture in business intercourse?

e) What is proxemics? Characterize its main types.

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Eye contact, as it has been mentioned above, is the most obvious way the person communicates. When the speaker fails to make eye contact, he/she produces the impression that the other person is of no importance. It is recommended to maintain eye contact about 60% of the time to look interested, but not aggressive. Facial expression is another form of non-verbal communication. A smile sends a positive message and is appropriate in all situations. Smiling adds warmth and an aura of confidence. Mouth movements give clues, too, such as pursing your lips or twisting them to one side, can indicate that the person is thinking about what he/she is hearing or that he/she is holding something back.

________ (Maximum 5 points)

Task 4. Enumerate the Grammar tenses used in the text. Define them. Exemplify your answer using the examples from the text. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about the body language in business presented in the text with that of Ukrainian business persons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

невербальні засоби, передавати повідомлення, мова тіла, утримувати зоровий контакт, виглядати зухвало, співрозмовник, передавати додаткову інформацію, вираз обличчя.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 2

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in China

Business culture in China is significantly different from Western business culture. Familiarity with the Chinese business ethic can help one when doing business with the Chinese. It is advisable [9] to pay attention to the following tips.

A short and light, not firm, handshake is the customary start to a business meeting. It is advisable to start the meeting with "small talk" and only after that to pass on to business matters. During the meeting it is customary to address your Chinese colleagues with the title that signifies their status: "Professor Chen" or "Mr. Chen" or "Miss Chen" with the name that follows the title being the surname and not a first name.

Business cards should be exchanged at the beginning of a business meeting. Take care before the meeting to have an adequate supply of business cards – at least 30. The Chinese appreciate it when one side of the business card presented is in Chinese. It is very important that your business card is engraved in gold. In China, this is a symbol of your status and prestige. On accepting a business card from your Chinese colleagues, show your interest by glancing at the details of the card. Putting the card immediately into your wallet or briefcase without reading it is an unforgivable insult to the Chinese business culture.

It is important, during the course of the conversation, to be aware of the speech culture in China. Never say "no". Instead, you can respond with "I'll look into that" or "I'll see what I can do in this matter", etc. Do not touch your Chinese colleague; do not even pat him on the shoulder. Make an effort not to use your hands to illustrate your speech since the Chinese hate this. Try as well to refrain from looking straight into the eyes of your Chinese colleague: this is particularly offensive during a meeting and will offend your Chinese colleagues' feelings. An offense or insult is a proven formula for failure of the meeting.

When presenting your position at a meeting, speak slowly with short pauses between the sentences. It is worthwhile to allow your Chinese opposite number to understand your intentions properly. Never, during the course of a business meeting, refer to a deadline. Do not become agitated if there are pauses in speech on the part of the Chinese. This is an accepted custom and the pauses are a sign of measured and considered thought in Chinese culture. Do not expect an immediate reaction from your Chinese colleagues. The Chinese like to consolidate their position in a measured and considered fashion, preferably after they have established a personal contact, before closing the deal. During the conversation be sensitive to the subject of Taiwan. Never say “the Republic of China”; instead, at meetings, say “Taiwan”.

Gifts, particularly expensive gifts, are interpreted in Chinese culture as bribery. Refrain from giving expensive presents. If, nevertheless, you want to give an expensive gift, do not present it in the presence of others in the room, but privately. In recent years the Chinese have been more open, and it is possible to give inexpensive gifts, particularly if they are given to all members of the Chinese group. In this case, it is advisable to present your gift after, and not before, concluding your business. On presenting a gift to all the members of the Chinese group, it should be emphasized that it is a gift from the company that you represent, not a personal gift. Similarly, care should be taken that the most important person in the group receives the gift before the others. Acceptable gifts are alcoholic drinks, lighters, etc. Great care should be taken in regard to the color of the gift-wrapping. Chinese culture is very sensitive to colors. Thus for example, a white or black wrapping symbolizes death. Red is the preferred color as this symbolizes luck. Good advice is to ask the hotel staff, or the assistants in the store to wrap the gifts that you want to distribute. In any case, gifts that are wrapped in advance, before you arrive in China, may be opened by the customs authorities. It is recommended that you prepare a sufficient number of personal gifts in advance of your arrival in China, preferably handwork or some small object that symbolizes the country from which you have come.

The accepted style of dress for a business meeting in China is conservative – a dark colored, unostentatious suit and tie are customary for men. Bright colored clothes are considered unacceptable. Women must take care that their skirts are not above the knees; good quality jewelry that is neither ostentatious nor overly expensive, is recommended for making the right impression. Do not arrange business meetings around the times of Chinese festivals. Similarly, it is important to remember that late arrival to a meeting is considered a serious insult to the Chinese. It may well entail the failure of the entire meeting. It is recommended to bring a translator to the meeting who can translate for you and assist in explaining business customs according to Chinese formalities.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) What is the customary way to start a business meeting in China?

b) What is the specificity of exchanging business cards in China?

c) What is the speech culture in China during the course of conversation?

d) What is the attitude to gifts in Chinese culture? Why there should be taken in regard the color of the gift-wrapping?

e) What is the accepted style of dress for a business meeting in China?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

It is important, during the course of the conversation, to be aware of the speech culture in China. Never say “no”. Instead, you can respond with “I’ll look into that” or “I’ll see what I can do in this matter”, etc. Do not touch your Chinese colleague; do not even pat him on the shoulder. Make an effort not to use your hands to illustrate your speech since the Chinese hate this. Try as well to refrain from looking straight into the eyes of your Chinese colleague: this is particularly offensive during a meeting and will offend your Chinese colleagues’ feelings. An offense or insult is a proven formula for failure of the meeting.

________ (Maximum 5 points)

Task 4. Find the cases of Direct Speech used in the text. Invert the sentences with Direct Speech into Reported speech. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian business persons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

утримуватися від прямого погляду в очі, провал зустрічі, образа, правильно зрозуміти наміри, крайній термін, бути чутливим до теми, хабар, допомогти в роз'ясненні звичаїв.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 3

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in the USA (1) [42]

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

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

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

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

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

Business suit and tie are appropriate in all major cities. Wear dark colored business suits in classic colors of gray and navy. For an important formal meeting, choose a white dress shirt, for less formal a light blue shirt will still give you a conservative appearance. Women should wear a suit or dress with jacket in major cities. Wearing classic clothing and classic colors of navy, gray, ivory, and white will ensure you give a confident and conservative appearance.

Rural areas and areas with extremely warm summers have more informal wardrobe requirements. Women may wear a business dress, or skirt and blouse, in rural areas. Men may conduct business without wearing a jacket and/or tie in rural areas. The formality of a meeting, even in rural areas, may dictate a sports jacket and tie for men. The same formality will require a woman to wear a dress, possibly with a jacket.

Casual clothing is appropriate when not attending a work related meeting/dinner. Building a casual wardrobe using classic lines and colors (navy, gray, camel, ivory and white) will give you a look that is stylish and professional even when you are relaxing. Clothing, whether formal or casual, should be clean and neat in appearance. Men may generally wear jeans or khaki pants with a shirt for casual attire. Women may wear comfortably fitting slacks with a casual shirt. Wearing jeans or shorts, even in a casual setting, may be inappropriate for the city. It is better to err on the conservative side if you are not sure.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) How does the geographic location of an area influence how business is done?

b) What was the woman’s role in the society many years ago?

c) What is the work ethic of the USA society?

d) What is the appropriate style of dress for a formal meeting in the USA? Compare the clothing style for business meetings in rural and urban areas.

e) What is the appropriate casual clothing in the USA?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

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

________ (Maximum 5 points)

Task 4. Explain the functions of Grammar tenses used in the text. Exemplify your answer. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

населення європейського походження, чесна робота винагороджується, мобільний телефон, впевнений вигляд, сільська/міська місцевість, діловий світ, відповідати вимогам. ________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 4

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in the USA (2) [42]

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

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

In the USA business conversation may take place during meals. However, many times you will find more social conversation taking place during the actual meal. Business meetings may be arranged as breakfast meetings, luncheon meetings, or dinner meetings depending on time schedules and necessity. Generally a dinner, even though for business purposes, is treated as a social meal and a time to build rapport.

Gift giving is discouraged or limited by many US companies. A gracious written note is always appropriate and acceptable. If you do give a gift, it should not appear to be a bribe. An invitation for a meal or a modest gift is usually acceptable.

If you are someplace with a line or queue, go to the end and wait your turn. Do not use or chew on a toothpick in public. Many public places and private homes do not allow smoking. In some areas laws have been passed to prevent smoking in public places. Ask permission to smoke before lighting a cigarette or cigar. Due to health concerns, you may or may not be given permission.

While meeting a person, offer a firm handshake, lasting 3–5 seconds, upon greeting and leaving. Maintain good eye contact during your handshake. If you are meeting several people at once, maintain eye contact with the person you are shaking hands with, until you are moving on the next person. Good eye contact during business and social conversations shows interest, sincerity and confidence. Good friends may briefly embrace, although the larger the city, usually the more formal the behavior.

Introductions include one's title if appropriate, or Mr., Ms., Mrs. and the full name. Business cards are generally exchanged during introductions. However, they may be exchanged when one party is leaving. A smile is a sign of friendliness, and in rural areas you may be greeted with a "hello" rather than a handshake.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) How does the geographic location of an area influence the way business is done?

b) What is the accustomed time for business conversations?

c) What is the culture of gift giving in the US companies?

d) What should one do while meeting a business partner?

e) Is it appropriate to exchange embraces while meeting a person in the USA?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

While meeting a person, offer a firm handshake, lasting 3–5 seconds, upon greeting and leaving. Maintain good eye contact during your handshake. If you are meeting several people at once, maintain eye contact with the person you are shaking hands with, until you are moving on the next person. Good eye contact during business and social conversations shows interest, sincerity and confidence. Good friends may briefly embrace, although the larger the city, usually the more formal the behavior.

________ (Maximum 5 points)

Task 4. Explain the use of articles in the given text. Exemplify your answer. Do it in writing. ________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

відповідати вимогам, географічне положення, розклад, налагоджувати стосунки, скромний подарунок, черга, забороняти паління, просити дозволу, утримувати зоровий контакт, демонструвати щирість.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 5

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in Australia [3]

Australia has a population of almost 20 million people in a country not much smaller than the contiguous 48 United States. However, the great majority of the population is located in a few major urban centers. The large majority of the population (93 %) has a European heritage, primarily English. The predominant language of the country is English with Christianity being the largest religion (75 %).

The Aborigines make up 1 % of the population. They are thought to have canoed to Australia from Southeast Asia some 30,000 to 50,000 years ago. Scientist established this time frame using radiocarbon dating techniques. The Aborigines believe one's exact birthplace determines your position within a clan or kinship group. They also have a strong devotion of kinship, and believe in walkabout -- the desire to revisit the sacred sites.

Long-term Australian concerns include pollution, particularly weakening of the ozone layer, and management and conservation of coastal areas, especially the Great Barrier Reef. A referendum to change Australia's status, from a commonwealth headed by the British monarch to a republic, was defeated in 1999.

Australia is a very friendly and open culture. The Australians expect one's work to speak for itself, so they are not impressed with your position, title, or status. Don't arrive in town wearing the latest status symbol to announce how important you think you are.

Privacy is considered the norm. The Individualism (IDV) index for Australia is 90, the second highest score of any country, behind the United States' ranking of 91. This individuality is reinforced in Australian's daily lives and must be considered when traveling and doing business in their country.

Power Distance (PDI) is relatively low, with an index of 36, compared to the world average of 55. This is indicative of a greater equality between societal levels, including government, organizations, and even within families. This orientation reinforces a cooperative interaction across power levels and creates a more stable cultural environment.

As for the style in formal clothing, men wear a conservative dark business suit and tie. Women may wear a dress, or skirt and blouse, for business. Informal clothing is appropriate when not attending business functions. Casual pants are fine for both men and women.

When meeting a person and when leaving, shake hands. Although uncommon, some women may greet each other with a kiss on the cheek. Exchanging business cards is common among professional workers. Maintain good eye contact during meetings and conversations.

Australians are friendly and open, but in conversations they value directness and brevity. Opinions are respected, and opinionated discussions are entertaining. Be an active listener, and ask if you do not understand something in the conversation. Do not hype yourself, your company or your information. Sightseeing and sports are good conversational topics.

Being punctual is critical in Australia. Gift giving is not a common practice in business. You may bring a small gift of chocolate, wine or flowers if invited to someone's home. When paying for a round of drinks, do not pick up the tab out of turn, and make sure to pay when it is your turn.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) What is the population of Australia? Characterize it.

b) Who are the Aborigines? What are their beliefs?

c) What are the national distinctive features of Australians?

d) What procedures should be followed when meeting a business person?

e) What should be paid attention to when having a conversation with an Australian?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Long-term Australian concerns include pollution, particularly weakening of the ozone layer, and management and conservation of coastal areas, especially the Great Barrier Reef. A referendum to change Australia's status, from a commonwealth headed by the British monarch to a republic, was defeated in 1999. Australia is a very friendly and open culture. The Australians expect one's work to speak for itself, so they are not impressed with your position, title, or status. Don't arrive in town wearing the latest status symbol to announce how important you think you are.

________ (Maximum 5 points)

Task 4. Comment on the structure and functions of the Passive voice in the given text. Exemplify your answer using the examples from the text. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

Європейська спадщина, святі місця, забруднення, озоновий шар, очолювана британським монархом співдружність, потиснути руки, цінувати стислість, повсякденне життя, довгостроковий, утримувати зоровий контакт.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 6

Task 1. Read the text given below. Make sure you understand what it is about.

Business Customs of France [12]

France has a population of approximately 58 million people and is the largest West European country. France does not have an official religion, but the majority of French citizens are Roman Catholic. France is home to approximately 4.5 million foreigners, many of whom are from other European countries or former Communist countries. Education is of great importance to the French. This is demonstrated by the fact that the educational system is almost free of charge from the primary school through the Ph.D. level, for French citizens. The French are extremely proud of their heritage. They boast of their long history and their important roles in world affairs, as well as being known as a world center for culture.

The French are very conscientious of their appearance. They dress conservatively and invest in well-tailored clothing. Patterned fabrics and dark colors are most acceptable, but avoid bright colors. French businessmen do not loosen their ties or take off their jackets in the office. Women should also dress conservatively. Avoiding bright or gaudy colors is recommended. Women should also avoid any glitzy or overpowering objects, such as flashy jewelry.

French is the official language in France. If you do not speak French, it is very important that you apologize for your lack of knowledge. Most individuals in business speak English. The French have a great appreciation for the art of conversation. The French frequently interrupt each other, as the argument is a form of entertainment. The French often complain that North Americans lecture rather than converse. Be sensitive to the volume of your voice. Americans are known to offend everyone in a restaurant, meeting, or on the street with their loud voices and braying laughter.

The most important characteristics of French business behavior are its emphasis on courtesy, and a certain formality. Shaking hands upon greeting and parting is customary in France. The French handshake is brief, and is accompanied by a short span of eye contact. An aggressive handshake is considered impolite. The French handshake is a light grip and a single quick shake. Professional attire is expected. Generally, the French take great care to dress fashionably, whether they are wearing formal or casual attire, and they feel more at ease with visitors who show the same degree of attention to appearance.

Business can be conducted during any meal, but lunch is best. Today, many French executives put less emphasis on long, heavy business lunches for reasons of health and time. Nevertheless, informal business discussions in restaurants where everyone appreciates a good meal are one of the best ways to promote good working relations. Etiquette is important. Both hands remain above the table at all times. A man may rest his wrists, and a woman her forearms, on the table edge. Avoid drinking hard liquor before meals or smoking cigars between courses. The French believe this permeates the taste buds, compromising the taste of the meal.

The French have a great respect for privacy. Knock and wait before entering into a room. Additionally, do not "drop in" unannounced. Always give notice before your arrival. Gift giving is left to the foreigner's discretion. Good gifts include books or music, as they demonstrate interest in intellectual pursuits.

The working days adjacent to the French holidays and vacation periods are not "prime time" for business meetings; this could include the month of August and the several vacation periods between Christmas and Easter. Business hours in France are generally 9:00 am to 6:00 pm (banking hours 9:00–4:30) Monday through Friday while stores are generally open 10:00 am to 7:00 pm, Monday through Saturday. To ensure availability, advance appointments are recommended.

The American "OK" sign (rounded index finger touching tip of the thumb) means "zero" to the French. The French gesture for "OK" is the "thumbs up" sign. Slapping the open palm over a closed fist is vulgar and should be avoided. Sitting with legs spread apart is impolite and feet are not placed on tables or chairs. The French are careful about their personal habits, being discreet when sneezing, blowing the nose, etc. They avoid using personal items, such as combs and toothpicks, in public.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) What do the French boast of?

b) What are the special features in the way the French dress?

c) How do the French business people appreciate the art of conversation?

d) What are the important characteristics of French business behavior?

e) What is the etiquette for business lunches in France?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

The French have a great respect for privacy. Knock and wait before entering into a room. Additionally, do not "drop in" unannounced. Always give notice before your arrival. The working days adjacent to the French holidays and vacation periods are not "prime time" for business meetings; this could include the month of August and the several vacation periods between Christmas and Easter. Business hours in France are generally 9:00 am to 6:00 pm (banking hours 9:00–4:30) Monday through Friday while stores are generally open 10:00 am to 7:00 pm, Monday through Saturday. To ensure availability, advance appointments are recommended.

________ (Maximum 5 points)

Task 4. Find in the given text the nouns used in the plural form; *formulate the rules of the plural form formation. Exemplify your answer. Do it in writing.*

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons. ________ (Maximum 4 points)

Task 6. Give English equivalents to the following word-combinations and phrases:

пишатися своїм спадком, безкоштовне навчання, уникати яскравих кольорів і блискучих речей, перебивати один одного, послаблювати краватку, форма розваги, офіційна релігія, більшість громадян франції – католики, вибачатися, люб'язність. ________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 7

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in Germany [14]

It is worth remembering that Germany's religions are split evenly between Roman Catholics, who are concentrated in the southern part of the country, and Protestants, who are found in the northern region. Germany went through a unification process, bringing the East and the West together. Although there still continues to be sensitivities between the two regions, the integration both economically and technologically is moving forward. Nowadays Germany's economy ranks as the largest in Europe, and the third largest in the world, behind the U.S. and Japan.

The decision-making process in Germany is much slower than in the United States, and this can be troublesome to U.S. executives. Be prepared for the process to take much longer, as there is often a "hidden" group of advisors and decision makers that must approve of any transaction that is to occur.

Business dress in Germany is very conservative. Businessmen wear dark suits; solid, conservative ties, and white shirts. Women also dress conservatively, in dark suits and white blouses. Don't be surprised if occasionally you see a fashion statement with white socks being worn with a dark suit.

Germans are strongly individualistic. The German thought process is extremely thorough, with each aspect of a project being examined in great detail. This process is often times very time-intensive. However, once the planning is over, a project will move very quickly and deadlines are expected to be honored.

Germans do not like surprises. Sudden changes in business transactions, even if they may improve the outcome, are unwelcome.

German citizens do not need or expect to be complimented. In Germany, it is assumed that everything is satisfactory unless the person hears otherwise. Chewing gum while talking to someone is considered rude.

Punctuality is necessity in Germany. Arrive on time for every appointment, whether for business or social. Being late, even if it is only by a few minutes, is very insulting to a German executive.

In business situations, shake hands at both the beginning and the end of a meeting. Additionally, a handshake may be accompanied with a slight bow. Reciprocating the nod is a good way to make a good impression, as failure to respond with this nod/bow (especially a superior) may get you off to a bad start. Be sure to look directly into the person's eyes while shaking hands. When being introduced to a woman, wait to see if she extends her hand. People that have worked together for years still shake hands each morning as if it were the first time they met. German men frequently great each other with Herr 'last name', even when they know each other very well. Titles are very important to Germans. Do your best to address people by their full, correct title, no matter how extraordinarily long that title may seem to foreigners. This is also true when addressing a letter.

Business is viewed as being very serious, and Germans do not appreciate humor in a business context. In business meetings, age takes precedence over youth. If you are in a group setting, the eldest person enters first.

Germans keep a larger personal space around them, approximately 6 inches more space than North Americans do. However, it is not unusual that when in line at a store cash register, Germans will crowd up very close to the person in front of them.

Germans are able to consume large quantities of beer in one evening, but public drunkenness is not acceptable. It is best to know your limits, especially in Bavaria where two liters of beer is an ordinary evening. Pace yourself and eat plenty of food. Typically, you do not wait to be seated in German restaurants, and it is not uncommon to share a table with strangers. However, most Germans will think it odd if you try to initiate a conversation with them beyond just establishing that the chairs are available.

Germans love to talk on the telephone. While important business decisions are not made over the phone, expect many follow up calls or faxes. Germans guard their private life, so do not phone a German executive at home without permission.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) Is there any connection between geographic location and business relations in Germany?

b) What is specific about German decision-making process?

c) How can you characterize the business dress style in Germany?

d) What is the procedure of meeting a business partner?

e) What are the national specific features of business relations?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Germans are strongly individualistic. The German thought process is extremely thorough, with each aspect of a project being examined in great detail. This process is often times very time-intensive. However, once the planning is over, a project will move very quickly and deadlines are expected to be honored. Germans do not like surprises. Sudden changes in business transactions, even if they may improve the outcome, are unwelcome. German citizens do not need or expect to be complimented. In Germany, it is Punctuality is necessity in Germany. Arrive on time for every appointment, whether for business or social. Being late, even if it is only by a few minutes, is very insulting to a German executive.

________ (Maximum 5 points)

Task 4. Read the text, write out adjectives. Use them in comparative and superlative degrees. Explain the rules of comparison degrees formation of adjectives. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

прийняття рішення, прибувати вчасно, потиснути руки, протягнути руку, споживати пиво, оберігати приватне життя, телефонувати без дозволу, економічно й технічно, крайній термін, ділова операція.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 8

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in the United Kingdom [41]

England is one of four distinct regions of the United Kingdom, which also includes Wales, Scotland, and Northern Ireland. England's population is approximately 47 million. It is important to note that the Scots, Welsh, and Irish are not English, and are often offended when referred to as such. Additionally, citizens of the U.K. do not consider themselves European. Unfortunately, they are usually grouped as such, due in part to their membership in the European Union.

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

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

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

Decision-making is slower in England than in the United States; therefore it is unwise to rush the English into making a decision.

Always be punctual in England. Arriving a few minutes early for safety is acceptable. A simple handshake is the standard greeting (for both men and women) for business occasions and for visiting a home. Personal space is important in

England, and one should maintain a wide physical space when conversing. Furthermore, it is considered inappropriate to touch others in public. Privacy is very important to the English. Therefore asking personal questions or intensely staring at another person should be avoided. Eye contact is seldom kept during British conversations. To signal that something is to be kept confidential or secret, tap your nose.

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

A business lunch will often be conducted in a pub and will consist of a light meal and perhaps a pint of ale. When dining out, it is not considered polite to toast those who are older than yourself. When socializing after work hours, do not bring up the subject of work. Gifts are generally not part of doing business in England. Loud talking and disruptive behavior should be avoided.

“American and Britain are two nations divided by a common language” George Bernard was once quoted as saying. In England, English is the official language, but it should be noted that Queen’s English and American English are very different. Often ordinary vocabulary can differ between the two countries.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) Why are the English proud of their historical heritage?

b) What is specific about British decision-making process?

c) How can you characterize British business attire rules?

d) What is the procedure of addressing a partner in the UK?

e) What are the national specific features of business relations?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Always be punctual in England. Arriving a few minutes early for safety is acceptable. A simple handshake is the standard greeting (for both men and women) for business occasions and for visiting a home. Personal space is important in England, and one should maintain a wide physical space when conversing. Furthermore, it is considered inappropriate to touch others in public. Privacy is very important to the English. Therefore asking personal questions or intensely staring at another person should be avoided. Eye contact is seldom kept during British conversations. To signal that something is to be kept confidential or secret, tap your nose.

________ (Maximum 5 points)

Task 4. Read the text, write out adverbs. Explain the rules of their formation, using the examples of adverbs from the text. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

азартні ігри, смугаста краватка, привітання, бути посвяченим у рицарі, підіймати тему розмови, спілкування після роботи, на жаль, пишатися спадком та історією, прийняття рішень, звичайне привітання, спільна мова.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 9

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in India [19]

India is officially called Republic of India (Hindi Bharat), is located in southern Asia and is a member of the Commonwealth of Nations. India consists geographically of the entire Indian Peninsula and portions of the Asian mainland. To its north lies Afghanistan, China, Nepal, and Bhutan; to its east is Bangladesh, Myanmar (formerly known as Burma), and the Bay of Bengal; Palk Strait and the Gulf of Mannar (which separate it from Sri Lanka) and the Indian Ocean are to the south; and on the west is the Arabian Sea and Pakistan.

India is predominantly Hindu, with 81 % of the population practicing that religion. Next is Muslim at 12 %, Christian at 2 %, and all others within the last 5 % of the society.

The current leadership of India is implementing sweeping changes to encourage international business in India, from privatization to the liberalization of trade.

Men are generally expected to wear a suit and tie for business, although the jacket may be removed in the summer. Women should wear conservative dresses or pantsuits. When dressing casual, short-sleeved shirts and long pants are preferred for men; shorts are acceptable only when exercising. Women must keep their upper arms, chest, back, and legs covered at all times. Women should wear long pants when exercising.

The use of leather products including belts or handbags may be considered offensive, especially in temples. Hindus revere cows and do not use leather products.

The head is considered the seat of the soul. Never touch someone else’s head, not even to pat the hair of a child.

Beckoning someone with the palm up and wagging one finger can be construed as in insult. Standing with your hands on your hips will be interpreted as an angry, aggressive posture. Whistling is impolite and winking may be interpreted as either an insult or a sexual proposition. Never point your feet at a person. Feet are considered unclean. If your shoes or feet touch another person, apologize.

Gifts are not opened in the presence of the giver. If you receive a wrapped gift, set it aside until the giver leaves.

Business lunches are preferred to dinners. Hindus do not eat beef and Muslims do not eat pork. Do not thank your hosts at the end of a meal. “Thank you” is considered a form of payment and therefore insulting.

There are more than fourteen major and three hundred minor languages spoken in India. The official languages are English and Hindi. English is widely used in business, politics and education.

The word “no” has harsh implications in India. Evasive refusals are more common, and are considered more polite. Never directly refuse an invitation, a vague “I’ll try” is an acceptable refusal.

Titles are very important. Always use professional titles.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) Where is India situated and what countries does it border?

b) Who inhabits India and what religions are practiced by the people of the country?

c) What is the obligatory dress etiquette for businesspersons (men and women) in India?

d) What gestures, sounds and body movements are regarded as offensive in India?

e) How many languages are spoken in India? What languages are widely used in business, politics and education in India?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Men are generally expected to wear a suit and tie for business, although the jacket may be removed in the summer. Women should wear conservative dresses or pantsuits. When dressing casual, short-sleeved shirts and long pants are preferred for men; shorts are acceptable only when exercising. Women must keep their upper arms, chest, back, and legs covered at all times. Women should wear long pants when exercising. The use of leather products including belts or handbags may be considered offensive, especially in temples. Hindus revere cows and do not use leather products.

________ (Maximum 5 points)

Task 4. Read the text again, write out cardinal and ordinal numerals. Explain their spelling and the rules of their formation. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

співдружність, втілювати зміни, непряма відмова, використання шкіряних виробів уважається образливим, брючний костюм, заохочувати бізнес, переважно, бути широко вживаним, уважатися, образа.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 10

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in Spain [37]

The Kingdom of Spain has a population of 39.2 million people, and is 194,992 sq. mi. The majority of citizens are raised Roman Catholic, and family values are extremely important in Spain. The Spanish lifestyle is more relaxed than many other nations. For example, many businesses are closed between 1:30 p.m. and 4:30 p.m. for a siesta, allowing families to get together for a meal. The family is the most important thing to people in Spain.

The Spanish dress more formal than many other Europeans. In Spain, it is important to project good taste in apparel. Business attire includes well-made, conservative suits and ties. Avoid flashy colors, as it is not popular to stand out. Shorts are not usually worn in public.

If you pull down on your eyelid in Spain, you are insinuating to "be alert" or that "I am alert". In Spain, crossing you fingers has several good meanings, usually things such as "protection" or "good luck". This is a nice gesture to be friendly.

Time is very relaxed. It is wise for foreigners to be punctual, but Spaniards do not put a great emphasis on time themselves. The Spaniards often consider deadlines an objective that will be met if possible, but do not become overly concerned if the deadline is not achieved.

Much like Mexico, business in Spain is often obtained as a result of personal relationships. While the relationship building process takes time, it is imperative to gain such relationships if you are to be effective in Spain. Also, you must be very selective when choosing your Spanish representative, as it is extremely difficult to change to another person.

Be prepared for chaotic business negotiations. Often numerous people will be speaking simultaneously. Negotiations are usually an extremely long and arduous task, so do not be in a rush to close a deal in Spain. During business negotiations, rules and systems are only used as a last resort to solving a problem. During business meetings, doors are usually kept shut.

Men who are close friends will often exchange a hug. Women who are close friends usually meet and part with a small hug and a kiss on each cheek.

A large portion of your communication will take place over lunches and dinners. They are an extremely important part of business life in Spain and are usually associated with establishing business relationships in Spain, so be prepared for your business associate(s) to join you at any or all of your daily meals. When attending a business dinner, be prepared to stay up late. Most restaurants do not open until after nine o'clock, and often do not get active until around eleven! Dinner is usually served after 9:00 p.m, so you may want to take full advantage of the siesta and get in a nap. In Spain business colleagues often dine together, but different ranks within a company do not mix.

Spain has four 'official' languages. There are several unique languages spoken in Spain besides the predominant Spanish. These include Catalan, which is spoken in the regions of Catalonia, the Balearic Islands, and Valencia, where both Castilian and a dialect called Valencian are spoken. Gallego (or Galician), is popular in northwest Spain. Each of these languages has different pronunciations and spellings. Additionally, the native language of the Basque region is called Euskera. It is not a form of Spanish, and its origins are unknown. Although many Spanish businesspeople speak English, it is a good idea for foreigners to have all of your materials printed in Spanish.

Business cards should be two-sided, one side having English and the other side containing Spanish. When presenting your business card, place the card with the Spanish side facing your Spanish colleague.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) How is the lifestyle in Spain characterized?

b) What does the business attire include in Spain?

c) How is business in Spain obtained?

d) What is peculiar for business negotiations in Spain?

e) What languages do people in Spain speak? What are they?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Much like Mexico, business in Spain is often obtained as a result of personal relationships. While the relationship building process takes time, it is imperative to gain such relationships if you are to be effective in Spain. Also, you must be very selective when choosing your Spanish representative, as it is extremely difficult to change to another person. Be prepared for chaotic business negotiations. Often numerous people will be speaking simultaneously. Negotiations are usually an extremely long and arduous task, so do not be in a rush to close a deal in Spain. During business negotiations, rules and systems are only used as a last resort to solving a problem. During business meetings, doors are usually kept shut.

________ (Maximum 5 points)

Task 4. Enumerate Grammar tenses used in the text. Exemplify your answer, using the examples from the text. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

сімейні цінності, виділятися, говорити одночасно, остання інстанція для вирішення проблеми, установлювати ділові стосунки, відвідувати ділові обіди, розслабитися, вульгарні (крикливі) кольори, хороший смак, ділові перемовини.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 11

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in Italy [20]

Officially called the Republic of Italy, Italy is located in southern Europe, and has a population of roughly 58.2 million. Italy has much to offer its citizens and visitors. Surrounded by the four seas of the Mediterranean, Italy is famous for its coastline activities. Italy also has a mountain range with elevations over 13,500 feet for the skiing and hiking enthusiast. Italy has no official religion, though the majority of Italy's citizens are Roman Catholic. Italy is currently the home of three active volcanoes; Stromboli, Vesuvius, and Etna. The Vatican City, the home of the Pope and the Roman Catholic Church, is located within the city of Rome and is considered a separate state completely. The Vatican has its own currency, flag, and stamps, although Italian money can be used.

Fashions and fashion design are trademarks of Italy. Therefore, in the business world, good clothes are a signature of success. Men should wear fashionable, high quality suits. Shirts may be colored or pin-striped, and they should be paired with an Italian designer tie. Women dress in quiet, expensive elegance. Slacks are generally not worn by either sex. Quality accessories such as shoes and leather goods will make a good impression with the Italians.

Italian history has played a crucial role in the modern business world. Some of their contributions include banking, insurance, and double-entry bookkeeping. "Time is money" is not a common phrase in Italy. Foreign businessmen/women should be punctual for business appointments, although the Italian executive may not be. Handshakes are common for both sexes, and may include grasping the arm with the other hand.

Do not expect quick decisions or actions to take place, as the Italian bureaucracy and legal systems are rather slow. Italian companies often have a rigid hierarchy, with little visible association between the ranks.

It is common for everyone to speak simultaneously at Italian gatherings. This applies to business meetings as well as social events. When entering a business function, the most senior or eldest person present should always be given special treatment.

Do not exchange business cards at social occasions; but it is the norm at business functions and meetings. Italians often have two different business cards, one with business credentials for formal relationships, and another with personal information for less formal relationships. Italian cards are often plain white with black print.

When invited to someone's home, bring gift-wrapped chocolates, pastries, or flowers. Flowers must be given in even numbers, except for a dozen (12) or half-dozen (6), especially if roses. If you bring wine as a gift, make sure that it is of excellent vintage, as many Italians are wine connoisseurs. Avoid giving anything in a quantity of 17, as 17 is considered to be bad luck, or a doomed number.

Italian is the official language, although there are many diverse dialects. English is spoken by many businesspeople. Avoid talking about religion, politics, and World War II. At social gatherings, it is considered insulting to ask someone you have just met about their profession. Good conversational topics include Italian culture, art, food, wine, family, and films.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) Where is Italy located and what is it famous for?

b) Where is the home of the Pope and the Roman Catholic Church situated?

c) What is a signature of success in business world of Italy?

d) What role has the Italian history played in modern business world?

e) What should a business person take into account when communicating with their Italian partners? ________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Italian history has played a crucial role in the modern business world. Some of their contributions include banking, insurance, and double-entry bookkeeping. "Time is money" is not a common phrase in Italy. Foreign businessmen/women should be punctual for business appointments, although the Italian executive may not be. Handshakes are common for both sexes, and may include grasping the arm with the other hand. Do not expect quick decisions or actions to take place, as the Italian bureaucracy and legal systems are rather slow. Italian companies often have a rigid hierarchy, with little visible association between the ranks.

________ (Maximum 5 points)

Task 4. Comment on the structure and functions of the Passive voice. Exemplify your answer, using the examples from the text. Do it in writing. Write the sentences given below in the Passive voice.

a) Men should wear fashionable, high quality suits.

b) Women dress in quiet, expensive elegance.

c) Quality accessories such as shoes and leather goods will make a good impression with the Italians.

d) Italian history has played a crucial role in the modern business world.

e) Avoid talking about religion, politics, and World War II.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

бути розташованим, знавці вин, нещасливе число, особливе ставлення, сувора ієрархія, відігравати вирішальну роль, страхування, різні діалекти, більшість громадян, бути пунктуальним.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 12

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in Japan (1) [21]

Japan has a population of approximately 125 million people packed tightly into a rather small geographic area. The official language in Japan is Japanese. Japanese is spoken only in Japan. The literacy rate in Japan is very close to 100 percent and 95 percent of the Japanese population has a high school education.

Japan's form of government is parliamentarian democracy under the rule of a constitutional monarch. The Prime Minister is the chief government officer. The dominant religion is Shinto, which is exclusive to Japan. However, the Japanese have no official religion.

Culturally, the Japanese tend to be somewhat introverted in their ways. They generally are not receptive to outsiders. When conducting business in Japan relationships loyalty to the group is critical for success.

The Japanese tend to be rather direct in their questioning of foreigners. You may be asked personal questions such as how much money do you earn or how large is your house.

Those who dress according to their status or position impress the Japanese. Dress to impress. Men should wear dark conservative attire. Business suits are most suitable. Casual dress is never appropriate in a business setting. Shoes should be easy to remove, as you will do so often. Slip-ons are the best choice. Women's dress should be conservative. Little emphasis should be placed on accessories. They should be minimal. Women should not wear pants in a business situation. Japanese men tend to find it offensive. Women should only wear low-heeled shoes to avoid towering over men. A kimono should be wrapped left over right to do otherwise symbolizes death. Remember the Japanese phrase "The nail that sticks up gets hit with the hammer" when considering your choices for attire in Japan.

Avoid using large hand gestures, unusual facial expressions and any dramatic movements. The Japanese do not talk with their hands and to do so could distract your host.

Avoid the “OK” sign; in Japan it means money. Pointing is not acceptable. Do not blow your nose in public. Personal space is valued. Because the Japanese live in such a densely populated area, they value their personal space. A smile can have double meaning. It can express either joy or displeasure. Use caution with your facial expressions. They can be easily misunderstood.

The Japanese are not uncomfortable with silence. They use it to their advantage in many situations. Allow your host to sit in silence. Understand that the Japanese prefer not to use the word “no”. If you ask a question they may simply respond with a “yes” but clearly mean “no”. Understanding this is critical in the negotiation process.

The word for toasting is kampai, pronounced “kahm-pie”. When toasting, the glass is never left unfilled. Drinking is an important part of Japanese culture. It is a way to relieve business stress. Never pour a drink yourself; always allow someone else to do it for you. Most business entertaining is done in restaurants or bars after business hours. Often in karaoke or “hostess bars”. Businesswomen should not attend “hostess bars”. Let the host order the meal and pay. Business may be discussed at dinner during these events.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) How many people live in Japan?

b) How are the Japanese characterized in business?

c) How can foreigners impress the Japanese?

d) What should be avoided in business communication with the Japanese?

e) Which word do the Japanese prefer not to use?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

The Japanese are not uncomfortable with silence. They use it to their advantage in many situations. Allow your host to sit in silence. Understand that the Japanese prefer not to use the word “no”. If you ask a question they may simply respond with a “yes” but clearly mean “no”. Understanding this is critical in the negotiation process. Most business entertaining is done in restaurants or bars after business hours. Often in karaoke or “hostess bars”. Businesswomen should not attend “hostess bars”. Let the host order the meal and pay. Business may be discussed at dinner during these events.

________ (Maximum 5 points)

Task 4. Characterize the structure of all types of interrogative sentences. Ask all possible questions to the following sentences. Do it in writing.

a) Japan has a population of approximately 125 million people packed tightly into a rather small geographic area.

b) The Japanese use silence to their advantage in many situations.

c) Business may be discussed at dinner during these events.

________ (Maximum 4 points)

Task 5. Compare the information about dress etiquette in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

рівень освіченості, черевики на низькому підборі, уникати різких рухів, відволікати господаря, відданість групі визначальна для успіху, вираз обличчя, говорити руками, рівень освіченості, взуття без шнурків, процес перемовин.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 13

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in Japan (2) [21]

Japanese rarely entertain in the home. If you are invited to the home of your Japanese host, consider it a great honor and display a tremendous amount of appreciation. Do not admire anything belonging to your host too closely. The Japanese strive to please; you may be rewarded for your admiration.

If you are invited to a social event, punctuality is not expected. It is the custom to be “fashionably late”. If you do take your host out insist upon paying. The Japanese will refuse but insist. They will prefer that you choose a Western-style restaurant when entertain them. It is perfectly acceptable to slurp your noodles. Doing so will exhibit your enjoyment of your food. To do otherwise, indicates that your meal was not a pleasant one.

Do not openly display money. It is rare to see it given from person to person in Japan. It is important to use an envelope to pass money. Tipping is not expected.

Gift giving is very important both business and personal gifts. Style is tantamount. The gift itself is of little importance, the ceremony surrounding it is very important. Always wrap gifts. The selection of the wrapping paper is critical. Do not give anything wrapped in white as it symbolizes death. Do not use bright colors or bows to wrap the gift. It is better to have the hotel or the store wrap the gift to ensure that it is appropriate. Do not surprise the recipient with the gift. Give your host some warning during the evening that you intend to give them a present. Give the gift with both hands and accept gifts with hands. Generally, gifts will not be opened in your presence. Do not give gifts in odd number or the number four, as odd numbers are bad luck and four sounds like the word for death in Japanese. Gifts should be given at the end of a visit. Good gift ideas include top choice beef, fruit and alcohol such as brandy, quality whiskey and Bourbon along with excellent wines.

In Japan, business cards are called ‘meishi’. Japanese give and receive ‘meishi’ with both hands. It should be printed in your home language on one side and Japanese on the other. Present the card with the Japanese language side up. The card will contain the name and title along with the company name, address and telephone number of the businessman.

Take special care in handling cards that are given to you. Do not write on the card. Do not put the card in you pocket or wallet, as either of these actions will be viewed as defacing or disrespecting the business card. Upon receipt of the card, it is important to make a photocopy of the name and title of the individual in your mind. Examine the card carefully as a show of respect. In a business situation, business cannot begin until the 'meishi' exchange process is complete.

The customary greeting is the bow. However, some Japanese may greet you with a handshake, albeit a weak one. Do not misinterpret a weak handshake as an indication of character. If you are greeted with a bow, return with a bow as low as the one you received. How low you bow determines the status of the relationship between you and the other individual. When you bow keep your eyes low and your palms flat next to your thighs. The business card should be given after the bow. This is very important to remember.

In introductions use the person's last name plus the word 'san' which means Mr. or Ms. The Japanese prefer to use last names. Do not request that they call you by your first name only. If you are uncertain about the pronunciation of a name, ask for assistance.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) What is the custom when one is invited to a social event?

b) What is very important both in business and personal life in Japan?

c) What has one to remember when giving a gift?

d) What is the procedure of handling business cards in Japan?

e) What should be remembered about the way Japanese greet people?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Take special care in handling cards that are given to you. Do not write on the card. Do not put the card in you pocket or wallet, as either of these actions will be viewed as defacing or disrespecting the business card. Upon receipt of the card, it is important to make a photocopy of the name and title of the individual in your mind. Examine the card carefully as a show of respect. In a business situation, business cannot begin until the 'meishi' exchange process is complete. The customary greeting is the bow. However, some Japanese may greet you with a handshake, albeit a weak one.

________ (Maximum 5 points)

Task 4. Read the text once again. Write out imperative sentences; comment on their formation. Exemplify your answer, using the examples from the text. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

уважати за честь, не захоплюватися речами господаря, традиція, давати чайові, загортати подарунок, вручення візитної картки, традиційне привітання – уклін, реципієнт, візитна картка.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 14

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in Brazil [6]

Brazil has a population of 146 million people concentrated on its two hundred miles of east coast. Over 90 percent of the people live on 10 percent of the land, and over 15 million live in Sao Paulo and Rio de Janeiro. Brazil's ethnic composition is 55 percent European descent (primarily Portuguese), 38 percent a mixture of cultures (African, German, Japanese, Amerindian, etc.), 6 percent African, and only 1 percent Amerindian. Brazil is a multiparty federal republic. The president is both the chief of state and the head of the government.

Portuguese is the official language, although some of the population speak Spanish, Italian, or various Amerindian languages. There is no official religion, however the predominant religion is Roman Catholic (about 90 percent of the population). Some 16 percent practice Afro-Brazilian religions that combine tribal and Catholic beliefs (Spiritual Catholics) and Evangelical Catholics make up 9 percent.

Nearly 50 percent of the population is under twenty years of age. Despite massive economic problems, Brazil is often regarded as a potentially rich country with a strong industrial sector, large agricultural production, and rich natural resources. An example of its potential for efficient utilization of resources is its processing of sugarcane into ethyl alcohol for fueling 1.5 million Brazilian cars.

In Brazil three-piece suits carry an 'executive' connotation, whereas two-piece suits are associated with office workers. Conservative attire for women in business is very important. Also make sure your nails are manicured. The colors of the Brazilian flag are yellow and green. Avoid wearing this combination in any fashion.

Touching arms and elbows and backs are very common. To express appreciation, a Brazilian may appear to pinch his earlobe between thumb and forefinger. Flicking the fingertips underneath the chin indicates that you do not know the answer to a question.

Make appointments at least two weeks in advance. Never try to make impromptu calls at business or government offices. Be prepared to commit long term resources (both in time and money) toward establishing strong relationships in Brazil. This is the key to business success.

Some regions have a casualness about both time and work. However San Paulo is not one of those, and in Rio casual refers to the personal and social events, not business. In these two cities, business meetings tend to start on time.

Never start into business discussions before your host does. Business meetings normally begin with casual ‘chatting’ first. Giving a gift is not required at a first business meeting; instead buy lunch or dinner.

Midday is the normal time for the main meal. A light meal is common at night, unless entertaining formally. Expect to be served small cups of very strong coffee. In Brazil, restaurant entertainment prevails versus at home. If entertained in the home, it is polite to send flowers to the hostess the next day, with a thank-you note. Be cautious when giving someone purple flowers as they are extensively used at funerals.

Handshaking, often for a long time, is common. Shake hands for ‘hello’ and ‘goodbye’; use good eye contact. When leaving a small group, be sure to shake hands with everyone present. When women meet, they exchange kisses by placing their cheeks together and kissing the air.

Music and long animated conversation are favorite Brazilian habits. When conversing, interruptions viewed as enthusiasm. Brazilians enjoy joking, informality, and friendships. Good conversation topics: soccer, family, and children. Bad conversation topics: Argentina, politics, poverty, religion, and the Rain Forest.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) What sort of country is Brazil? Where is it situated?

b) What languages are spoken in Brazil?

c) Why is Brazil often regarded as a potentially rich country?

d) What is very important when dealing business in Brazil?

e) Which conversation topics are regarded as preferable in Brazil and which topics are considered bad? ________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Make appointments at least two weeks in advance. Never try to make impromptu calls at business or government offices. Be prepared to commit long term resources (both in time and money) toward establishing strong relationships in Brazil. This is the key to business success. Never start into business discussions before your host does. Business meetings normally begin with casual 'chatting' first. Giving a gift is not required at a first business meeting; instead buy lunch or dinner.

________ (Maximum 5 points)

Task 4. Comment on the structure of declarative sentences in English (the localization of subject, predicate, attribute, object, adverbials). Exemplify your answer, using the sentences from the text. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

глава держави й уряду, природні ресурси, уникати в одязі поєднання жовтого й зеленого, домовлятися про зустріч заздалегідь, пожвавлена розмова, тропічні ліси, бути обережним, відсотки, різноманітні мови, ефективне використання ресурсів. ________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 15

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in United Arab Emirates [40]

The United Arab Emirates is considered one of the Gulf countries. The Gulf countries include Bahrain, Kuwait, Sultanate of Oman, Qatar, and the United Arab Emirates (UAE). They are located on the Arabian Gulf – it is important NOT to refer to it as the Persian Gulf.

When holding business meetings in the United Arab Emirates, some foreign businesspeople suggest holding the meeting in the lobby of an international hotel rather than in an office. The advantage of this is that there will be fewer people wandering in and out of the meeting. Also, your counterpart's willingness to come to you demonstrates a true interest. You will also have access to refreshments that may be more to your taste.

Visitors are expected to abide by local standards of modesty, however, do not adopt native clothing. Traditional clothes on foreigners may be offensive. Despite the heat, most of the body must always remain covered. A jacket and tie are usually required for men at business meetings. Men should wear long pants and a shirt, preferably long-sleeved, buttoned up to the collar. Men should also avoid wearing visible jewelry, particularly around the neck.

Women should always wear modest clothing in public. High necklines, sleeves at least to the elbows are expected. Skirts, if not ankle-length, should at least be well below the knee. A look of baggy concealment should be the goal, pants or pant suits are not recommended. It is a good idea to keep a scarf handy, especially if entering a Mosque.

Avoid admiring an item to an excess, your host may feel obligated to give it to you. When offered a gift, it is impolite to refuse. Often shoes are removed before entering a building. Follow the lead of your host. Do not cross your legs when sitting, showing the bottom of your shoe or foot is offensive. The “thumbs up” gesture can also be considered offensive by some.

There are several styles of greetings in use, it is best to wait for your counterpart to initiate the greeting. Men shake hands with other men. Some men will shake hands with women; however it is advisable for a businesswoman to wait for a man to offer his hand. A more traditional greeting between men involves grasping each other's right hand, placing the left hand on the other's right shoulder and exchanging kisses on each cheek. A customary greeting is 'salaam alaykum'. Shaking hands and saying 'kaif halak' follows.

Gifts are not necessary, but appreciated. If you do give a gift, it will be open in private. Gifts to avoid giving include: alcohol, perfumes containing alcohol, pork, pigskin products, personal items such as underwear, knives, toy dogs or gifts that picture dogs, images of nude or partially nude women (even in paintings or sculptures with artistic merit). Alcohol and pork are not consumed by those that observe the Muslim religion.

Do not discuss the subject of women, not even to inquire about the health of a wife or daughter. The topic of Israel should also be avoided. Sports is an appropriate topic. In the Muslim world, Friday is the day of rest.

Communication is usually slow, do not feel obligated to speak during periods of silence. "Yes" usually means "possibly". Meetings are commonly interrupted by phone calls and visits from friends and family. The person at a meeting who asks the most questions is likely to be the least important. The decision maker is likely a silent observer.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) Why do foreign businesspeople suggest holding the meeting in the lobby of an international hotel in the United Arab Emirates?

b) What are visitors to the United Arab Emirates expected to abide by?

c) What are the styles of greetings in use in the United Arab Emirates?

d) What gifts should a visitor avoid giving in the United Arab Emirates?

c) What are the peculiar features of communication in the United Arab Emirates?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

Visitors are expected to abide by local standards of modesty, however, do not adopt native clothing. Traditional clothes on foreigners may be offensive. Despite the heat, most of the body must always remain covered. A jacket and tie are usually required for men at business meetings. Men should wear long pants and a shirt, preferably long-sleeved, buttoned up to the collar. Men should also avoid wearing visible jewelry, particularly around the neck.

________ (Maximum 5 points)

Task 4. Comment on the use of articles with the Proper nouns. Exemplify your answer, using the examples from the text. Do it in writing.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

проводити ділову зустріч, доступ, дотримуватися місцевого стандарту скромності, неввічливо відмовлятися, вважатися образливим, іслам, проводити ділові зустрічі, доступ, незважаючи на, образливий.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

UNIT 16

Task 1. Read the text given below. Make sure you understand what it is about.

Business Culture in Hong Kong [18]

Hong Kong is predominately Chinese with a population of approximately 5.9 million. There are two official languages, Chinese and English. Hong Kong has no official religion. Hong Kong operates under a capitalist form of government. Hong Kong was ceded to the United Kingdom in 1898 at the culmination of the Opium War. It remained a British Crown Colony until 1997 when it was returned to China.

As part of China, Hong Kong is now an economic and cultural bridge between the capitalist West and the Communist East. There is little doubt that changes will take place within Hong Kong over the next few years. One change that is already apparent is a transition from English speaking to Chinese speaking populous. Whether this will reduce the worldwide luster of Hong Kong is yet to be determined.

In business dealing with Westerners, the Chinese often chose a nickname. Don't be surprised if during your business dealing with the Chinese they ask to consult with a 'fengshui' man. A fengshui man may be brought in to determine good luck dates or the proper special arrangement for a building or office. This individual's opinion should be observed.

The red color is considered a lucky color in Hong Kong. When dressing for a business meeting, select a red tie to impress your host. The white color is synonymous with death.

The toast is an integral part of the culture in Hong Kong. All countries have a standard toast however each country has a different pronunciation for the word toast. 'Ganbei' is the popular Chinese toast. It means dry glass or bottoms up. Everyone is expected to drink a toast. The guest of honor makes the first toast. Follow the lead of your host when dining. Do not rub your chopstick together before dining. It implies that you have been given poor quality chopsticks that may have splinters. It is impolite to refuse to drink. Even if you do not drink, accept it and toast with your host. Drinking helps to relax the host and is an important part of the relationship building phase in Chinese business culture.

Bar hopping and karaoke are standard means of entertainment. Be prepared to be taken out on the town almost every night during your stay in Hong Kong. At close of trip, have a dinner for your host as show of respect.

The handshake is fairly common in Hong Kong, however a slight bow will show a sign of respect. Names are usually written in the following order: the last name first, middle name second and the first name last. Use titles with names whenever possible.

A round of applause may greet you during your visit. The Chinese like to applaud. You are expected to return the applause out of respect. Silence is held in high regard in Hong Kong. Allow your host to contemplate without interruption.

Appointments are recommended. Punctuality is expected. Use only black and white materials for presentations, as colors are very significant. Patience is important. The Chinese do not make business decisions quickly.

Task 2. Write down your answers to the following questions revealing the content of the text.

a) Who inhabit Hong Kong? What languages are spoken in Hong Kong and why?

b) Who the Chinese ask to consult with in business dealing?

c) What color is preferable when dressing for a business meeting?

d) What are the integral elements of the culture in Hong Kong?

e) How do Chinese write names?

________ (Maximum 4 points)

Task 3. Translate the passage given below from English into Ukrainian:

The handshake is fairly common in Hong Kong, however a slight bow will show a sign of respect. A round of applause may greet you during your visit. The Chinese like to applaud. You are expected to return the applause out of respect. Silence is held in high regard in Hong Kong. Allow your host to contemplate without interruption. Appointments are recommended. Punctuality is expected. Use only black and white materials for presentations, as colors are very significant. Patience is important. The Chinese do not make business decisions quickly.

________ (Maximum 5 points)

Task 4. Comment on the structure of negative sentences in English. Exemplify your answer using the sentences from the text. Do it in writing. Make the following sentences negative.

a) There is little doubt that changes will take place within Hong Kong over the next few years.

b) The guest of honor makes the first toast.

c) Use titles with names whenever possible.

d) However a slight bow will show a sign of respect.

e) Silence is held in high regard in Hong Kong.

________ (Maximum 4 points)

Task 5. Compare the information about body language in business presented in the text with that of Ukrainian businesspersons.

________ (Maximum 4 points)

Task 6. Give the English equivalents to the following word-combinations and phrases:

знак поваги, вражати господаря, невід'ємна частина культури, розваги, уклін, почесний гість, червоний вважається щасливим кольором, ділові рішення, економічний та культурний місток, стосунки.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

APPENDIX A
SAMPLE OF THE MODULE TEST
Variant 1

Task 1. Complete the statement choosing the appropriate medium of communication.

1. Speech communication is transmitted with the help of:

(a) sign language;

(b) Morse-key;

(c) non-verbal codes;

(d) linguistic means. ________ (Maximum 3 points)

Task 2. Comment on the variety of topics conveyed by business communication; define means of its transmitting.

________ (Maximum 4 points)

Task 3. Read the letter of enquiry below and fill in the gaps with suitable words or phrases. Write a reply to this letter of enquiry.

…Ms Bernshaw,

I am … to enquire about your … in *Nature*, vol 2, September 24, 2001, concerning scholarships for biology undergraduate students. I am in my fourth … of biology at the Universidad de La Laguna, and will be finishing my … next year. I would like to … for the scholarship since I am interested … molecular biology and in the research the scholarship receiver will carry out. I … appreciate it if you could send me further … about the scholarship and I would be … if you could also send me an application form.

I … to hearing from you soon.

Yours …,

Bridget Mineson

________ (Maximum 7 points)

Task 4. Read the text given below. Make sure you understand what it is about. Compare the information about business etiquette presented in the text with that of Ukrainian businesspersons. Do it in writing.

Slovakia Business Practice and Business Etiquette Tips

It is worth paying attention to the following points at business meetings in Slovakia:

- Slovak dress and behavior are a combination of the accepted practices in the United States and Eastern Europe;
- it is not the custom to use a person's first name on first addressing them. Instead, use a title such as: Doctor, Engineer, etc;
- some business people have a good command of English. Nevertheless, German is better understood. Occasionally effective conduct of a meeting may make use of the services of an interpreter to translate into English;
- acceptable gifts for business meetings are items for the office, quality pens (including pens with your company logo) as well as specially selected wines;
- it is recommended to start a business meeting with polite conversation of a general nature, accompanied by a toast with a local alcoholic drink. Only after that, should the conversation turn to business matters;
- on receiving an invitation to a home, luxury chocolate, a scarf for the hostess or flowers is a welcome gift;
- business decisions, including minor ones, are occasionally taken by a limited number of managers or even by one person acting alone;
- there are difficulties in obtaining an answer to a fax or email. It is advisable to back up faxes and emails with a letter that confirms any intended meeting. Similarly, after the meeting, it is advisable to send a letter with a summary of the main points raised at the meeting;
- try to avoid business meetings in the months of July and August or around the times of national holidays.

________ (Maximum 5 points)

Task 5. Translate into Ukrainian:

trainee, dignified tone, to be overdue, fault, insulting, insufficient, thorough examination, envelope, mild tone, to highlight, demanding tone, sample, to be annoyed, acknowledgment, terms of delivery.

________ (Maximum 3 points)

Task 6. Translate into English:

заслуговувати на відшкодування, зберігати доброзичливі стосунки, набувати досвід, випробувальний термін, швидко вирішити проблему, подавати заяву на посаду інженера, почуватися обдуреним, бути змушеним вжити подальших заходів, скаржитися на затримку доставки, відмінити замовлення, урегулювати проблему, шукати посаду інженера.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

SAMPLE OF THE MODULE TEST

Variant 2

Task 1. Comment on the reasons for the complaint-letter writing. Speak on the language and style (or tone) of the complaint-letter writing. Exemplify the answer with your own letter of complaint.

________ (Maximum 6 points)

Task 2. Circle the main components of oral communication:

(a) co-conversers;

(b) the maxim of quantity;

(c) a speaker or sender of information;

(d) means of transmitting information;

(e) speech perception;

(f) a transmitted message;

(g) positive politeness.

________ (Maximum 3 points)

Task 3. Write a memorandum according to the rubric given below.

Dan Smith, the Supply Manager of the University, needs to inform Stephen Powers, the Sales Manager of the Hometown Computer Company, that five computers purchased at this company are defective. Write a memo explaining the situation, problems and actions to be taken to correct the situation.

________ (Maximum 5 points)

Task 4. Read the text given below. Make sure you understand what it is about. Compare the information about business etiquette presented in the text with that of Ukrainian businesspersons. Do it in writing.

Austria Business Practice and Business Etiquette Tips

It is worth paying attention to the following points at business meetings in Austria [4]:

- The code of business conduct is similar in Austria to that in the rest of Europe and the USA. A handshake at the beginning and end of a meeting is the accepted custom. Care should be taken to shake the hand of everyone present at the meeting.
- The accepted form of dress for a business meeting in Austria is a formal suit for men and women are recommended to dress fashionably but not loudly.
- It is very important at a business meeting to indicate your colleague's title first and then his surname. Use of first names is intended only for private meetings, after a personal relationship has been established. Thus for example if you meet with a professor, address him as Herr Professor Schmidt. At further meetings, you may use his title without his surname – Herr Professor. For women, 'Frau' is used instead of 'Herr' for either single or married women.
- If you are invited to your Austrian colleague's home, it is customary to bring a small gift, such as a selected wine, a box of chocolates, etc.
- Most business people in Austria have a good command of English.
- Punctuality in Austria, as in Germany, is renowned throughout the world. Make every effort to arrive for a meeting at the appointed time or, if you are a few minutes late, make your apologies to your colleague.
- In many places in Austria, including restaurants, there is a strict ban on smoking. Try to smoke only when the people around you are doing so.
- You are recommended to avoid making business appointments for the months of July and August as well as around the dates of Austrian national holidays.

________ (Maximum 5 points)

Task 5. Translate into Ukrainian:

litigation, initial every page, word omission, remote location, cause ambiguity, prenuptial agreement, prior consent, coherent, condense facts, relevant details, bargaining, real estate sales contract, cohesive, universally acknowledged truth, time consuming.

________ (Maximum 3 points)

Task 6. Translate into English:

ділова угода, завірення документу нотаріусом, порядок денний, непряма мова, науковий керівник, проект контракту, різне (в порядку денному), пряма мова, як висновок, дзвінок за кордон, пунктирна лінія (місце для підпису), протокол, призвати зібрання до порядку, укладати порядок денний, записувати повідомлення.

________ (Maximum 3 points)

POINT-TO-GRADE CONVERSION SCALE

20–19 points = Excellent

18–15 points = Good

14–11 points = Fair

10–... points = Failing

APPENDIX B

FINAL ASSESSMENT

Final assessment in the course of Business Communication in English is realized in the form of written (final module test) and oral examination. The examination card consists of two questions: a theoretical and practical one.

A sample of the examination card

МІНІСТЕРСТВО ТРАНСПОРТУ ТА ЗВ'ЯЗКУ УКРАЇНИ

ДЕРЖАВНИЙ ЕКОНОМІКО-ТЕХНОЛОГІЧНИЙ УНІВЕРСИТЕТ ТРАНСПОРТУ

Спеціальність "ОМП " **Семестр** 9
Навчальна дисципліна ділова іноземна мова (англійська)

Е К З А М Е Н А Ц І Й Н И Й Б І Л Е Т № 10

1. Classification of business correspondence.
2. Speak on the key language points of writing a report. Exemplify your answer.

Затверджено на засіданні кафедри української та іноземних мов
протокол № ___ від "___" ___________ 200__ р.
Зав. кафедрою _________________________ Л.О. Науменко
Екзаменатор ________________________

QUESTIONS FOR THE EXAMINATION IN THE COURSE OF BUSINESS COMMUNICATION IN ENGLISH

1. Definition of communication. Its functions and types. Components of speech communication. Principles of communication.
2. Brain functions in speech communication.
3. The procedure of taking and transcribing telephone messages.
4. Business communication in English: Definition and its types.
5. Traditional types of quick business correspondence. Its functions and types. The main points of composing business telegrams, cables and telexes.
6. Memorandum. Its functions, structure and types.
7. Electronic mail. Its functions. Advantages and disadvantages of e-mail. Requirements to the business e-mail messages writing.

8. Business letter writing. Types of business letters; their structure. Guidelines on successful business letter writing.
9. The specificity of the structure and use of enquiries and replies.
10. The tips for writing a contract.
11. The structure of order-letters and acknowledgements of order.
12. A letter-offer. Its functions.
13. A complaint-letter writing; its functions and style (or tone).
14. The structure, functions, use and content of an adjustment letter.
15. The techniques of inverting Direct Speech into Reported speech in minutes writing.
16. A letter of application, its functions and structure.
17. Curriculum vitae: its definition, structure and functions. Guidelines on compiling a CV.
18. A letter of recommendation/reference letter: its functions and structure. The main functional paragraphs of a recommendation/reference letter. Guidelines on the recommendation-letter writing.
19. Miscellaneous correspondence, its types.
20. The role of agenda and notification in preparing meetings.
21. Definition of a minute; its functions, structure and compiling techniques.
22. A summary: its definition, functions and writing techniques.
23. A report: its definition, functions, structure and types. Steps of writing a business report. The style of writing a report. The key language points of writing a report.
24. A contract: its definition, functions and structure.
25. Definition of negotiations, their functions. The art and the laws of persuasion.
26. Presentation: its definition and stages. The role of paralinguistic factors in presentation delivery. Guidelines on the presentation delivery.
27. Speech etiquette: its definition. The importance of speech etiquette knowledge in business communication.
28. Essential points of making the initial contact with a business partner.

29. The role of verbal and non-verbal factors in business communication.
30. The differences in non-verbal means of communication in Ukrainian and English businesspersons' speech.

ASSESSMENT CRITERIA

The assessment at the oral examination includes testing the student's theoretical competence as well as the level of his/her skills in dealing with practical assignments:

100–85 % of the answer is correct – "Excellent";

84–75 % of the answer is correct – "Good";

74–59 % of the answer is correct – "Satisfactory";

58–0 % of the answer is correct – "Unsatisfactory".

The assessment of student's competence in the course of Business Communication in English is performed on the basis of the following criteria:

"***Excellent***" is given for the complete and logical coverage of the topic, correct interpretation of verbal and non-verbal means' communicative potential in different business situations, as well as the student's adequate application of the course material in practice;

"***Good***" is given for the complete but not logical explanation of theoretical phenomena, as well as the incomplete performance of practical tasks;

"***Satisfactory***" is given for incomplete explanation or incorrect interpretation of verbal and non-verbal means' communicative potential in different business situations, as well as insufficient performance of practical tasks;

"***Unsatisfactory***" is given in case of incorrect answer of both theoretical and practical questions, or in case of a complete absence of the answer.

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Англійською мовою

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