

The Handbook of
**BUSINESS ENGLISH DIALOGUE
IN AUTHENTIC CONTEXTS**



**Valeria Goncharova, Elizaveta Maslova, Venera Midova,
Eva Minasyan, Lilit Saakian**

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(Ուսումնական ձեռնարկ)

**ДИАЛОГ ДЕЛОВОГО
АНГЛИЙСКОГО
В АУТЕНТИЧНОМ КОНТЕКСТЕ
(Учебное пособие)**

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*Քննարկվել և երաշխավորվել է տպագրության ԵԳՀ «Օտար լեզու» ամբիոնում:
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**Valeria Goncharova, Elizaveta Maslova, Venera Midova, Eva Minasyan, Lilit Saakian,
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<<The Handbook of Business English Dialogue in Authentic Contexts>>-ը գործարար անգլերենի բանավոր և գրավոր խոսքի զարգացմանը միտված ուսումնական ձեռնարկ է՝ նախատեսված կառավարում, կառավարման հոգեբանություն և գործարար հոգեբանություն ուսումնասիրող բակալավրիատի ուսանողների համար: Կառուցվածքային առումով ուսումնական ձեռնարկը բաղկացած է 8 բաժին-դասերից, գործարար անգլերեն գրավոր հաղորդակցության բաժնից և լրացուցիչ ընթերցանության համար նախատեսված բաժնից: Յուրաքանչյուր բաժին-դաս հիմնված է հստակ թեմայի վերաբերյալ չպարզեցված և ոլորտային իրական աշխարհի բնագրային տեքստերի վրա, որոնց շուրջ հեղինակները առաջարկում են հաղորդակցական-տրամաբանական բնույթի մշակված վարժանքների համակարգ՝ ուսանողներին կողմնորոշելով ստացված տեղեկատվության հիմա վրա հետագայում լայն վերլուծության որոնման հարցում: Հավաստի տեսանյութերն ուսանողներին հնարավորություն են տալիս լսելու և քննադատաբար ընկալելու տեղեկատվությունը, ինչպես նաև զարգացնելու իրական կյանքի ոլորտային թեմատիկ իրավիճակներում հաղորդակցվելու համար անհրաժեշտ խոսքի հմտությունները: Իրական քեյս-դեյքերը նպաստում են կարդացածի ըմբռնմանը, տեղեկատվության վերլուծությանը և քննարկման ծավալմանը: Ձեռնարկը ներառում է նաև գործարար անգլերենի գրավոր հաղորդակցության հմտությունների կատարելագործմանն ուղղված բաժին և ոլորտային լրացուցիչ ընթերցանության համար նախատեսված բաժին:

Ուսումնական ձեռնարկն օգնում է մանրակրկիտ ուսումնասիրել ոլորտային տվյալ թեման, ինչպես լսարանային պայմաններում, այնպես էլ արտալսարանային և ինքնուրույն ուսումնառության դեպքում: Բացի այդ, ձեռնարկը կարող է օգտակար լինել գործարար անգլերեն ուսումնասիրող լայն շրջանակների համար:

Հիմնական եզրույթներ՝ անձնակազմի հավաքագրում և աշխատանքից ազատում, մոտիվացիա-մղում բանակցությունների նախապատրաստում և վարում, աշխատանք-կյանք հավասարակշռություն, կազմակերպչական մշակույթ, հաճախորդների հետ հարաբերությունների ձևավորում, աշխատանքային զբաղվածության երաշխիքներ:

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*Обсужден и рекомендован кафедрой иностранных языков
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**В.В. Гончарова, Е.Г. Маслова, В.О. Мидова, Е.Т. Минасян, Л.С. Саакян,
Учебное пособие «ДИАЛОГ ДЕЛОВОГО АНГЛИЙСКОГО В АУТЕНТИЧНОМ
КОНТЕКСТЕ», Издательство "Ван Арьян", Ереван, Армения, 2023, 152с.**

Учебное пособие по устной и письменной речи предназначен для студентов бакалавриата, изучающих менеджмент, психологию управления и психологию бизнеса. Структурно, пособие состоит из 8 разделов-уроков, деловое письмо (деловая переписка) и дополнительное чтение. В основу каждого раздела положены неадаптированные тексты по определенной теме, к которым авторы предлагают систему упражнений коммуникативно-логического характера, ориентирующие студентов на информационный поиск с последующим анализом полученной информации. Аутентичные видеоматериалы предоставляют обучающимся возможность аудирования, критического осмысления информации, а также развивает речевые умения и навыки, необходимые для общения в реальных жизненных ситуациях. Кейсы способствуют осмыслению прочитанного, анализу информации, ведению дискуссии. В пособие также включены приложения для улучшения навыков делового письма и тексты для дополнительного чтения.

Пособие помогает тщательно прорабатывать каждую тему, как во время аудиторных занятий, так и самостоятельно. Кроме того, пособие может быть полезно широкому кругу лиц, изучающих деловой английский язык.

Ключевые слова: подбор персонала и увольнение, мотивация, подготовка и ведение переговоров, баланс между работой и личной жизнью, организационная культура, формирование отношений с клиентами, гарантии занятости.

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UNIT 1

HOW TO RECRUIT NEW EMPLOYEES

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"You seem intelligent, capable, level-headed and mature.
That's a shame because I was really hoping you'd fit in here."

Lead-in

Comment on the following quotations.

- If you want to see the true measure of a man, watch how he treats his inferiors, not his equals – *J.K.Rowling*
- I hire people brighter than me and then I get out of their way – *Lee Iacocca*
- Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them – *Paul Hawking*

READING

A. You are going to read an article about recruitment strategies. Read the text and write the number of the paragraph next to the strategy.

- ___ Social media hiring
- ___ Focus on branding
- ___ College recruitment
- ___ Interesting interviews
- ___ Look for passive candidates
- ___ Create job posts

SIX EMPLOYEE RECRUITMENT STRATEGIES FOR QUALITY HIRING

Hiring an employee can seem like a nightmare. What if you don't choose the perfect candidate? What if they perform well during the recruitment process but don't act as an asset to the company? There are many such questions that keep haunting the recruiter while selecting the right candidate.

To get out of this hassle, employers create an employee recruitment strategy. This is a structured action plan to attract candidates and identify their potentials. The best ones are then selected to work for the company. This way every company has its own recruitment strategies.

But if you're looking for plans to upgrade your strategies, you can implement these few things in your recruiting process.

1. _____

72% of recruiting leaders worldwide agreed that employer brand has a significant impact on hiring. The employer brand only makes you distinct from the other companies.

This interests the candidates to work for your brand. Your brand's values, mission, and vision should be reflected. Research says that 79% of candidates will go through your company's mission before submitting their application.

Think about why somebody would like to work for you or what somebody would say about you outside your company. The answers to these questions will help you develop your brand. And once the brand is developed, you will automatically start getting applications from talented candidates.

2. _____

49% of professionals follow companies on social media to be aware of the job vacancies. So, whenever you post, you must take care of the platforms where your target audience and potential candidates are focused. Your job posts should reflect the type of your business.

So, if your company is related to arts, the job post should be creative. If it talks of strict business, keep the job post totally straightforward in order to gain more focused candidates.

3. _____

Since the millennials are largely focused on social media, you cannot leave this platform to build your brand. Also, the same social media can help you find suitable candidates for your company.

You can use social media to search for potential talent, job advertisements, and interactions with interested candidates. This process is now largely used by big companies like Apple, Uber, etc. The only thing to ensure here is that your social media handles must also reflect your brand values.

4. _____

If you recruit the freshers from the colleges, it will give you the best result. This way you will get the best upcoming talent in your industry. You will also be able to keep various interns and maintain college connections.

The major advantage here is since the candidates are From colleges, they are extremely enthusiastic and are in the industry to learn. So, they are ought to give their best. You can attend different career fairs or get featured on-campus job boards to hire these candidates.

5. _____

Passive candidates are the ones who are already involved in some of the other jobs at present. This means they aren't looking for some other job actively. But these candidates are most qualified and most suitable for the job you're looking for.

When as a brand, you approach the candidates; it grabs their attention and makes them more inclined towards you. It makes them feel that you appreciate their talent and you will always care for them. So, this way you can easily reach out to the passive candidates and make the qualified ones work for you.

6. _____

When you are interviewing a candidate, they are also making some impression of you. Hence, interviews are always a two-way process. Even if you are meeting a person over video conferencing or in person, you must always try to make the person comfortable.

Also, don't forget to incorporate your company's culture in the interview process. This way, the candidate learns about your company and is eager to work with you.

These six strategies work the best if you want to hire qualified employees for your company. Apart from that, you can always train an individual to suit your company's culture. While freshers are enthusiastic, experienced are professionals. So, select the strategies, depending on your needs, and then work on them.

Retrieved from: <https://www.europeanbusinessreview.com/6-employee-recruitment-strategies-for-quality-hiring/>

B. Read the questions. Choose the correct option (a-c) according to the information in the article.

1. According to the article, an employee recruitment strategy helps employers to
 - a) train employees to suit the company's culture.
 - b) select qualified employees for the company.
 - c) keep away from the recruiters.

2. The company brand has much influence on hiring.
 - a) 72 % of recruiting leaders think so.
 - b) 79 % of candidates think so.
 - c) 80% of professionals think so.

3. Job posts in social media should reflect
 - a) brand values of a company.
 - b) a business type of a company.
 - c) a company business plan.

4. The major advantage of college recruitment is that
 - a) the candidates are talented in your industry.
 - b) the candidates are already experienced workers.
 - c) the candidates are eager to learn and feel enthusiasm.

5. During the interview it is important to
 - a) make the candidate feel comfortable.
 - b) say a few words about the attitudes, values, beliefs and goals that characterise the company.
 - c) both of them.

Over to you

Have you ever been interviewed for a job? How did you prepare?

What recruitment strategies do you find useful? Why?

C. Match the underlined words from the text with the definitions (1-8). Use the correct forms.

- 1) _____ to improve something so that it is of a higher quality or a newer model
- 2) _____ the job or activity of recruiting people
- 3) _____ a single sentence or a short paragraph explaining its purpose(s) for being
- 4) _____ one of the people taking part in an election or trying to get a job
- 5) _____ Y generation; young people becoming adult in the beginning of the 21st century
- 6) _____ a job that is available for someone to do
- 7) _____ a student or recent graduate receiving practical training in a working environment
- 8) _____ to meet the requirements or standards (of)

SPEAKING: ROLE-PLAY

Work with your partner: act out a job interview. At the end of the interview, comment on the positive and negative aspects of each other's performances and decide if the candidate got the job.

***Student A:** You are the **Interviewee**. Think of a job you would like to have. Prepare for the interview: make a list of your strengths and weaknesses. What questions would you ask your potential employer?*

***Student B:** You are the **Interviewer**. Prepare to interview a potential candidate. Use these phrases to make questions. You can add or axe some questions.*

- 1) What /know about our company, and why /want to work here?
- 2) What skills and strengths /bring to this position?

- 3) Can /tell me about your current job?
- 4) What /your current company do to be more successful?
- 5) Can you /about a time when you had a disagreement with a boss or colleague?
- 6) Do /work best alone or on a team?
- 7) Why /leaving your current job?
- 8) How /your coworkers describe you?
- 9) How /your boss describe you?
- 10)Where /see yourself in five years?
- 11)How /manage deadline pressure?
- 12)In your most recent role, was /a time when you had to overcome a significant challenge?
- 13)What /the most interesting project you've worked on in a past position?
- 14)What /one fact that's not on your LinkedIn profile?
- 15)Do you /any questions for me?

VIDEO TIME

Why the best hire might not have the perfect resume / Regina Hartley

Warm-up

A. Choose one of the following statements and prove your point of view.

Do you agree or disagree? Why?

- 1) A resume tells a story.
- 2) Even the worst circumstances can result in growth and transformation.
- 3) Humor gets you through the tough times, and laughter helps you change your perspective.

B. Watch the video and answer the questions:

1. What are two main categories of candidates?
2. Why should HR managers interview scrappers?
3. What is in common between successful business people and high-powered leaders?

4. When Regina Hartley said «Business challenges for a scrapper? A piece of cake» she meant that...

C. Watch the video from 07:55 to the end and fill in the gaps in this transcript.

Scrappers are propelled by the belief that the only person you have full _____ over is yourself. When things don't turn out well, Scrappers ask, "What can I do differently to _____ a better result?"

Scrappers have a sense of _____ that prevents from giving _____ on themselves, kind of like if you've _____ poverty, a crazy father and several muggings, you figure, "Business challenges? --(Laughter) Really? _____ of cake. I got this." And that reminds me -- humor. Scrappers know that humor gets you through the tough times, and laughter helps you change your _____.

And finally, there are relationships. People who overcome adversity don't do it alone. Somewhere along the way, they find people who bring out the best in them and who are invested in their success. Having someone you can count on no matter what is essential to overcoming _____.

I was lucky. In my first job after college, I didn't have a car, so I carpooled across two _____ with a woman who was the president's assistant. She watched me work and _____ me to focus on my future and not _____ on my past. Along the way I've met many people who've provided me brutally honest feedback, advice and _____. These people don't mind that I once worked as a singing waitress to help pay for college.

I'll leave you with one final, valuable insight. Companies that are committed to diversity and inclusive practices tend to support Scrappers and outperform their peers. According to DiversityInc, a study of their top 50 companies for diversity _____ the S&P 500 by 25 percent. So back to my original question.

Who are you going to bet on: Silver Spoon or Scrapper? I say choose the underestimated contender, whose secret _____ are passion and purpose. Hire the Scrapper.



Write a short essay (100-150 words) on how to hire the right people.

CASE STUDY

Read the case and complete the table.

Who are the key individuals or groups that have an important stake in this case?	
Chronological summary of the events.	
What are the protagonist’s options?	
Which option is the best thing to do and why?	

Nomad Health: The Disruption of Physician Staffing Services

“This is a brilliant idea,” Alexi Nazem thought when first heard about Nomad Health. A short time later he agreed to become the company’s CEO.

The idea Nazem found so compelling was a platform through which healthcare professionals interested in pursuing temporary work could find hospitals needing short-term staff. Most hospitals and practices found temporary physicians through brokers and agencies; a process neither physicians nor their employers found efficient or satisfying. Nomad promised to provide a clean solution that would make the experience more transparent and less costly.

Nomad was the brainchild of two Yale neurosurgeons/entrepreneurs, Max Laurans and Ryan Grant. After researching the temporary healthcare market,

Grant and Laurans sketched out how Nomad should function and enlisted some software engineers to build a prototype. They also recruited Kevin Ryan, a well-known serial entrepreneur, to be the lead investor. Ryan in turn recruited Nazem.

With a functioning website and management team in place, Nomad's leadership faced their biggest challenge – simultaneously finding sufficient physicians to attract hospital clients and finding enough hospitals to attract physicians. No matter how compelling their value proposition or attractiveness of their website, the Nomad team realized that they needed large numbers of participants from both sides of the market before the concept would work.

Retrieved from: Greg Licholai, Ayesha Khalid, and Jaan Elias, "Nomad Health: The disruption of physician staffing services," Yale SOM Case 17-013, June 28, 2017

Questions for discussion.

- 1) How effective was the idea of creating a platform to recruit extra staff?
- 2) What are the top job search websites?
- 3) Read through the case again and write a one-paragraph summary in your own words.

Refer to Writing Bank 1: Learn how to write an effective CV.

UNIT 2

HOW TO LAY OFF EMPLOYEES



"When I have to fire someone, it's less traumatic if I use my helium voice."

Lead-in

Comment on the following quotations.

- "There's ups and downs with boxing, layoffs are part of the sport and they can either help or hurt a guy." – *Floyd Mayweather, Jr.*
- "Globalization has created this interlocking fragility. At no time in the history of the universe has the cancellation of a Christmas order in New York meant layoffs in China." - *Nassim Nicholas Taleb*

READING

A. You are going to read an article about firing strategies. Predict whether the author will recommend (write R) or not recommend (write NR) the following ideas? Then read the text and check.

- ___ 1. HR should be your ally.
- ___ 2. The talk about termination should be long and detailed.
- ___ 3. Do not leave and have someone else (ex. HR) complete this task.
- ___ 4. Do not be sympathetic or compassionate.
- ___ 5. Stoke internal team rumours concerning the dismissal.
- ___ 6. Devise a plan for handling the workload while you search for a successor.

THE RIGHT WAY TO FIRE SOMEONE

You've decided it is time to let the low performer on your team go. But now you have to have the dreaded conversation. What's the best way to deliver the news? Who should be in the room with you? What do you say and not say? And how do you tell the rest of the team?

What the Experts Say

"Firing is the single most difficult thing we ask leaders to do," according to Dick Grote, a management consultant in Dallas, Texas, and author of *How to Be Good at Performance Appraisals*. "Even when the business justification is clear, you're sitting down and telling someone that he's no longer getting a pay check and that when he wakes up in the morning, he has no place to go. That's tough." But firing is a necessary evil, says Jodi Glickman. "As the manager, you have to bear in mind what's right for the company." You have to focus on the fact that "the firing makes good business sense and hopefully is in the best interest of the person and your team going forward."

Make HR your ally

Before you schedule the conversation, Grote suggests double-checking your plans with HR. "You're not asking for permission — you're the boss; you make

the decisions — but you’re asking if there’s any reason you shouldn’t go ahead with your plan to fire Louie on Tuesday morning,” he says. First, you want to ensure that an HR rep is able to attend the meeting, since it’s legally practical and more comfortable to have someone else in the room. Second, the HR department can offer “a fuller picture” of the employee’s extenuating circumstances. HR might tell you, for instance, that Louie’s pension vests on Wednesday, so firing him Tuesday might be viewed as suspect in court. Or HR might tell you that Louie’s wife starts cancer treatment on Monday afternoon, in which case firing him Tuesday could be seen as inhumane.

Keep it short

The words you use to terminate an employee should be simple and to-the-point. Don’t waffle. “Go somewhere private and then lead with the punch line,” says Glickman. She suggests you begin by saying, “I have some bad news for you. Today is your last day here.” Then state the reason for termination in one simple sentence. “Be transparent,” she says. “We’ve let you go because you didn’t meet your sales targets” or “You’ve not been a good cultural fit here.” It’s important to use the past tense because it “precludes arguments about second chances,” says Grote. “The plug has been pulled.” If the employee tries to argue or lashes out at you, try not to get caught up in responding. “It’s a natural human thing to want to say ‘I’m sorry,’” says Grote.

Stay in the room

HR may be your ally, but you shouldn’t expect it to do your dirty work. While some experts contend that you needn’t say anything more or even remain in the room after the initial pronouncement, Grote vehemently disagrees. “Leadership demands compassion,” he says. “You were the agent of a terrible thing that has just happened in this person’s life. Don’t run away, and don’t force HR to pick up the pieces.” You should be prepared to “speak as needed and answer questions

as they come up.” Before the meeting, you need to be well versed on practical matters — the details of the former employee’s severance agreement, for instance, and what happens to his benefits and unused vacation time. Of course, there will always be issues you hadn’t considered. If something comes up, Grote recommends saying, “Let me apologize, I hadn’t thought of that,” and then turn it over to HR. But make no mistake: “This is your baby.”

Show compassion

Firing may be a difficult chore for you, the manager, but for the person who’s being fired, it’s downright traumatic. So, empathize. “Offer to be helpful,” says Glickman. “If you genuinely believe someone is a good person who has talents and abilities that could be useful elsewhere, tell her that you’re very happy to provide a reference, or offer to make introductions.” Grote suggests scheduling a termination at the end of the workday, bearing in mind office optics. After the conversation, he recommends saying, “Let me walk you back to your desk, where you can pick up your belongings, and then we’ll both walk out of the office together like it’s a normal day.” He adds, “It’s showing your humanity.”

Talk to your team

After the person you’ve fired has left, Glickman suggests gathering the colleagues affected by the termination to address the matter. “The message should be direct and straightforward,” she says. Do not reveal reasons behind the decision — that’s confidential. Recognize that the office rumor mill is likely churning. Grote suggests this script: “As some of you may already know, Diane is no longer part of the organization. I can’t go into details because that’s confidential information and I want to ensure Diane’s privacy. If you have suggestions about how to minimize the impact of Diane’s absence, let me know.”

If you think people will start to worry about their own jobs, you might assure them that the person was fired for cause, that the organization is not eliminating roles. You can also divulge a few details if you want to send a strong message to your team about the fired employee's poor behavior.

Focus on the future

Terminating an employee is an emotionally draining task, but for the sake of your team, you mustn't wallow. "At this point, it's about forward momentum," says Glickman. "Focus on the now." The firing likely presents short-term challenges for your team — namely more work. "So, it's up to you to come up with a strategy for how to manage the workload while you look for a replacement." Acknowledge that there's more work to do in the short term, but talk about a goal. "Say, 'It's going to hurt for three months, but here's the plan,'" she adds. "You want to ruthlessly move forward on the future."

Retrieved from: <https://hbr.org/2016/02/the-right-way-to-fire-someone>

B. Read the questions. Choose the correct option (a-c) according to the information in the article.

1. According to Rebecca Knight, firing is a necessary evil because
 - a) the employees will not feel safe at their places.
 - b) the team and the company interests should go first.
 - c) the fired person will be happier and more productive working for another company.
2. If you make HR your ally you'll
 - a) change your decision or mind.
 - b) be given more information about the right moment to announce your decision to an employee.
 - c) feel more stressed about having someone else in the room.
3. Using the words in the past tenses while terminating an employee means that
 - a) an employer has proclaimed their final decision.
 - b) an employer has demonstrated his/her empathy.
 - c) an employer has given an employee a second chance.

4. What can help to avoid panic in the team after a dismissal?
 - a) suggesting possible ways of minimising the impact of the absent person.
 - b) assuring team members that the person was fired for a cause.
 - c) both of them.
5. If someone wallows in an unpleasant situation it means that
 - a) they feel too much sadness or pity and enjoy these emotions.
 - b) they feel exhilarated.
 - c) they feel enthusiastic.

Over to you

Have you or someone you know ever been fired? How did you/ they feel?

How would you support yourself / your friends after being fired?

C. Match the underlined words from the text with the definitions (1-8). Use the correct forms.

1. _____ a reason for something
2. _____ develop, move towards the future
3. _____ acting to excuse something bad or causing something bad to be judged less seriously
4. _____ to talk or write a lot without giving any useful information or any clear answers
5. _____ a strong feeling of sympathy and sadness for the suffering or bad luck of others and a wish to help them
6. _____ to be able to understand how someone else feels
7. _____ to make something secret known
8. _____ someone who does a job instead of someone else

D. Put the correct words from the list below in the above article. Discuss in pairs.

A Polish hospital cleaner in Norway has been fired for speaking Polish during her lunch break. Johanna Renclawowicz, 34, received her (1) ____ orders from the Sykehuset Telemark hospital. Her (2) ____ letter said: “You have been given information that only Norwegian shall be spoken during working time. Your colleagues and patients have (3) ____ complained that Polish is spoken in the eating area, cleaning department and corridors, etc.” The hospital claimed they (4) ____ warned Ms Renclawowicz against using Polish at work. In August, they sent her a letter that was (5) ____, “The use of language in the workplace”. In it, she was told that speaking Polish created a “bad working (6) ____”.

Ms Renclawowicz moved to Norway four years ago to find a better life. She now has a three-year-old daughter and a (7) ____ on her house. She started work at the hospital in August 2011 as a temporary worker. Four other Poles at the hospital warned her that the hospital had (8) ____ Polish. She said: “It was strange that we were (9) ____ to speak Norwegian to each other on our breaks, even when we’re not that (10) ____Every time the boss heard one of us speaking Polish, she said, ‘Speak Norwegian’. She (11) ____ complained if it happened during lunch breaks.” There were even, “We speak Norwegian at work” posters put up in the hospital. She will now (12) ____ the hospital for discrimination and unfair dismissal.

- | | | | |
|--------------------|------------------|----------------|-----------------|
| 1. (a) walking | (b) running | =(c) sprinting | (d) marching |
| 2. (a) dismal | (b) dismissive | (c) dismissal | (d) dismay |
| 3. (a) repeat | (b) repeatedly | (c) repetitive | (d) repetition |
| 4. (a) continually | (b) continuation | (c) continuity | (d) continue |
| 5. (a) written | (b) sketched | (c) titled | (d) doodled |
| 6. (a) habitat | (b) ecosystem | (c) world | (d) environment |
| 7. (a) payment | (b) mortgage | (c) agreement | (d) fine |
| 8. (a) banned | (b) scanned | (c) fanned | (d) panned |
| 9. (a) expat | (b) expected | (c) expedited | (d) expelled |

- | | | | |
|------------------|--------------|-------------|---------------|
| 10. (a) flippant | (b) fluid | (c) fluent | (d) flatulent |
| 11. (a) mainly | (b) big time | (c) orderly | (d) whole |
| 12. (a) sap | (b) sic | (c) sew | (d) sue |

SPEAKING: Employee Termination Discussion

Work with your partner. Student A: You are the CEO of the company; Student B: you are the HR manager. Act out a conversation where you are discussing how to fire an unacceptable employee. At the end of the dialogue interview, comment on the positive and negative aspects of each other's performances and decide how to fire your employee with less pain. Consider the following questions.

1. *Are we following company policy?*
2. *Are our reasons for firing this person valid?*
3. *What did the person do wrong?*
4. *Do we have proof and documentation?*
5. *Have we issued regular performance reviews?*
6. *Has the employee received adequate warnings?*
7. *Did the employee have a chance to remedy the situation?*
8. *Has anyone else been fired for the same thing in the past?*
9. *Is there any evidence of discrimination?*
10. *What's the best time and place to let them go?*
11. *How is this employee going to respond to the bad news?*
12. *What other things like documentation, benefits, etc, need to get taken care of?*
13. *Are we following all laws?*
14. *Does the employee have a legally binding contract?*
15. *How do we tell the rest of the team?*

Role-play 2. A Difficult Conversation.

Student A. You are Bob, Lynn's Manager. You've made a decision to terminate Lynn for regular tardiness and three unexcused absences. Start your conversation like this: "*Lynn, please have a seat. Lynn, I know you have tried hard to succeed at your job. Nonetheless, for some months already, your attendance has not been acceptable...*"

Student B. You are Lynn, a single mother. Your boss has called you on the carpet to terminate your contract. You think you deserve a second chance.

VIDEO TIME

Empathy and Mass Layoffs / Simon Sinek

Warm up

A. Choose one of the following statements and prove your point of view. Do you agree or disagree? Why?

- Most people think that empathy is something you have only with friends and the family, but in reality, it is also a priority in business. - Satya Nadella, CEO of Microsoft
- The quickest way to have empathy for someone else is to be just like them. For companies, the answer is to hire their customers. - Dev Patnaik, author, Wired to Care

B. Watch and choose the best answer according to the video:

1. According to the speaker, empathy is
 - a) being concerned about a person's output.
 - b) being concerned about a human being.
2. Why are mass layoffs bad for business?
 - a) They destroy trust and cooperation in business.
 - b) They help employees find better jobs.
3. How to foster a sense of vulnerability in the work environment?
 - a) Feel ashamed to admit that you've made a mistake and ask for help when you need it.
 - b) Feel safe to admit that you've made a mistake and ask for help when you need it.
4. If we practice empathy,
 - a) we try to understand people's behaviour and support them in challenging situations.
 - b) we try to ignore people's behaviour and blame them.

C. Watch the video again (0:47 – 4:36) and complete the gaps in this extract with one word per space.

We all have performance issues. Maybe someone's kid is sick, maybe they having problems in their _____, maybe one of their parents is dying. We don't know what's going on in their lives and of course it will affect _____ at work. Empathy is being _____ about the human being not just their output. We have for some reason, our work world has changed over the past 20 and 30 years. We are suffering the _____ effects of business theories left over from the 80s and 90s.

Mass layoffs. Using someone's livelihood to balance the _____ right it's so normal in America today that we don't even understand how broken and how _____ it is not only to human beings but to business. You know companies talk about how they want to build trust in cooperation then they _____ a round of layoffs. Do you know the quickest way to destroy trust and destroy cooperation in a business _____ in one day? Lay people off and everyone gets scared. All right can you imagine sending someone home to say honey I can no longer provide for our family because the company _____ its arbitrary projections this year. Forget about the people who lost their job. Think about the people who kept their jobs because every single decision a company makes is a piece of communication and the company cut the company has just _____ to everybody else: this is not a meritocracy, we don't care how hard you work or how long you've worked here. If we miss our _____ and you happen to fall on the wrong side of the _____. I'm sorry we cannot guarantee employment. In other words, we come to work every day afraid and we're asking our youngest generation to work in environments where how would any of us ever _____ up and admit I made a mistake. We're constantly being _____ you have to be vulnerable; leaders are vulnerable. What does that even mean it doesn't mean you walk around crying I'm vulnerable, right? No. What vulnerability means is you create an environment in which someone feels safe _____ to raise their hand and say I don't know what I'm doing. You've given me a job and I haven't been trained to do it. I need help. I made a mistake. I screwed something up. I'm scared, I'm worried. All of these things no one would ever _____ inside a

company because it puts a _____ on your head in case there's another round and so we keep it to ourselves and how can a company ever do well if nobody's ever willing to admit they made a mistake, that they are scared or they don't know what they're doing. We've literally created cultures in which every _____ day everybody comes to work and lies hides and fakes. And we're asking our youngest generation to work and succeed and find themselves and build their confidence and _____ their addiction to technology and build strong relationships at work. We're asking to do this in these environments we've created. We keep saying to them you're the Future Leaders. We're the leaders now. We're in control. What are we doing? This is what empathy means. It means if there's an _____ generation struggling maybe it's not them it's like, you know, the only thing that... the common factor in all my failed relationships? Me. Same thing. Oh I just can't get the right Apple, you know, the right performance out of our people maybe it's you, right? It's not a generation it's not them, they're not difficult or hard to understand, they're human beings like the rest of us trying to find their way, trying to work in a place where they feel that someone _____ about them as a human being. By the way that's what we all want.



Write a short essay (100-150 words) on how to manage lay-offs with empathy and dignity.

CASE STUDY

Read the case and complete the table.

Who are the key individuals or groups that have an important stake in this case?	
Chronological summary of the events.	
What are the protagonist’s options?	

Which option is the best thing to do and why?	
---	--

Part of your job is to absorb the emotion

Leah Solivan, the founder and former CEO of TaskRabbit, the online marketplace that lets people hire freelancers for odd jobs, says the recent rash of layoffs due to the coronavirus crisis is giving her ugly flashbacks. “I feel like I have PTSD,” she says. “I know exactly how these founders and managers feel.”

Leah founded TaskRabbit just a few months before the global financial crisis that began in 2008; and she oversaw several rounds of layoffs before her company was acquired by IKEA.

The year 2014 sticks with her. The economy was improving, but TaskRabbit faced an uncertain future. Customers were shifting toward mobile technology and competition for the platform was intensifying.

Leah realized she couldn’t hold on to the company that she had worked so hard to build unless she made big changes. After many agonizing conversations with the company’s five-member executive team, Leah came to the conclusion that she needed to eliminate 20 employees, about 25% of the workforce.

“I knew it was best for the company in the long run, but at the time I was living my worst nightmare,” she recalls. “I was letting people down.”

But Leah understood that these layoffs were not about her. “However difficult it was for the team and I to make the decision, I knew it was going to be more difficult for the people I had to let go.”

Her first order of business was to craft a message to the affected employees that was short and succinct. She said something like, “We are not on a sustainable path. In order for the company to be healthy and move forward, we need to reorganize the team and unfortunately not everyone can stay.”

Leah met with each employee individually and offered compassionate support, including a generous severance package. She also worked her network to help

departing employees find new job opportunities. “I wanted to take care of these people so they could make a smooth transition.”

After, she talked with her remaining team members and offered to answer any questions. “At the end of that day, we had a companywide meeting where people got up and said what was on their minds. Some said, ‘I feel sad,’ or ‘I feel angry,’ or ‘I feel disappointed.’”

It wasn’t easy to hear those things, Leah admits. “My job was to absorb it,” she says. “And I felt like a failure.”

Preserving her own mental health and resilience was a challenge. She recalls venting to her executive team. The camaraderie helped. “We were all in the trenches together.”

Today Leah invests in startups as a VC at Fuel Capital. Lately, she has been offering guidance to companies as they face similar challenges. “There’s no way around it: layoffs are hard,” she says. “It was the most difficult thing I had to do.”

Questions for discussion.

- 1) What caused all these changes in TaskRabbit?
- 2) How did Leah communicate with employees and inform them about layoffs?
- 3) How would you act if you were the founder and CEO of TaskRabbit?

Write the answer in 3-5 sentences.

UNIT 3

MOTIVATION AT WORK



**“My boss’s latest motivational idea:
Bring Your Bills To Work Day.”**

Lead-in

Comment on the following quotations.

- If something is wrong, fix it now. But train yourself not to worry, worry fixes nothing. — Ernest Hemingway
- If I had nine hours to chop down a tree, I’d spend the first six sharpening my axe. — Abraham Lincoln
- Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them – Paul Hawkin

READING

A. You are going to read an article about motivating employees. Read the text and write the number of the paragraph next to the strategy.

- ☐ ____ Adopt a coaching culture
- ☐ ____ Make time for fun
- ☐ ____ Communication is crucial
- ☐ ____ Introduce an employee recognition programme
- ☐ ____ Provide the right tools
- ☐ ____ Avoid micromanaging

How to Keep Your Remote Employees Motivated

After the Covid-19 outbreak, businesses around the world were forced to regroup and adapt to new styles of working, and today, remote teams are no longer an unknown territory for many organizations. According to Upwork, nearly 42% of American workers continue to work remotely and more than 15% of companies exclusively hire remote employees.

However, despite the many benefits that come with remote teams, many companies might face challenges when it comes to creating an effective work environment that keeps their remote workforce motivated and productive.

We are here to help you out with a list of the 6 most effective ideas for motivating remote employees.

1. ____

When you don't get to see someone in the office on a daily basis, finding ways to have clear and open communication becomes very important. You need to make sure to treat your remote employees as if they were in the same office space and include them in meetings whenever relevant and required.

When it comes to communicating with your remote staff members, video conferencing is the best option. Considering the fact that over 50% of human communication is nonverbal, having visual clues is critical in order to better understand their body language. There are many free or relatively cheap video

calling solutions like Zoom and Skype that will help make your employees continue to feel connected and motivated.

2. _____

Corporate coaching has become an integral part of employee development and growth. Adopting a coaching culture within the workplace is a great way to encourage personal responsibility and recognize your employees' worth. Whether it is group or one-on-one coaching, it can also help increase trust and create a more harmonious relationship between the employer and employees.

When companies invest in their employees, productivity improves, the staff becomes more committed, and retention levels increase, all of which provide a strong foundation for them to reach their highest potential.

3. _____

A team that lacks proper tools and equipment will never be able to submit their work on time. This often results in interrupted workflows and disrupted communication which, in turn, affects employee morale and decreases motivation.

Remote workers need a good internet connection, email, remote communication technology, a direct messaging platform, time tracking tools, project management tools, video conferencing tools, and a way to download and share files in order to be able to do their job efficiently. So, make sure you do thorough research to find the best tools for remote teams.

4. _____

Remote companies run the risk of employees feeling disconnected and isolated. Loneliness doesn't just affect your employees' personal lives — it also impacts their productivity and the workplace as a whole.

In-person office parties and happy hours are not an option for remote companies, but employees working from home can still take part in such events.

Thanks to technology, office parties are now seeing new heights. Whether it's a virtual happy hour, birthday, or even a virtual Christmas party, incorporating fun in the workplace is a great way to motivate your employees and make them feel happy, engaged, and connected.

5. _____

If you want to keep your employees motivated, the first thing to do is establish trust. To stay motivated, you need to show your employees that you trust them by allowing them to take responsibility for the tasks assigned to them and manage their own time.

Micromanaging is probably the biggest motivation-killer so be sure to avoid it at any cost. Try to resist the urge to constantly check in with your remote team members to see if they're doing their job properly. Instead, do your best to build rapport with your team members by learning about their work styles and even a bit about their personal lives.

Employee trust acts as a binding agent to keep your workforce committed to your company's vision and keep them motivated, resulting in increased workplace performance.

6. _____

Now more than ever, employees need recognition. This is because nearly 65% of employees believe that appreciation and recognition are more important when working remotely. And yet, only one in five companies say that they have implemented new ways to recognize and reward their staff since the Covid pandemic began.

Starting an employee recognition program in a remote environment is a great approach to make your remote employees feel like they're a part of the team, that their contribution is valued, and puts their accomplishments out there for all to see.

Keeping your remote employees motivated and helping them continue to do their job efficiently can be challenging. However, adopting some of these tactics can go a long way when it comes to productive remote working.

Retrieved from: <https://www.europeanbusinessreview.com/how-to-keep-your-remote-employees-motivated/>

B. Read the questions. Choose the correct option (a-c) according to the information in the article.

1. According to the article, the best option to communicate with your remote staff members is via:
 - a) e-mail
 - b) video
 - c) telephone

2. Adopting a coaching culture within the workplace is a great way to recognise your employees'
 - a) strengths
 - b) worth
 - c) weaknesses

3. A team will never be able to submit their work on time if:
 - a) there is a lack of human resources.
 - b) there is a lack of tools and equipment.
 - c) there is a sufficiency of information.

4. According to the article the biggest motivation-killer is:
 - a) inadequate rewards
 - b) micromanaging
 - c) the absence of self-development

5. Your remote employees will feel a good team spirit if you start:
 - a) to hold brainstorming sessions
 - b) a recognition programme
 - c) to maintain continuous and free communication

Over to you

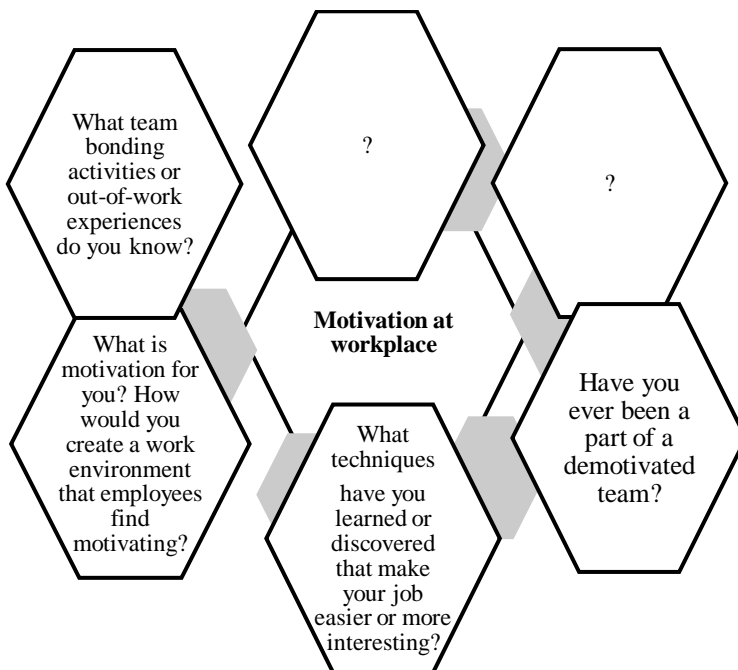
What can motivate you to work harder? Are tangible or intangible rewards important for you?

C. Complete the sentences with the underlined words from the text. Use the correct forms.

1. As legal staffs developed within the ranks of departmental clerks and under-secretaries, they mediated between ministers and their more _____ colleague.
2. Where face-to-face attendance at team meetings is difficult, access to alternative ways of _____ with other team members will be found.
3. Thus using _____ in management significantly increases staff productivity.
4. The designer may be held _____ for any damages caused by the agent if the exhibited behaviour does not conform to the design specification.
5. Applications must be _____ before 31 January.
6. We had a very _____ meeting and sorted out a lot of problems.
7. We are looking for someone with talent, enthusiasm, and _____.
8. Ellen gained _____ for her outstanding work.

SKILLS: PERSONALIZING THE TOPIC

*Work with your partner: think about your personal connections to a topic.
Look at the diagram and complete it with your own questions.*



VIDEO TIME

This is What Makes Employees Happy at Work / Michael C. Bush

Warm-up

A. Choose one of the following statements and prove your point of view. Do you agree or disagree? Why?

- “Ability is what you’re capable of doing. Motivation determines what you do. Attitude determines how well you do it.” – Lou Holtz.
- “Intelligence without ambition is a bird without wings.” – Salvador Dali
- “Perfection is not attainable, but if we chase perfection we can catch excellence.” – Vince Lombardi

A. Watch and answer the questions.

1. How can happy employees influence the company’s revenue?
2. What three key ideas does the speaker present?
3. What do the companies, Four Seasons & Salesforce, do to make their workforce feel great?

B. Find the words in the video to match with the definitions.

- a. _____ large amounts of money received by a government as tax, or by a company
- b. _____ a quality of something
- c. _____ treatment of everyone in the same way, so that no one has an advantage
- d. _____ the period of time when someone has an important job
- e. _____ showing a feeling of sympathy for people who are suffering

C. Watch the video again (0:17- 3:58) and complete the gaps in the text with one word per space.

There's three billion working people in the world and about 40% of them would say they're happy in work. That means about 1.8 billion or almost 2 billion people are not happy at work. What does that do both to those people and the organizations that they work in? Well let's talk about money. Organizations that have a lot of happy employees have three times of _____ growth compared to organizations where that's not true. They _____ the stock market by a factor of three. And if you look at employee _____ it's half that of organizations that have a lot of unhappy employees. The miracle thing is you don't have to spend more money to make this happen. It's not about ping pong tables and _____ and pet walking it's not about the _____. It's all about how they're treated by their leaders and by the people that they work with. So, I'd like to share a few ideas that create happy employees. Idea number one in organizations where employees are happy what you find is two things for present _____ and respect. Leaders often say: we trust our employees we _____ our employees and then when an employee needs a laptop and this is a true example 15 people have to approve that laptop so for the employee all the words are right but 15 levels of _____ for a \$1,500 laptop? You've actually spent more money than the laptop on the approval and the employee feels maybe they're really not _____. So, what can our organization do to have a high level of trust? The first organization that comes to mind is Four Seasons. They have _____ properties all around the world and their employees are told: do whatever you think is right when servicing the customer. To hand that trust to your employees to do whatever they think is right makes the employees feel great and this is why they're known for _____ some of the best service in the world idea. Number two - fairness. The thing that _____ trust in our organization faster than anything else is when employees feel that they're being _____ unfairly. Employees want to be treated the same _____ of their rank or their tenure or their age or their experience or their job category compared

to anyone else. When I think about great organizations who get _____ right the first organization that comes to mind is Salesforce. They found that men and women working in the same job with the same level of _____ were making different amounts of money. So immediately they calculated the difference and they _____ three million dollars to try and balance things out. Idea number three is listening. So to be a listener who connects with all types of people we have to _____ a few things. We've all been taught about active listening and eye contact and intense stare and a _____ look. That's not listening. Repeating what the person says that's not listening. Being humble and always _____ and searching for the best idea possible that's what listening is. And employees can feel whether you're doing that or not. They want to know when they talk to you and share an idea. Did you consider it when you made a decision? The one thing that everybody _____ and wants when they're speaking is to know that what they say matters so much you might actually change your mind. _____ what's the point of the conversation we all know the things we need to change the things that we need to do differently the way you _____ the way you treat others the way you respond the way you support _____ the work experience for everyone around you. Changing to be a better person - the world is _____ with those failures but changing because there's something you believe in some purpose that you have where you're willing to risk almost everything because it's so important to you that's the reason to change. If it's not you should _____ find a different place to work.



Write a short essay (100-150 words) about how to motivate and develop employees.

CASE STUDY

Read the case and complete the table.

Who are the key individuals or groups that have an important stake in this case?	
Chronological summary of the events.	
What are the protagonist’s options?	
Which option is the best thing to do and why?	

How to Keep Salespeople Motivated Online *by Peter Coy*

Share success stories—especially ones requiring effort.

How do you motivate salespeople? You could pit them against each other as in Glengarry Glen Ross, where first prize is a Cadillac, second prize is a set of steak knives, and third prize is you’re fired. Or you could tailor compensation to different types of people. Says a 2012 article by Thomas Steenburgh and Michael Ahearne in Harvard Business Review: “Stars seem to knock down any target that stands in their way—but may stop working if a ceiling is imposed. Laggards need more guidance and prodding to make their numbers (carrots as well as sticks, in many cases).”

A company in China stumbled on a solution that’s highly relevant to the Covid-19 era because it involved a sales force that communicated entirely online, which is pretty much all of us these days. “Stumbled” is the right word because the discovery happened by accident when four of the company’s human resources managers unexpectedly resigned, creating a natural experiment: four sales offices without HR managers vs. 24 sales offices that still had them.

The unnamed company, which sells cloud-based software to retailers in China, was studied by three researchers at the University of Texas's McComb School of Business in Austin: Haoyuan Liu, Wen Wen, and Andrew Whinston. They found that a big part of the HR managers' job was to motivate salespeople by selectively sharing success stories. In the four offices that lost those managers, salespeople stopped getting the motivational messages, and their effort sagged: "On average, a sales worker pulls 3.5 fewer potential new customer profiles from the company database and makes 8.4 fewer phone calls per day."

The University of Texas researchers also found that all salespeople were motivated by success stories that focused on salespeople's effort. When the messages focused on salespeople's ability, they motivated only those peers who were socially close or who had historically better performance.

Questions for discussion

1. What role do HR managers play in motivating salespeople?
2. How would you keep salespeople motivated online?

UNIT 4

JOB SECURITY

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"It's not exactly the sort of morale booster I had in mind."

Lead-in

Comment on the following quotations.

- We can create the ultimate job security by becoming less dependent on the organization for which we work and more dependent on our own resources. - Bo Bennett
- In a world where lifelong employment in the same job is a thing of the past, creativity is not a luxury. It is essential for personal security and fulfillment. - Ken Robinson
- Anything that you do to increase job security automatically does work for you. It makes your employees a closer part of the unit.
- Roger Smith

READING

A. You are going to read an article about the death of the jobs. Read the text and number the sentences in the chronological order.

___ To prevent economic chaos that will harm businesses and future generations of employees, we will re-educate our workforces.

___ Jobs then started to become more important and served as the only accessible route to success and security.

___ Nowadays the job itself, as a concept, is going away.

___ In the pre-industrial era people worked hard but they could not organize or confine their labour.

___ Microsoft employees switch between projects while working for the same organization.

THE DEATH OF THE JOB

The employees who are forced to shift jobs or careers may find themselves with substantially reduced lifetime income prospects. This is what most people think. But William Bridges in his book called *Jobshift* claims that it is likely to be unemployed by the year 2030.

The reality is that what is disappearing today is not just a certain number of jobs, of jobs in certain industries or in one country – or even jobs in the developed world as a whole. What is disappearing is the very thing itself: the job.

The job is a social artefact, though it is so deeply embedded in our consciousness that most of us have forgotten its artificiality, or the fact most societies since the beginning of time have done fine without jobs. In the pre-industrial past, people worked very hard, but they did not have jobs to frame and contain their activities. Then jobs became not only common but important: they were nothing less than the only widely-available path to security and success. Now they are disappearing.

So, what do people do without jobs? Some possibilities are obvious, you can start a business on your own; you can become an artist; you can become a

consultant; you can do freelance work, or part-time work, or piecework in your own home. Under the pressure of dejobbing in organizations, more people than ever before are doing all of these things. But there is another answer. You can do what more and more people are doing: working within organizations, but under arrangements too fluid and idiosyncratic to be called jobs.

‘You won’t last at Microsoft if your job is just a job.’ That is how Teresa Stowell, a software designer engineer, describes what it is like to work at the Seattle software powerhouse. To begin with, people work any time and all the time, with no one keeping track of their hours, but with everyone watching their output. They are accountable not to conventional managers but to the project teams of which they are a part.

When a project ends, Microsoft employees move on to a new one, taking with them the reputation they earned on the last project. There are no standard career paths. ‘If people want to change functions or they want to get different experiences, that’s not frowned on at all. Employees drive their own development, and we need to design all of our management and our training programmes to support, augment and facilitate that development.’

Just as workers will need to be ready to shift from project to project within the same organization, they should expect that much more frequently than in the past they will have to move from one organization to another. Long-term employment is, for most workers, a thing of the past. The organization will try to organize these shifts, that they are difficult and disruptive to the effectiveness of both the organization and the worker. But both parties will have to make their long-term plans with the likelihood of such shifts in mind. Unless we begin soon to re-educate our workforces in these new expectations and the economic realities that have shaped them, we are in for decades of economic chaos that will damage our organizations and devastate several generations of workers.

Retrieved from: the book by William Bridges ‘Jobshift: How To Prosper In A Workplace Without Jobs’

B. Read the questions. Choose the correct option (a-c) according to the information in the article.

1. According to William Bridges' book "Jobshift", there will likely be no jobs available by ...
 - a) 2030
 - b) 2040
 - c) 2050
1. Which word is used to describe an alternative to traditional work in paragraph three?
 - a) unjobbing
 - b) dejobbing
 - c) disjobbing
1. At Microsoft people work:
 - a) from 9.00 am to 6.00 pm
 - b) on and off
 - c) unsocial hours
1. Microsoft employees earn a good reputation
 - a) through gossip and social network
 - b) for the effective work on the last project
 - c) of being reliable and industrious
1. The company will make an effort to limit job shifting because
 - a) it will interfere with both employee and the organisation effectiveness.
 - b) it won't help resolving the economic crisis.
 - c) it will lead to less job security.

Over to you

Would you rather work for one company all your life or would you change your jobs? Why?

Do you believe that dejobbing will help you avoid unemployment in the future?

C. Find words in the text to match with the below given definitions. Use some of them to complete the sentences in part II.

1. _____ not having a job
2. _____ an object, especially something very old of historical interest
3. _____ peculiar or individual
4. _____ a country or an organization that has a lot of influence, power, or energy
5. _____ a list of steps to take in your professional life for progressing into different or more advanced roles at work.
6. _____ continuing a long time into the future.
7. _____ tending to damage the orderly control of a situation.
8. _____ to give someone training in new tasks, activities.

II. Put the missing words into the gaps. Use the words from the box.

Hairdressers Top Job Satisfaction Poll

<i>office</i>	<i>noticed</i>	<i>run</i>	<i>figure</i>	<i>satisfaction</i>	<i>hands</i>
<i>brighten</i>	<i>scale</i>	<i>love</i>			

Have you _____ that every time you go for a perm or a trim the hairdresser is always very chatty? The reason they are so happy is that most of them _____ their jobs. This is according to a survey conducted by the City & Guilds of London Institute, which asked 1,200 workers about their job _____. Forty per cent of hairdressers are very happy in their jobs, while civil servants, social workers and architects are the unhappiest workers. None of the top ten positions in the Happiness Index included _____ jobs. The happiest workers were those who used their _____. In second place were religious ministers, followed by chefs, beauticians and plumbers. The survey showed that people who can _____ their own business and be self-employed are happiest. Desk workers came very low on the happiness _____. Teachers didn't seem to be too happy either – only 8% said they

enjoyed their work. There wasn't a _____ for English teachers, although their job satisfaction is probably very high. English teachers also smile a lot and generally love their jobs. City and Guilds advised workers to start every day positively, chat to colleagues, and _____ the workplace with personal photographs and flowers.

SKILLS: PERSONALIZING THE TOPIC

Work with your partners. Imagine you all work in the field of HR and you want to discuss the latest employment trends with your colleagues. Use the following questions to guide your discussion.

Student 1

1. In many countries there has been an increase in hourly paid employment. Why do you think that is?
2. Would you prefer to be paid by the hour or paid a fixed salary? Why?
3. Why do some people choose to work part time? Would this suit you?
4. What is the ideal number of hours a person should work every week? Are you happy with your hours?

Student 2

1. What is the unemployment rate in your country right now? Is it increasing or decreasing?
2. What is the best thing a government can do to keep unemployment low in your opinion?
3. In certain countries like the UK, there are fewer manufacturing jobs than in the past?
4. Are there any jobs that you think will not exist in 20 years' time? What are they?

Student 3

1. Can you think of any new professions that will be created in the near future?
2. What did your parents and grandparents do for a living? How is it different to what you are doing now?
3. What impact has migrant labour had on your country in recent years? Would you like to see more or less of this in future?

4. Is self-employment on the increase in your country? Does it appeal to you?

Retrieved from: <http://www.esldisussiontopics.com/employmentTrends.html>

VIDEO TIME

The Secret to Job Security is to Stop Wanting It! / Dr. Grace Lee

Warm-up

A. Choose one of the following statements and prove your point of view.

Do you agree or disagree? Why?

- “The future is closer than you think. You can pay attention now or watch the transformation happen right in front of your eyes.” — Nicky Verd
- “There is no such thing as job security. Winning or losing is now happening faster than ever before.” — Nicky Verd
- “Getting fired, despite sometimes coming as a surprise and leaving you scrambling to recover, is often a godsend. Most people aren’t lucky enough to get fired and die a slow spiritual death over 30-40 years of tolerating the mediocre.” — Timothy Ferriss

B. Watch and answer the questions.

- 1) What is the secret of job security by Dr. Grace Lee?
- 2) Which percentage of jobs are not published? Why?
- 3) How has the career growth strategy changed since your school times?
- 4) What is your long-term career strategy? What does the speaker mean by this question?

C. Watch the first part (0:29 - 3:11) of the video and complete the gaps in the transcript with one word per space.

Are you at a plateau in your career right now? Maybe you're working hard in a job but you just aren't getting this salary that you _____. Maybe you are hoping and you have a goal to get to that next level of your career or maybe you are in a _____ and you're looking for something better. People always talk about _____ jobs but there's a problem with that statement. You see, 80% of the jobs aren't even published. There in the _____ job market. So the most desirable career is the most desirable jobs the _____-_____ ones can't even be landed because they're not even published. And the ones that are there's hundreds of _____ competing for the same applications completing the same postings so it is a noisy _____. At a very young age we've been programmed by the education system stay in school get good grades, _____ and apply for your dream job and then when you get that job work hard in that job so that you can get _____ and get that promotion and then make more money and then at the end of it then you can be sure that your _____ was worth it. Early in your career you tell your teachers and you tell your advisers that you want to be doing something you love, you want to make a _____ contribution and you want to be having a career that you love and what do they tell you they tell you? To be _____ and apply early, right? So, all along we've been taught that the only way to do what we love, the only way to have the things that we want in our career is to apply, to apply and to have a _____. We aren't taught any other way to build our careers, to plan our careers and to advance our careers. Now I'm not saying that you have to quit applying for jobs or that you have to take yourself off the job market _____ that's not what I'm saying. And I'm also not saying that you shouldn't go back to school or that you shouldn't go to get a college degree. That's not what I'm saying if you value _____ if you find that it is interesting to you if you find a subject matter that you like then go for it. There's nothing wrong with that but what I am

saying is asking you a question and the question I'm asking is what is your _____ - _____ career strategy what are the things that you're going to do that are going to help you achieve the things that you want in your career in the future and what should what are the decisions that you're making and are they helping you to _____ the things that you truly desire. Is it really working for you? That's what I'm asking. So what I want to do what I really want to do is to help you to stop living in fear that you're not living in your at your fullest potential and to also to help you to stop running that _____ wheel today.

D. Watch the second part of the video and note down 4 tips for job search given by Dr. Grace Lee.

- 1. _____

- 2. _____

- 3. _____

- 4. _____



Write a short essay (100-150 words) about your own perception of job security.

CASE STUDY

Read the case and complete the table.

Who are the key individuals or groups that have an important stake in this case?	
Chronological summary of the events.	
What are the protagonist’s options?	
Which option is the best thing to do and why?	

Tesla in Germany

In December of 2021, Tesla, the world’s most valuable car company and leading electronic vehicle (EV) maker, was poised to open a massive new plant in Germany. In the U.S., the company had kept unions and any workers’ role in management out of its facilities, but Germany was the home of labor and management codetermination. To avoid codetermination, Tesla had registered as a European Company (Societas Europaea or SE), a legal maneuver that allowed the company to escape Germany’s strict labor laws.

Most observers believed that IG Metall, Germany’s largest union, would not let Tesla flout German labor laws and traditions and was preparing for battle. The union represented the bulk of the country’s autoworkers as well as metal, textile, and electrical workers. Analysts described IG Metall as the world’s most powerful union in part because German laws made labor an equal partner in industrial relations with management. To allow Tesla to operate outside the German labor framework would be a serious blow to the union’s prestige and power.

Furthermore, IG Metall was grappling with the auto industry’s transition to e-mobility. EVs required a third less workers to assemble and other German auto companies, most notably Volkswagen Group, the second largest automaker in

the world, had pledged to build only EVs in the years to come. Tesla's entry into Germany could complicate IG Metall's ability to negotiate with these legacy automakers who were anxious to make significant reductions to their work forces to remain competitive in the world market.

Tesla, itself, was facing high stakes. The company's soaring stock price was based on future revenue and earnings. Market analysts had already priced the company's production from Germany into their models and any deviation from these projections could send the company's stock plummeting. Tesla's favorable access to capital markets could be constrained.

Both company and union had much to lose in this battle and faced dilemmas in the upcoming months.

Retrieved from: Gwen Kinkead and James Baron, "Tesla in Germany: The Most Powerful Union Confronts the Most Valuable Car Company," Yale Case 21-016, December 16, 2021.

Questions for discussion

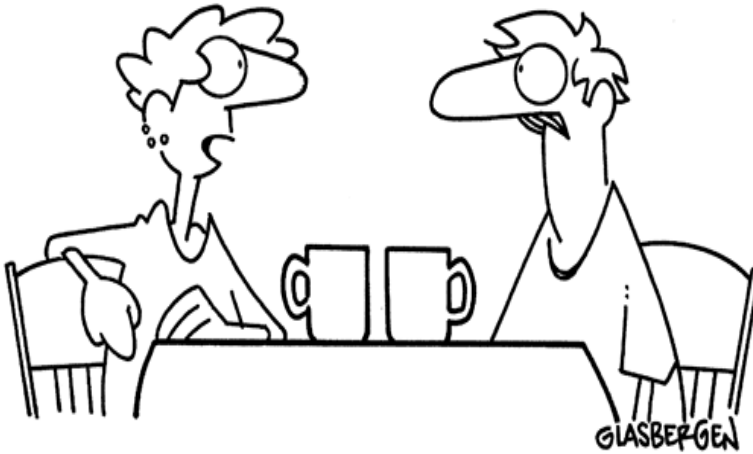
1. How should the confrontation be resolved?
2. How secure would German auto companies be with Tesla's entry to the market?

Refer to Writing Bank 2: Learn how to write a memo.

UNIT 5

EFFECTIVE NEGOTIATING

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**“Let’s compromise. You do everything I say
and I’ll say everything you do.”**

Lead-in

Comment on the following quotations.

- “The single and most dangerous word to be spoken in business is no. The second most dangerous word is yes. It is possible to avoid saying either.”
– Lois Wyse
- “During a negotiation, it would be wise not to take anything personally. If you leave personalities out of it, you will be able to see opportunities more objectively.” – *Brian Koslow*

READING

A. You are going to read an article about important strategies in negotiations. Read the text and match the negotiation elements with the given synonyms in the right order.

NOTE

INDIVIDUALITY

PROPOSITION

RESOLUTION

DISAGREEMENT

NEGOTIATIONS

*In business you don't get what you deserve,
You get what you negotiate (Ch. Karrass)*

Negotiation isn't something reserved for diplomats and labour relations people. We all negotiate, and we all spend a great deal of time at it. We negotiate in our personal lives. We negotiate in business with the people we buy from, and the people we sell to. We negotiate with our own bosses. We negotiate with our own employees, time and time again. Good negotiators are successful people. And good negotiators aren't born. They are trained in strategies, techniques, tactics, tips and skills of effective negotiating. They get what they want by negotiating.

Your agreements, understandings and relationships mean the difference between success and failure. Poor agreements with other individuals and companies are always breaking down. They bring nagging, dissatisfaction and aggravation into your business and personal life. But good agreements help you

reach and exceed your own objectives; and they leave the other party gaining more satisfaction at the same time. This is true whether you are:

1. Persuading others to work with and not against you
2. Working on a problem with someone important to you
3. Breaking or avoiding a serious deadlock (a difficult situation offering no workable escape).
4. Managing and supervising those responsible for doing the work properly in your organisation, in other departments and on the outside
5. Finalising and administering simple or complex contracts
6. Determining the price and terms at which you buy or sell
7. Setting or meeting budgets

There are different approaches to negotiating but the one presented here aims towards mutual advantage, long-term business relationship. This collaborative rather than a confrontational approach suggests realistic and clear strategy of pursuing own interests while maintaining good human relations with negotiating partners whose interests conflict with yours.

There are five important elements of negotiations.

IDENTITY - If you don't identify the person you may waste a lot of time before you understand that they don't have the necessary authority to negotiate. At the same time it is important not to underestimate the value of talking to a subordinate.

MESSAGE - is a signal sent consciously or unconsciously between the parties who are negotiating. It can be a response to an offer or it can be an inquiry to try and find out, which movement there might be on a particular issue. The key point about the message - it is never communicated in plain language. It is a code and should be decoded. Messages in business negotiations tend to be more subtle. But careful listening will usually reveal an indication of the speaker's intentions and will help the negotiations.

OFFER - when each side suggests most favourite positions. Make your position clear and then go to specific points. What you ask is most reasonable what you can expect.

CONFLICT - the conflict stage is this stage of disagreement during which the sides attempt to reconcile their conflicting ideas of what is an acceptable deal. There are three basic strategies of dealing with conflict:

Aggressively - fight it

Passively - duck it

Assertively - negotiate it

Most of us tend to behave either passively or aggressively, which means that we have to work harder for a win/win resolution when there are no losers and both sides gain.

SETTLEMENT - covers both agreement on individual items in the package, like the price and final agreement on all aspects of the deal. Again, this part of negotiations has to remain conditional, and the language of this area should enable you to clarify and summarize what you have agreed. It's important not to commit yourself to something without being entirely clear on what it is. You may not be committed until the contract is signed, but a lot of time and confusion (and bad feeling) can be saved by making the language of this area help the two sides understand not just that they have agreed, but what they have agreed.

Retrieved from: the article «Nonverbal Communication in Business Negotiations and Business Meetings».

B. Read the questions. Choose the correct option (a-c) according to the information in the article.

- 1) According to the text, some important elements in negotiations are:
 - a) offer, conflict, settlement
 - b) identity, message, objective
 - c) authority, identity, settlement
- 2) What can help you reach and exceed your own objectives in negotiations?
 - a) aggravation and dissatisfaction
 - b) persuasion and supervision

- c) meeting deadlines
- 3) According to the text, good negotiators are
 - a) born
 - b) happy
 - c) trained
- 4) Three basic strategies of conflict are the following:
 - a) fight, hide and negotiate
 - b) fight, fright and negotiate
 - c) fight, win and negotiate
- 5) If the meeting ends with your opponent saying: 'That's settled then',
 - a) you have partly agreed on some items.
 - b) you've reached the final agreement on all aspects of the deal.
 - c) you are not sure what you have agreed on.

C. Look at the underlined words (1-8) in the text. Use them to fill the gaps in the sentences below. You may need to change the form of the words.

1. The prospect of allowing contract prices in a government postal service, based on judgment and _____ skills, raises another question.
2. In arts and fashion people recognize styles when they see them, and people often _____ on what is stylish or what is not.
3. The issue now was not just citizen competence, but _____ citizens of the viability of democracy in a time of crisis.
4. Order is maintained by two means: direct management of the _____ of the players and indirect structuring of the terms of play.
5. Traditional professional roles are _____ to the needs of the local patient population, whatever they may be.
6. Thirty-two respondents spoke of making a _____ effort to keep busy in order to prevent despondency.
7. If at least one agent _____ , then both leave the meeting without trading.
8. I struggle to balance work and family _____ .

Over to you

Would you use these negotiation strategies when discussing a pay rise with your boss? Why and why not?

SKILLS: CRITICAL THINKING

Work with your partner: read the texts below, share the information with each other. Then discuss the questions.

1. What do you think about what you have read?
2. What images are in your mind when you hear the word 'video'?
3. What do you know about TikTok?
4. What do you know about Microsoft?
5. Why do you think Microsoft wants to buy TikTok?
6. What do you think people will say in the talks between the two companies?
7. Why is Donald Trump worried about TikTok?
8. Are you worried about your personal data online?
9. How often do you change your mind?
10. What do you think of the name 'TikTok'?

Student A The on-off talks between Microsoft and the parent company of TikTok are back on again. Microsoft has been interested in buying part of TikTok for many months. The tech giant has been in talks with the parent company ByteDance Ltd. Discussions between the two companies came to a halt last week when US President Donald Trump suggested that he might ban TikTok from the USA. He was worried that the personal details of over 100 million Americans could get into the wrong hands. President Trump changed his mind at the weekend after the CEO of Microsoft phoned him. Microsoft said it "would ensure that all private data of TikTok's American users is transferred to and remains in the United States."

Student B TikTok is the latest social media platform to become hugely popular around the globe. Users upload very short videos of themselves lip-syncing to

well-known songs, dancing, making funny faces or doing other humorous things. TikTok's owner ByteDance is a Beijing-based Internet company founded in 2012 by Chinese entrepreneur Zhang Yiming. It now has over 800 million users worldwide. Microsoft is offering ByteDance \$50 billion for the operations in the US, Canada, Australia and New Zealand. However the business website Bloomberg disagrees with that valuation. It said: "The idea that TikTok - without the UK, India or dozens of other emerging markets - is worth \$50 billion today is fanciful.

VIDEO TIME

Three steps to getting what you want in a negotiation / Ruchi Sinha

Warm-up

A. Choose one of the following statements and prove your point of view.

Do you agree or disagree? Why?

- “The most difficult thing in any negotiation, almost, is making sure that you strip it of the emotion and deal with the facts.” - Howard Baker
- “A negotiator should observe everything. You must be part Sherlock Holmes, part Sigmund Freud.” - Victor Kiam
- “You have to persuade yourself that you absolutely don’t care what happens. If you don’t care, you’ve won. I absolutely promise you, in every serious negotiation, the man or woman who doesn’t care is going to win.” - Felix Dennis.

B. Watch the video and answer the questions.

- 1) Do you agree? ‘Negotiations should not be a battle, but like a dance! It’s about crafting a relationship...’ says Ruchi Sinha.
- 2) How often do we negotiate in life and for what?
- 3) What emotions are possible while negotiating and how to handle them?

C. Note down 3 tips that the speaker mentions.

1. _____
2. _____
3. _____

D. Watch the video from 02:37 to the end and fill in the gaps in this transcript.

Second, prepare mentally for the _____. Asking for things can get emotional. There are real and complex feelings at play: fear, anxiety, _____, even hurt. It's essential to have strategies in place to manage those feelings. One strategy is to adopt a mindset of defensive pessimism. That just means that you accept obstacles and _____ are likely in a negotiation. So it's better to put your energy in imagining the ways to overcome those obstacles. That way, you're ready to respond when you face it. Another strategy is _____ distancing. That is the idea of being less attached to any specific outcome. I know it's easier said than done. We all feel emotions like anger and _____ when our core identities are being threatened. When your manager may be challenging a truth that you hold dear about yourself, like you're a hard worker and you deserve this, try and avoid thinking of negotiations as the ultimate test of your worth. Go in knowing that your _____ might be met, that it might be denied, and that none of this is a measure of your worth. Also know that if you feel yourself getting upset, hurt during a negotiation, it's OK to step back. You can leave the dance floor and move up to the balcony. Just say, "Let me think about this a little more. Could we press _____ and continue this tomorrow?"

The third and the final way you can prepare for negotiations is by putting yourself in the other person's _____. Taking the time to anticipate the other's needs and challenges. What pressures may they be under? What risks would they be taking? Do they even have the power to give you what you're asking for? What ripple effects might a "yes" mean? When you make that request, look to balance

assertiveness about your own _____ with a concern for the other. As you lay out your case, use phrases like, “I’m asking for this because I know it’s good for my team. That I want to achieve X and Y goals, and I know this is what will enable it.” Arguments like that show that you are _____, you know what you want, but you also care for others.



Write a short essay (100-150 words) on how to negotiate to achieve a win-win.

CASE STUDY

Read the case and complete the table.

Who are the key individuals or groups that have an important stake in this case?	
Chronological summary of the events.	
What are the protagonist’s options?	
Which option is the best thing to do and why?	

Ending the NHL Lockout

The Shutdown

It all began during the early hours of January 6, 2012: the National Hockey League (NHL) and the NHL Players' Association (NHLPA) announced they had reached agreement to end a 113-day lockout. The players returned to the ice for a shortened 2012-2013 season on January 19.

Back in July 2012, the NHL opened negotiations for a new collective-bargaining agreement with an aggressive proposal to reduce players' percentage of hockey-related revenue from 57% to 43%, among other demands. After waiting a month, the NHLPA put forth an offer that separated player salaries from league revenue, slowing the growth of player salaries, and dividing revenues saved among financially struggling teams.

League Lockout and Shuttle Diplomacy

The league lockout came after the September 15, 2012 expiration date of the parties' existing contract came and went. Weeks of cancelled games turned into months.

A breakthrough came when federal mediator Scot L. Beckenbaugh entered the picture, according to USA Today. When face-to-face negotiations got heated, Beckenbaugh separated the two sides and engaged in shuttle diplomacy, visiting each side in turn to identify issues where they were willing to be flexible.

The final deal hinged on the issue of player pensions. The agreement allowed NHL players, whose careers are often short, to concede on the short-term issue of salary in return for peace of mind regarding their long-term financial future.

Achieving Win-Win Agreements in Business Negotiation

The deal suggests a valuable way for business negotiators in all realms to break through thorny disputes: expand your focus by looking for tradeoffs that cut

across time periods. Specifically, consider offering a long-term gain for the other side in return for a short-term concession that you value highly. By looking beyond the immediate future, you may be able to identify new sources of leverage—and resolve your dispute.

Retrieved from: <https://www.pon.harvard.edu/daily/business-negotiations/top-business-negotiations-of-2013-an-end-to-the-nhl-hockey-lockout/>

Questions for discussion

1. What do you think about what you have read?
2. Do you have experience in international negotiations?
3. What can you add that we may have missed?

UNIT 6

RELATIONSHIP BUILDING



**“Thank you for calling Customer Service.
If you’re calm and rational, press 1.
If you’re a whiner, press 2.
If you’re a hot head, press 3....”**

Lead-in

Comment on the following quotations.

- “Relationships are like muscle tissue. The more they're engaged, the stronger they become. The ability to build relationships and flex that emotional connection muscle is what makes social so valuable.” — Ted Rubin
- “Genuinely support people in ways you can. If you build great relationships and people get to like you for you, they will eventually promote what you do and would want to do business with you.” — Bernard Kelvin Clive, *The Art of Personal Branding*

READING

A. You are going to read an article about relationship marketing. Predict whether the author included the following ideas in the text. Then read the text and check.

- Clients are more likely to stay loyal to a business when they are continually impressed by the customer service provided by staff.
- Never thank consumers on social media or by a gift card.
- Use surveys, polls, and phone calls to gather consumer feedback. This will give customers the feeling that their ideas are appreciated.
- Initiate the game of roulette that offers prizes to consumers for their steadfast support.
- Create a community of consumers who gave bad reviews.
- Reward random clients with discounts or special offers.

RELATIONSHIP MARKETING

Relationship marketing is a facet of customer relationship management (CRM) that focuses on customer loyalty and long-term customer engagement rather than shorter-term goals like customer acquisition and individual sales. The goal of relationship marketing (or customer relationship marketing) is to create strong, even emotional, customer connections to a brand that can lead to ongoing business, free word-of-mouth promotion and information from customers that can generate leads.

Importance of relationship marketing

Acquiring new customers can be challenging and costly. Relationship marketing helps retain customers over the long term, which results in customer loyalty rather than customers purchase once or infrequently.

Relationship marketing is important for its ability to stay in close contact with customers. By understanding how customers use a brand's products and services and observing additional unmet needs, brands can create new features and offerings to meet those needs, further strengthening the relationship.

Implementing a relationship marketing strategy

Relationship marketing is based on the tenets of customer experience management (CEM), which focuses on improving customer interactions to foster better brand loyalty. While these interactions can still occur in person or over the phone, much of relationship marketing and CEM has taken to the Web.

With the abundance of information on the Web and flourishing use of social media, most consumers expect to have easy, tailored access to details about a brand and even expect the opportunity to influence products and services via social media posts and online reviews. Today, relationship marketing involves creating easy two-way communication between customers and the business, tracking customer activities and providing tailored information to customers based on those activities.

For example, an e-commerce site might track a customer's activity by allowing them to create a user profile so that their information is conveniently saved for future visits, and so that the site can push more tailored information to them next time. Site visitors might also be able to sign in through Facebook or another social media channel, allowing them a simpler user experience and automatically connecting them to the brand's social media presence.

This is where CRM and marketing automation software can support a relationship marketing strategy by making it easier to record, track and act on customer information. Social CRM tools go further by helping to extend relationship marketing into the social media sphere, allowing companies to more easily monitor and respond to customer issues on social media channels, which in turn helps maintain a better brand image.

Benefits of relationship marketing include:

Higher customer lifetime value (CLV). Relationship marketing creates loyal customers, which leads to repeat purchases and a higher CLV. In addition, loyal customers are likely to become brand advocates or ambassadors, recommending products and services to friends, family and business associates.

Reduction in marketing and advertising spend. Spending on marketing and advertising to acquire new customers can be expensive. Relationship marketing causes customers to do the marketing for a brand, in what's called buzz marketing. Customers tell others about a brand's products and services, which can drive sales. Brands with exceptional relationship marketing programs spend little to no money on marketing or advertising.

Stronger organizational alignment around the customer. Organizations that emphasize relationship marketing have a stronger organizational alignment around an exceptional customer experience. The teams work together to create satisfied and happy customers over the long term.

There are several types of activities brands can use to facilitate relationship marketing, including:

- Provide exceptional customer service, as customers who are consistently impressed by a brand's customer service are more likely to remain loyal to the brand.
- Thank customers through a social media post or with a surprise gift card.
- Solicit customer feedback through surveys, polls and phone calls, which can create a positive impression that customer opinions are valued and help to create better products and services.
- Launch a loyalty program that rewards customers for their continued patronage.
- Hold customer events to connect with customers and build a community.
- Create customer advocacy or brand advocacy programs to reward customers who provide word-of-mouth advertising on a brand's behalf.

- Offer discounts or bonuses to long-time or repeat customers.

Retrieved from:

<https://www.techtarget.com/searchcustomerexperience/definition/relationship-marketing>

B. Read the questions. Choose the correct option (a-c) according to the information in the article.

1. According to the article, the aim of the relationship marketing is to
 - a) develop trusting relationship with customers to a brand.
 - b) create strong client relationship with the owners of the company.
 - c) obtain client feedback and information for free that can result in leads.
2. Relationship marketing is important for its ability to
 - a) say no to extra customer demands and needs.
 - b) maintain regular communication with clients.
 - c) develop new brands features neglecting client opinion.
3. Relationship marketing is based on
 - a) customer interaction in person.
 - b) customer interaction on the phone.
 - c) customer interaction on the phone, in person and online.
4. Social CRM tools help
 - a) companies monitor and address consumer complaints on social media networks.
 - b) support relationship marketing strategies by collecting, monitoring and using client information.
 - c) both of them.
5. Relationship marketing has the following advantages:
 - a) building consumer loyalty, which results in repeat business and a greater CLV.
 - b) more money being spent on marketing and advertising.
 - c) customer complaints to others about the goods and services offered by a certain company.

Over to you

Are there any good products manufactured in your country which are sold abroad?

Are people in your country happy to buy products from abroad?

VOCABULARY

C. Complete the definitions 1-8 with the words in the box. Then use some of the collocations to complete the sentences a-f below.

<i>expectations</i>	<i>experience</i>	<i>feedback</i>
<i>loyalty</i>	<i>profile</i>	<i>requirements</i>
<i>satisfaction</i>	<i>survey</i>	

1. Customer satisfaction = the feeling that a customer gets when they are happy.
 2. Customer _____ = when a customer always buys from the same company.
 3. Customer _____ = how people think they should be treated.
 4. Customer _____ = an analysis of your customers according to their age, lifestyle, etc.
 5. Customer _____ = what a customer feels and remembers about the service they have received.
 6. Customer _____ = information, advice or criticism, deliberately collected from customers or given informally by them.
 7. Customer _____ = a set of questions you ask to find out customers' opinions.
 8. Customer _____ = customer needs.
- a.** An online survey is an inexpensive way to start to build a *customer profile*.

- b.** If you consistently meet or exceed customer expectations, you will develop strong _____.
- c.** A good _____ means that the individual's experience during all points of contact matches the individual's expectations.
- d.** We work on each project in accordance with all _____, using the most modern techniques of project management.
- e.** Investigate opportunities to reach new markets; conduct _____ and market research.
- f.** Firms may prefer internationally agreed standards in meeting _____.

SKILLS: Speaking. Discuss these questions with your partner

Student A

1. What is the best way to build a good relationship with customers in your opinion?
2. Would you say that your company has a good relationship with its customers?
3. How should a manager build a good relationship with his or her staff?
4. Do you get on well with your boss? Why or why not?
5. Do you think regular staff meetings help to build positive relationships?
6. What are the most common reasons for a breakdown in relations between business partners?

Student B

1. What is the best way to make new business contacts?
2. How important is it for staff members to build relationships between each other?
3. Should staff members socialise together outside of work?
4. Would you say you have good relationship building skills? What are you good at?

5. What are the most important things to remember when building relationships with business partners?
6. Is it possible to maintain a good relationship with a business partner without meeting them face-to-face?

VIDEO TIME

Building Critical Relationships / Keith Ferrazzi

Warm-up

A. Choose one of the following statements and prove your point of view.

Do you agree or disagree? Why?

- “Your real relationship with your client begins after you have sold them a product.” — *Chinmai Swamy*
- “Invest more in business relationships than in paid ads. One business relationship, if well taken care of, can be more valuable than \$100 000 worth of marketing budget.” — *Mac Duke The Strategist*

A. Watch the video and give your answer according to the video:

- 1) Why is it important to build relationships? Is it in human’s DNA?
- 2) How many people are essential for one’s success?
- 3) Do you agree or disagree? “Choose to care, choose to help” according to Keith Ferrazzi will foster your social ties.

C. Write 2 key takeaways from this video

1. _____

2. _____

D. Watch the video from 02:33 to 04:08 and fill in the gaps in this transcript.

The first mindset is a _____, and the relationships are a choice. They're not serendipitous. They're not accidental. They're not necessarily with chemistry. Do you _____ with another person? But you make a choice. You got five

people out there that matter. Why not choose to have a better_____ for those individuals? And you can. Because, by the way, choosing to have a good relationship with someone is not fake or inauthentic. It's just purposeful. There's a distinction. But if you're purposefully grounded in your ideas to reach out to another _____ you can choose.

I can choose, for instance, a little experiment here. I can choose to interpret this audience as really _____ to me. I can choose to be in awe of who you are in your success, in your_____, in your fame. I can choose not to deserve to be here. I can choose to interpret that in all different ways. I can choose to be intimidated and I am a little bit. But I can also choose to look out in this room and see_____. And whether they're friends now or not or they will be. I can choose to see people who are struggling with _____ issues. I can choose to see people who are so excited about their children and _____. I can choose. I can choose to see people that I want to connect with and that's a _____.

So, the first exercise, the first skill that I'd ask you is _____ to care today. Don't try to be liked! I've spent most of my life trying to be liked. It didn't work. Choose to care, choose to find a _____ to care about somebody else. As you're talking to somebody _____ and I promise you the _____ and they're like we'll follow.



Write a short essay (100-150 words) on how important interpersonal skills are for achieving success at work.

CASE STUDY

Read the case and complete the table.

Who are the key individuals or	
--------------------------------	--

groups that have an important stake in this case?	
Chronological summary of the events.	
What are the protagonist's options?	
Which option is the best thing to do and why?	

Alternative Meat Industry

In 2009, when experienced entrepreneur Ethan Brown decided to build a better veggie burger, he set his sights on an exceptional goal – create a plant-based McDonald's equally beloved by the American appetite. To do this, he knew he needed to transform the idea of plant-based meat alternatives from the sleepy few veggie burger options in the grocer's freezer case into a fundamentally different product.

Since 2016, Beyond Meat products have been widely available in retail outlets, from major grocery chains like Walmart and Kroger to upscale food stores like Whole Foods. The company has also successfully penetrated the restaurant market, offering its products in national fast-food chains like Subways, Denny's, and Dunkin'. Beyond Meat (BYND) went public in May 2019 at an initial price of \$25 per share. By July of 2019, the stock was trading at more than \$200 a share, giving the young company a market capitalization of over \$12 billion.

Although Beyond Meat was the first major mover in the plant-based meat alternative market, by 2019 competition was growing quickly. Other plant-based options were introducing products and gaining shelf space as well as spots on

restaurant menus. Meanwhile, a number of start-ups were working on a very different type of alternative to traditional meat, cultured meat.

In late 2019, with both demand and competition for meat alternatives exploding, investors and observers wondered about Beyond Meat's prospects and its market valuation. Would the increase of plant-based options drive down Beyond Meat's margins? How would cultured meat affect the competitive landscape? Would further investments in research and development help give Beyond Meat an edge?

Questions for discussion.

1. The last paragraph of the text contains 3 questions. What is your opinion on them?
2. Would consumers be able to differentiate Beyond's products from other plant-based options?
3. Would Americans continue to embrace meat alternatives, or would the initial fanfare subside below investor expectations?

Refer to Writing Bank 3: Learn how to write a business report.

UNIT 7

WORK-LIFE BALANCE



Art by Tanner Garlick

Lead-in

Comment on the following quotations.

- You can't do a good job if your job is all you do—Katie Thurmes
- Don't confuse having a career with having a life—Hilary Clinton
- I believe that being successful means having a balance of success stories across the many areas of your life. You can't truly be considered successful in your business life if your home life is in shambles—Zig Ziglar

READING

A. You are going to read an article about work-life balance. Read the text and find the paragraph that deals with each of the following topics.

- ___ Prioritise your health
- ___ Set goals and priorities
- ___ Set boundaries and work hours
- ___ There is no 'perfect' work-life balance
- ___ Don't be afraid of unplugs
- ___ Find a job you love
- ___ Make time for yourself and your loved ones
- ___ Take a vacation

HOW TO IMPROVE YOUR WORK-LIFE BALANCE TODAY

Balancing your professional and personal life can be challenging, but it's essential. What is work-life balance, and why is it important?

In short, work-life balance is the state of equilibrium where a person equally prioritizes the demands of one's career and the demands of one's personal life. Some of the common reasons that lead to a poor work-life balance include:

- Increased responsibilities at work
- Working longer hours
- Increased responsibilities at home
- Having children

A good work-life balance, said Chris Chancey, career expert and CEO of Amplio Recruiting, has numerous positive effects, including less stress, a lower risk of burnout and a greater sense of well-being. This not only benefits employees but employers, too.

Here are nine ways to create a better work-life balance, as well as how to be a supportive manager.

1. _____

When you hear “work-life balance,” you probably imagine having an extremely productive day at work, and leaving early to spend the other half of the day with friends and family. While this may seem ideal, it is not always possible. Some days, you might focus more on work, while other days you might have more time and energy to pursue your hobbies or spend time with your loved ones. Balance is achieved over time, not each day.

2. _____

Although work is an expected societal norm, your career shouldn’t be restraining. If you hate what you do, you aren’t going to be happy, plain and simple. You don’t need to love every aspect of your job, but it needs to be exciting enough that you don’t dread getting out of bed every morning.

3. _____

Your overall physical, emotional and mental health should be your main concern. If you struggle with anxiety or depression and think therapy would benefit you, fit those sessions into your schedule, even if you have to leave work early or ditch your evening spin class. If you are battling a chronic illness, don’t be afraid to call in sick on rough days. Overworking yourself prevents you from getting better, possibly causing you to take more days off in the future.

4. _____

Cutting ties with the outside world from time to time allows us to recover from weekly stress and gives us space for other thoughts and ideas to emerge. Unplugging can mean something simple like practicing transit meditation on your daily commute, instead of checking work emails.

5. _____

Sometimes, truly unplugging means taking vacation time and shutting work completely off for a while. Whether your vacation consists of a one-day staycation or a two-week trip to Bali, it’s important to take time off to physically and mentally recharge.

According to the State of American Vacation 2018 study conducted by the U.S. Travel Association, 52% of employees reported having unused vacation days left over at the end of the year. Employees are often worried that taking time off will disrupt the workflow, and they will be met with a backlog of work when they return. This fear should not restrict you from taking a much-needed break.

6. _____

While your job is important, it shouldn't be your entire life. You were an individual before taking this position, and you should prioritize the activities or hobbies that make you happy.

When planning time with your loved ones, create a calendar for romantic and family dates. It may seem weird to plan one-on-one time with someone you live with, but it will ensure that you spend quality time with them without work-life conflict. Just because work keeps you busy doesn't mean you should neglect personal relationships.

7. _____

Set boundaries for yourself and your colleagues, to avoid burnout. When you leave the office, avoid thinking about upcoming projects or answering company emails. Consider having a separate computer or phone for work, so you can shut it off when you clock out. If that isn't possible, use separate browsers, emails or filters for your work and personal platforms.

8. _____

Set achievable goals by implementing time-management strategies, analyzing your to-do list, and cutting out tasks that have little to no value.

Pay attention to when you are most productive at work and block that time off for your most important work-related activities. Avoid checking your emails and phone every few minutes, as those are major time-wasting tasks that derail your attention and productivity. Structuring your day can increase productivity at work, which can result in more free time to relax outside of work.

In addition, those who do maintain a successful balance between their often point to their flexible work schedules. Recent research found that in the past seven years, many employers have allowed workers greater flexibility both with their schedule and where they work.

“It is clear that employers continue to struggle with fewer resources for benefits that incur a direct cost,” said Ken Matos, lead researcher and senior director of employment research and practice at the nonprofit research organisation ‘Families and Work Institute’. “However, they have made it a priority to grant employees access to a wider variety of benefits that fit their individual and family needs and that improve their health and well-being.”

Thus, flexibility can pay off for employers in the long run. “As we look ahead, it is clear that in order to remain competitive, employers must find ways to offer flexible work options if they want to attract and retain top talent,” said Hank Jackson, president and CEO of the Society for Human Resource Management. Retrieved from:: <https://www.businessnewsdaily.com/5244-improve-work-life-balance-today.html>

B. Read the text again and choose the best option.

- 1) According to the article, one of the common reasons that leads to a poor work-life balance include
 - a) work dissatisfaction
 - b) overworking
 - c) being single

- 1) The term unplugging means that a person
 - a) can meditate for a while
 - b) can successfully combine work and family
 - c) can suffer from anxiety and depression

- 1) Taking a vacation will disrupt the work flow.

- a) 61% of employees think so
 - b) 52% of employees think so
 - c) 75% of employees think so
- 1) You can't avoid burnout if
- a) you keep thinking about work when you leave your workplace
 - b) you use separate browsers for work and personal platforms
 - c) you check your emails and phone strictly at working hours
- 1) Prioritising your activities is important because it allows you to
- a) spend all your time with your loved ones.
 - b) neglect personal relationships.
 - c) live without work-life conflict.
- 1) Flexible timetable for workers can lead to
- a) a wider variety of benefits that fit individual and family needs
 - a) less motivation and competitiveness of workers
 - d) negative impact on their health and well-being

Over to you

What would be your dream job? Do you think you will ever get it?

How can you achieve and maintain work-life balance?

VOCABULARY

C. Match the underlined words from the text with the definitions. Use the correct forms.

- 1) _____ frustration or apathy resulting from overwork or intense activity.
- 2) _____ to absent oneself from school or class without an acceptable reason.
- 3) _____ equal balance.
- 4) _____ a vacation spent at home or near home visiting local attractions.
- 5) _____ a system for managing repetitive tasks and processes which occur in a particular order.
- 6) _____ fail to care for properly.
- 7) _____ to leave work especially by recording the time you leave on a special machine.
- 8) _____ to pay no attention to sth.

SKILLS: Role-play

1. Look at the picture and discuss the following questions:

- a) What reasons of burnout mentioned in the picture are highly stressful and demotivating?
- b) What action(s) should an employer take in each case?



2. In pairs make a dialogue between a manager and a consultant suggesting practical ways of reducing burnout forms of employees.

VIDEO TIME

Three rules for better work-life balance / *Ashley Whillans*

Warm-up

A. Choose one of the following statements and prove your point of view.

Do you agree or disagree? Why?

- 1) «Always-on» work culture can ruin our personal well-being.
- 2) Companies lose 32 days of productivity due to their employees' depression.
- 3) If an employee asks for more time they feel less stress and burnout.

B. Watch the video and answer the questions:

1. What interruptions can we call bad habits which stop us from getting what we need?
2. Why do employees consider the word «rest» as an unproductive barrier to their work?
3. What does Ashley Whillans advise people to do to create clear boundaries for time off?
4. What is better to negotiate time or salary in order to reduce stress and burnout?

C. Watch the video from 03:32 to the end and fill in the gaps in this transcript.

To uphold these personal goals, work together as a _____. Set team goals for personal time. Do it publicly, collect data and hold each other accountable. These goals could sound like, "I will not check _____ between 6:00 and 8:00pm;" "I will have dinner with my family four nights a week;" or "I will go for a jog midday." Check in on your team's progress and see how everyone's doing. If you or your teammates are unsuccessful, work together to help accomplish _____ goals.

Lastly, you can _____ for more time to prevent work from creeping into your personal life. In business school, I teach students to negotiate for salary but realize I spoke almost nothing about negotiating for more time. What does this look like in practice? You can ask for more time on adjustable _____ at work.

If your client asks for a deliverable Monday morning, ask for an extension until Tuesday afternoon so you don't find yourself working on your well-deserved _____. And don't worry too much about reputation. Quality truly is the metric that matters most. In my data, employees who proactively asked for more time reported lower levels of _____ and burnout, and were seen as more committed and professional by their _____. These are small but powerful changes to not only reframe rest, but to reclaim it.

Once you discover the profound impact that these changes can have, you'll feel empowered to demand that others _____ and accommodate your approach to time. Maybe they'll even feel inspired to piece together the fractured moments of their lives, too.



Write a short essay (100-150 words) on the topic:

“Creating boundaries is not only important for personal relationships - but for professional ones as well. How can you set boundaries with those at university or at work?”

CASE STUDY

Read the case and complete the table.

Who are the key individuals or groups that have an important stake in this case?	
Chronological summary of the events.	
What are the protagonist’s options?	
Which option is the best thing to do and why?	

Workplace Stress Almost Ruined My Career

Poppy's Castle Stress Scenario

“When John (my husband) left me with a child and the house to pay for, my first thought was to give up work. How could I deal with the Stress of childcare and all the household expenses by myself? I had a relatively secure job, and some good prospects, but the wage wasn't that great.”

“My friends at work, though, told me to hang in there. They felt that because I was good at my work, I should stay put and apply for whatever help I could in the way of benefits, and so on.”

“I took my friends' advice, but I began to feel stressed at both home and in the workplace. The financial pressure was getting me down.”

“A chance for promotion then came up, so I applied for it. Everyone said I should get it, but because of the stress I was under, I didn't prepare properly. I also didn't pay enough attention to the questions at the interview. So, of course, I failed.”

Threat of Redundancy

“Failure of this sort doesn't do your self-esteem any good. Still, I had to get on with things. My friends were a great help, and so was my manager. She told me that there'd be other chances for promotion and I'd get there in the end.”

“Then another problem arose in the form of Redundancy. The redundancy was a rumour, but the company was going through a rough patch, and job losses were all that people could talk about. This upset me, because despite the promotion knock-back, I was coming to terms with my life.”

“The redundancy talk turned out to be just that – talk – but I could have done without the rumours. I knew all this stress was beginning to affect the quality of my work.”

Workplace Stalker

“And then to add to my troubles, a guy called Peter from Accounts began hassling me. One day out of the blue in the canteen, he asked if he could sit next to me. He then said he wanted to go out with me.”

“Another relationship was the last thing on my mind, and I explained this to Peter. But over the next few weeks, he phoned me, emailed me, and came to see me at my desk, trying to get me to go out with him.”

“Frankly, the pressure of this on top of my financial worries, made me think seriously about leaving work. In fact, in a moment of panic and stress, I wrote a letter of resignation and gave it to my manager.”

A Turning Point for Workplace Stress

“This was something of a turning point. My manager advised me to take a day off and think carefully about what I was doing. She didn’t want me to leave, and she knew that there was going to be another opportunity for promotion within the next few weeks.”

“I said that was fine, but I was stressed about Peter. My manager listened to what I told her, and then said she'd see what she could do about him. What in fact she did do was see Peter's boss the next day. Between them, they banned him from seeing or communicating with me at work.”

“After this chat, and once my manager had put Peter in his place, so to speak, things started to look up. The promotion opportunity did come again, and I did succeed the second time round. Things are still tough financially, but with the support of workplace friends and my manager, I’m much happier.”

Retrieved from: <https://www.safeworkers.co.uk/case-studies/workplace-stress-almost-ruined-career-case-study/>

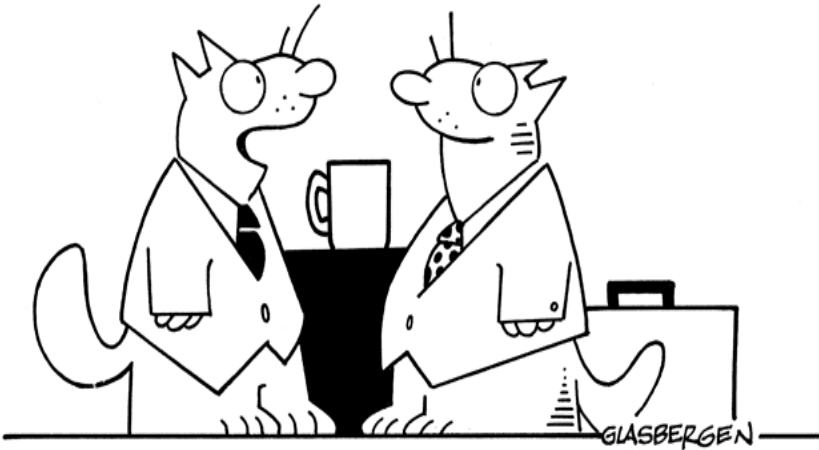
Questions for discussion

- 1) What were the main causes of stress for Poppy?
- 2) How did stress at work affect her career? Did she manage to recover?
- 3) Read through the case again and write a one-paragraph summary in your own words.

UNIT 8

ORGANISATIONAL CULTURE

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“You’ll like working here. We have 5 scheduled nap breaks each day, plenty of breakable things to knock off your desk and the snack room has a new stick of butter to lick every morning.”

Lead-in

Comment on the following quotations.

- Culture is simply a shared way of doing something with a passion—Brian Chesky, Co-Founder, CEO, Airbnb
- Customers will never love a company until the employees love it first—Simon Sinek
- You can have all the right strategies in the world; if you don't have the right culture, you're dead—Patrick Whitesell

READING

A. You are going to read an article about corporate culture. Read the text and locate the factors of corporate culture in which the following statements are mentioned.

_____ The typical interactions and behaviours participants have with clients, strangers, peers, superiors, and subordinates.

_____ Social interaction within an organisation, physical items and nonverbal communication are essential components of any culture and organisation.

_____ There is a clear system of reward and penalties.

_____ A powerful hierarchy may present the company.

_____ The development of the corporate culture depends on people who share the goals and values of the organisation.

CULTURE

Every organisation has a culture. You may fail to notice it from the outside but it still exists. For employees' corporate culture is a certain list of unspoken rules, shared values, which provide common direction and guidelines for their day-to-day behaviour. If you are a new employee who wants to fit in and thrive in the company you will get nowhere without trying to evaluate the organisation concerned.

There are some observed behavioural regulations, which are easy to analyse like professional slang and manners of behaviour that can make members of organisation stand apart from people in other organisations or even departments. Evidence of a culture may be reflected in the stories of the glorious past, traditions, excellence service etc. Symbols are another outward manifestation of a culture. There may be logos, pictures, trophies, a uniform or dress code, which are respected by all the members of the organisation.

Another easily observed thing is the physical layout of the company – that is, what you actually see when you enter the premises. You may either find yourself in a friendly environment or in a strictly formal one, a modest looking office suite or a fancy reception area with marble floors and a fountain of running water. Whatever you see is a reflection of how the company operates and wants to be perceived.

There are, however, hidden things that you may fail to see at first glance because they exist at the level of mindset, emotions and motivation. These things are the shared values of organization, beliefs that are reflected in the day-to-day behaviour of the management and employees, control systems and organisation strategies, training and promotion routines and management style. Customer service, rules of how to get things done or fix the problem you encounter in your place of work – all depend on the corporate culture which may strongly differ from organisation to organisation.

The opinion shared by many is that there are strong and weak cultures, conservative and innovative ones, friendly and strongly competitive, personal or impersonal. It is hard to say which type of culture is the best one – the bottom line is the company's successful performance and resilience.

Strong cultures enjoying long-term economic success can be a strong obstacle to change, particularly if they were set up and cultivated by a strong leader. Such cultures may develop comfort zones and become victims of past success. Strong cultures are in danger of falling into “group think” which prevents them from keeping pace with changes in the external environment and leads to corporate arrogance and isolation. It is not easy to change a deep-seated internal culture; the process demands long-term commitment and a patient strategy of top-down communications, motivation, training and support.

Thus, an employee, who has found a position and is about to start a career, it is their responsibility to evaluate the organisation and to assess how they can best fit in and thrive. To do it successfully, here is the list of some factors which constitute the corporate culture in most organisations.

Symbols

Nonverbal communication and tangible objects are an important part of any culture and any organisation because they are important for social interaction inside a company. Nonverbal symbols such as shaking hands, gestures and movements of other parts of the body are meant to convey certain ideas and emotions. The corporate logo and color scheme are also important in any organisation.

Structure and leadership

The company can be presented by a strong hierarchy. A positive leadership, despite the hierarchy level in an organisation or a firm, will influence a positive culture whereas poor leadership leads to weak corporate culture. Thus, the leadership should be strong, passionate, disciplined and supportive.

Control systems

This is a noticeable system of reward and punishment. For example, how an organisation pays bonuses, dividends, salaries and commissions to its employees.

Routines and rituals

These are the standard ways the participants interact and conduct themselves with customers, outsiders, peers, superiors and subordinates.

Staff profile

People influence the development and observation of a culture within an organisation. Therefore, individuals that share the company values and mission are important in the establishment of the corporate culture.

B. Read the text and make the right choice.

- 1) Employees define corporate culture as
 - a) a list of personal values and beliefs
 - b) a list of unspoken rules and behavior
 - c) a list of rituals outside the company

- 2) Evidence of a company culture can be reflected in
 - a) symbols, pictures and trophies only
 - b) stories of the past, dress code and traditions which are shared by all members
 - c) an unfriendly environment

- 3) Strong cultures are in danger of falling into
 - a) short-term economic success enjoyment
 - b) decision-making by a group, characterised by conformity
 - c) making changes in internal corporate culture

- 4) Positive leadership will lead to
 - a) a strong company's culture
 - b) a weak company's culture
 - c) a high hierarchy level in a company

- 5) Bonuses, dividends, salaries and commissions to employees are a part of
 - a) a system of reward and punishment
 - b) interaction with customers
 - c) system of values shared by an organisation

Over to you

Have you ever dealt with business partners or clients from abroad? From where?

What do you think it means to be 'culturally aware'? Would you describe yourself as culturally aware?

VOCABULARY

C. Complete the sentences using the underlined words from the text. Use the correct forms.

1. The company offered a 10.000\$... information leading to the arrest of the robbers.
2. A car dealer has arranged for the client to trial an expensive car without a ... to buy.
3. The coach explained how to show ... a CV or a job interview.
4. This person rose quickly through the political ... to become a party leader.
5. There is no smoking allowed anywhere on campus
6. Even in minor cases ... triggers decisions that might ignore critical information.
7. Unemployment is the of the recession that has hit the world in the last 50 years.
8. Most industries especially water, telecoms and insurance have been
9. This activity encourages students to ... different points of view and present their own conclusions.
10. Organisational leaders often create adopted by all members in this organisation.

SKILLS: Role-play

1. *In pairs conduct a cultural analysis of a company that you would like to join in the future. Work out the list of the most significant factors which constitute the corporate culture of this organization.*
2. *A new employee has just joined the team of a big organization. Choose a company that you are interested in and make up a dialogue between the*

*new employee and someone who has already worked there for a while.
Here are the possible questions you can ask.*

- 1) Is the office space well-organised? What was your first impression when you first came here?
- 2) ? What is the main language in the company? Is communication formal or informal?
- 3) Is there a dress code? What is the way people normally dress?
- 4) Do your colleagues usually talk about success or failure, the past or the present, difficulties or progress?
- 5) Is the structure of the company marked by a strong hierarchy? Is it easy to communicate with the top management?
- 6) What is the way to get promoted?
- 7) Who is the chief decision-maker in your company?
- 8) Who is responsible for mistakes and how are the mistakes handled?
- 9) What are the standard ways of interacting with customers and partners?
- 10) Is there a strict subordination? How do superiors and subordinates communicate with each other?
- 11) What is the general attitude to entry-level employees?

VIDEO TIME

Why Do People Join Cults? | Janja Lalich

Warm-up

A. Choose one of the following statements and prove your point of view.

Do you agree or disagree? Why?

- 1) People of all ages are being drawn into a variety of groups and movements.
- 2) Today cult groups use the Internet as their main recruiting ground.
- 3) Multi-level Marketing (MLM) has some common features with cults.

B. Watch the video and answer the questions:

1. What are some of the ways by which cult leaders influence their members?

2. Is a cult similar to a pyramid scheme? Why?
3. Who can recruit new members of a cult?
4. Why is the cult environment harmful for people?

Who are the key individuals or groups that have an important stake in this case?	
Chronological summary of the events.	
What are the protagonist's options?	
Which option is the best thing to do and why?	

C. Watch the video from 03:58 to the end and fill in the gaps in this transcript.

The recruitment process can be _____ , sometimes taking months to establish a relationship. In fact, more than two-thirds of cult members are recruited by a friend, family member, or _____ whose invitations are harder to refuse.

Once in the cult, members are subjected to multiple forms of indoctrination. Some play on our natural inclination to mimic _____ behaviors or follow orders. Other methods may be more intense using techniques of coercive persuasion involving guilt, shame, and _____ .

And in many cases, members may willingly submit out of desire to belong and to attain the promised rewards. The cult environment discourages _____ thinking, making it hard to voice doubts when everyone around you is modeling absolute faith. The resulting internal _____ , known as cognitive dissonance, keeps you trapped, as each compromise makes it more painful to

admit you've been deceived. And though most cults don't lead members to their death, they can still be harmful.

By denying basic freedoms of thought, _____, and association, cults stunt their members' psychological and emotional growth, a particular problem for children, who are deprived of normal developmental activities and milestones. Nevertheless, many cult members eventually find a way out, whether through their own realizations, the help of family and _____, or when the cult falls apart due to external pressure or scandals.

Many cults may be hard to identify, and for some, their beliefs, no matter how strange, are protected under religious freedom. But when their practices involve harassment, threats, illegal activities, or _____, the law can intervene. Believing in something should not come at the cost of your family and friends, and if someone tells you to sacrifice your relationships or morality for the greater _____, they're most likely exploiting you for their own.



Write a short essay (100-150 words) on how to determine whether the group is a cult or not?

CASE STUDY

Read the case and complete the table.

Powerful Culture Management Platform

WEX is a leading provider of financial technology solutions that delivers insights designed to help millions of customers worldwide make smart, data-driven business decisions. This company looked at multiple software solutions, wanting to ensure that the company and solution they selected aligned with their values of integrity, innovation, execution, relationships and community.

Last year, WEX made the decision to upgrade to the Accelerate tier for full access to Emprising, Great Place to Work's culture management platform. "Rather, we

were looking for feedback that would help us set the course for our continued journey moving forward. We wanted to understand the voice of our employees and know what we could do to further create an environment where employees feel fulfilled and heard.”

This platform enabled them to provide senior leaders with direct access to detailed survey results data, including employee comments.

Katelyn explains, “Our leaders use data every day in their jobs to make decisions about everything from marketing investment to product development. It makes sense to give them access to the robust data we now have to inform their people decisions.”

The results have been positive. Katelyn says, “By having direct access to their department’s feedback, leaders now have more targeted follow-up discussions with their groups and create more impactful action plans that truly address their employees’ needs. By sharing Great Place to Work feedback in this way, we also model a value that’s important to us: transparency. With direct access to the platform, they can see their feedback first-hand.”

This year, WEX expanded access to the data by including team leaders and managers. More than 400 people leaders now have access to their group’s valuable feedback and are required to take action based on the insights.

Today, feedback from Emprising is regularly referenced in discussions across all teams and informs new people practices and KPIs. It also helps leaders understand how their teams’ experience compares to others in the organization. Katelyn says, “By upgrading to the Accelerate tier, everyone has employee feedback data at their fingertips through Emprising and Manager Access. It creates a foundation for us to have data-based discussions around the things that

matter most to us. And, it gives us a quantitative way to measure the success of the actions we take.”

Retrieved from: www.greatplacetowork.com. How FinTech Company WEX Uses Data to Drive Culture Forward

Questions for discussion

1. Why do you think there is the word powerful in the title of the case??
2. Why are feedback practices so important for the leaders of the company?
3. Who did the company allow to get access to platform data? How did it help to improve the organisational culture?

Refer to Writing Bank 4: Learn how to write an application letter.

SUPPLEMENT

This supplement aims at helping students in business writing. The samples and templates given in this section may serve as models and can be modified in line with the requirements of your future job.

WRITING FILES



WRITING 1. CV

What is a CV? Curriculum Vitae (CV) is a job application document that summarizes your professional experience, skillset, and qualifications. In some circumstances, such as when applying for research placements, graduate school, or academia in general, a CV is a comprehensive description of both your professional and academic career. The terms resume and CV are used interchangeably in Canada and Australia.

TASK 1: Study the below given CV, analyse according to the structure and discuss the main points.

TASK 2: Imagine you are applying for a vacant position of a company psychologist and create you CV.

<p>➤ <i>The Must-have Sections to Include in a CV:</i></p>	<p>❖ <i>Optional Sections to Include in a CV:</i></p>
<p>✓ Contact information</p> <p>✓ CV Summary or objective</p> <p>✓ Work experience</p> <p>✓ Skills</p> <p>✓ Education</p>	<p>● Certifications and awards</p> <p>● Languages</p> <p>● Personal projects</p> <p>● Volunteer Experience</p>

Angela Lombardo

CONTACT

Address: 82 Boleyn Road, London N12JG

Phone: 07912345678

Email: angela.lombardo@example-example.co.uk

SKILLS

- Caring and sensitive
- Calm under pressure
- Excellent work ethic
- Time management
- Strong written and verbal communicator
- Family counselling
- Client assessment and analysis
- Attention to detail
- Problem solving

ADDITIONAL INFORMATION

- Registered with Health & Care Professions Council (HCPC)
- Chartered member of the British Psychological Society.

PROFESSIONAL SUMMARY

Accomplished Clinical Psychologist with expertise in mental health research and treatment. Highly skilled in diagnosing and educating patients on mental conditions. History of successful coordination with physicians and other healthcare providers in development of highly individualised treatment plans.

WORK HISTORY

Clinical Psychologist 11/2012 - Current
Whittington Health - London

- Trained newly hired psychologists on clinic standards and procedures.
- Collaborated with senior psychiatrists to provide comprehensive patient care.
- Provided CBT for patients.
- Interpreted observation and testing results through application of psychological assessment tools.

Psychologist 05/2010 - 11/2012
The Chelsea Psychology Clinic - London

- Conducted violent adult behaviour research by cooperating with fellow practitioners.
- Provided mindfulness sessions for patients.
- Interpreted observation and testing results through application of psychological assessment tools.

Assistant Psychologist 09/2003 - 03/2010
St George's University Hospitals NHS Foundation Trust - London

- Collected, documented and reviewed patient medical histories and relayed important factors to supervising clinicians.
- Checked patient identifying information against records to uphold strict security, safety and regulatory standards.
- Gathered, charted and analysed patient history data and discussed key points with clinicians.

EDUCATION

PhD: Clinical Psychology, 2009
Kings College - London

MSc: Psychology, 2002
University of Kent - Kent

BSc (Hons): Psychology with Clinical Psychology, 2000
University of Kent - Kent

WRITING 2. MEMORANDUM or MEMO

Memorandums, or **memos** for short, are used in place of formal letters for internal communication. These may be used in the workplace to present information, to provide directions or reminders, or to propose an idea.

While memos are often succinct, they can be very difficult to write precisely because you need to get straight to the point to get your ideas across. A poorly written one may confuse your superiors or your colleagues, and precious time may be wasted when they prepare their own memos to seek clarification on what you wrote. This article provides some tips that you can follow to impress your colleagues with your memo writing skill.

Parts of a memo

Memo formats may differ depending on the workplace. Most, however, have the following parts:

✓ **Label.** Some offices require for this document to bear the label. at the top of the page so that your readers will immediately know what type of document it is. However, not all workplaces have this rule. Do make it a point to study the standard memo format followed in your office so you can adjust accordingly.

✓ **Heading.** The memo heading contains the following details:

To: This is where you write down the recipients of the memo. Addressees may be colleagues (do write their full names and job titles) or units or departments within the office.

From: Write down your name and job title

Subject: Indicate the reason for the memo

Date: Note the complete date

✓ **Body.** Use this section to provide the pertinent details regarding the issue at hand. Try to be as specific and concise as possible.

- ✓ **Conclusion.** The conclusion is usually just 1-2 sentences long and indicates what action you are expecting from the recipient of the memo.

Sum up: How to Write a Memo

1. Write a heading.
2. Write an introduction.
3. Provide background on the issue
4. Outline action items and timeline.
5. Include a closing statement.
6. Review and proofread before sending.

Business Memo Template 1

MEMO



To: [Audience]

From: [Person and/or Department issuing the memo]

Date: [Date Sent]

Subject: [Subject of the Memo]

[Opening – Get to the point in the opening paragraph. Keep things simple and short. Make it easy and fast to read. Visit the Memo Template page on Vertex42.com for more tips.]

[Summary – Summarize any historical or contextual information needed to support the opening paragraph.]

[Conclusion – End with a call to action.]

Business Memo Template

MEMORANDUM

TO:

FROM:

DATE:

SUBJECT:

I'm writing to inform you that [reason for writing memo].

As our company continues to grow ... [evidence or reason to support your opening paragraph].

Please let me know if you have any questions. In the meantime, I'd appreciate your cooperation as [official business information] takes place.

TASK 1: Study the **MEMORANDUM** given below, analyse according to the structure and discuss the main points.

MEMORANDUM

DATE: October 23, 2021

TO: All Staff

FROM: Jake Ryan, Director, Product Development

SUBJECT: Launch of Product XYZ

Due to extensive customer feedback, and the results of current testing, I wanted to inform you that Product XYZ will be delayed from its original launch date of November 15th, until Q2 2022.

We are confident that time for additional testing will serve to make XYZ more effective in fighting security breaches that customers are facing. For those customers that you believe will now consider a competitor's product, the marketing department is developing a promotional offering, which sales reps can share with their customers to help reduce those who will now go to our competitors.

More information about this will be forthcoming from Marketing. Management is also aware that this might impact those sales reps carrying quota for XYZ and this news may impact them adversely. We are prepared to relieve quota on those sale reps who can demonstrate those customers they have received commitments from their managers.

As disappointing as this news may be, we are confident in our employees, and know the additional time will serve this company well by creating a more successful product.

Source: <https://blog.hubspot.com/marketing/how-write-memo>

TASK 2: Imagine you are working for an international company. You want to introduce a four-day working week scheme.

Write a **memo** to the staff in your department:

- explain that the work-related stress has increased
- suggest how the reduction of working week could be organized
- say how these changes can improve the work-life balance and work commitment.

Write 40-50 words according to the given sample.

WRITING 3

Business report

A business report is defined as an official document that contains factual information, statistical data, research findings, or any other form of information relevant to the course of the job. This report is a formal document written to-the-point convey information in a concise yet clear manner. Business reports are majorly used for internal communication within an organisation. Here are some common types of business reports:

1. Informational reports

You use this report when your boss asks for data that is purely objective i.e., just plain facts without any reasoning or potential outcomes. For instance, a workforce report stating the number of employees in the company, their duties, department of work, and responsibilities.

2. Analytical Report

As the name suggests, this report is used when some critical company data has to be analyzed in order to make informed decisions.

For instance, analyzing the sales drop in the last financial year. This report consists of sales numbers, a comparison of those numbers with earlier years, and finding reasons for the fall. The report will also indicate possible measures the company can take to solve this problem.

3. Research Report

You use a research report when something big is coming up! It could be a potential merger, or a new product line, or a shift in the current way of working. A big change requires a comprehensive report studying all its implications. For example, if the company wants to introduce a new product, the research report will consist of elements like target audience, marketing communication strategy, advertising campaigns, etc.

4. Explanatory Report

You use this report when you want to explain your individual project to the entire team. Let's suppose you performed research.

An explanatory report will showcase the facts, list the findings, and determine the conclusion of the research. It should be written in very simple, concise, and clear words. Although the readers are mostly peers of the same industry, jargon should be avoided.

5. Progress Report

This is a small report used to notify updates in a company.

How was the previous week?

How is the sale for this quarter coming along?

What is the percentage change in conversions since the last week/month?

6. Annual Report

An annual report is an all-encompassing document that allows you to reflect on your company's past year, including:

Your company's mission statement

Your company's growth (financially, product-wise, culture-wise)

Your statement of income and cash flow

Your various business segments

Information about the company's directors and executive officers

Information about your company's stock and dividends

Wins and success stories

The following format is common for many formal reports.

The executive summary	is a summary of the main points and conclusions of the report. It gives the reader a very quick overview of the entire situation.
The introduction	defines the sequence of points that will be looked at.
The findings	are the facts you discovered.
The conclusion	is what you think about the facts and how you interpret them.
The recommendations	Are practical suggestions to deal with the situation and ideas for making sure future activities run more smoothly.

TASK 1: Imagine you are working for an international company. You want to present a company's annual report.

Make a presentation, including the following sections:

- strategy (our yearly targets)
- finance (cashflow, expenses)
- performance (results)

WRITING 4. Application letter

Study the information about what to include in a job application letter.

Your application letter is an essential tool to attract the attention of your potential employer. It should be no longer than a page and have a basic four-section format.

A well-targeted and laid out application letter is to the point and easy to read.

Contact Information

The 1st section of your letter should include information on how the employer can contact you. If you have contact information for the employer, include that. Otherwise, just list your information.

Your Personal Information

First Name Last Name

Street Address

City, State Zip Code

Phone Number

Email Address

Date

Employer Contact Information

Name

Title

Company

Address

City, State Zip Code

Salutation

Here is information on appropriate salutations for in a cover letter. It is the most common salutation:

Dear Mr./Ms. Last Name or Dear Hiring Manager:

Application Letter Content

Your application letter will let the employer know what position you are applying for, why the employer should select you for an interview, and how you will follow-up.

First Paragraph

The first section states what job you are applying for and how heard about vacancy. Hence, the first paragraph of your job application letter should include information on why you are writing. Mention the job you are applying for and where you found the position. If you have a contact at the company, mention the person's name and your connection here.

Middle Paragraphs

This section deals with your qualifications and experience but it should be brief as most of the details are to be given in your resume. Hence, this section of your cover letter should describe what you have to offer the company:

- Make strong connections between your abilities and the requirements listed in the job posting. Mention specifically how your skills and experience match the job.
- Expand on the information in your resume, don't just repeat it.
- Try to support each statement you make with a piece of evidence.
- Use several shorter paragraphs or bullets rather than one large block of text, which can be difficult to read and absorb quickly.

Final Paragraph

Conclude your application letter by thanking the employer for considering you for the position. Include information on how you will follow up. State that you will do so and indicate when (one week's time is typical). You may want to reduce the time between sending out your resume and following up if you upload or email it.

Complimentary Close

Sincerely,

Your Signature (hard copy letter)

Your full name typed out

Application Letter Sample

The following application letter template lists the information you need to include in the letter you submit with your resume or CV when applying for a job.

Christina Black
987 Maple Avenue, Business City, NY 12345 · 555-555-
5555 · christina.black@email.com

August 11, 2020

Mary Cody
Hiring Manager
ASDF Company
777 Broadway
Business City, NY 54321

Dear Ms. Cody:

I am writing in reference to the position of Front Office Assistant posted on Monster. With my skills and experience, I believe I can offer exactly the kind of support necessary in your fast-paced corporate culture.

In addition to my customer relations, communications, and technical skills, I bring the following experience:

- Proficient in Microsoft Office Suite, Word, Excel, Outlook, and PowerPoint
- Proficient in Quickbooks and Quicken
- Able to multi-task in a fast-paced environment, handle multiple phone lines while maintaining customer flow
- Team player, providing superior customer service and administrative support
- Maximize office efficiency through maintaining and implementing best practices in invoicing, vendor relations, and workflow management

Thank you for your consideration as a valuable addition to your team. I look forward to meeting with you to discuss how I can bring my positive energy to your administrative staff and help your company continue to grow and succeed. I'll follow up with you next week to check on the status of my application.

Sincerely,

Christina Black (signature hard copy letter)

TASK 1 Study the application letter given below and arrange the blocks of the application letter given below in the right sequence.

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.

a) I have had a successful year working as a personal assistant to CEO in a private construction company. My responsibilities included liaising with customers, arranging meetings and presentations and developing promotion literature for our company.

b) I have a keen interest in public relations and advertising and would appreciate the opportunity of an interview to discuss why I believe I am a good match for your requirements.

c) Mr. Black
 HR Manager
 Amazon. Inc.

410 Terry Ave N, Seattle 98109, WA

d) My work experience helped me to develop interpersonal skills and organisational skills which I believe could add value to your company. I am also familiar with computer technologies for developing different kinds of promotions products as part of the advertising campaign.

e) 1st February 2022

f) I look forward to hearing from you.

g) As you will see from my enclosed resume I am graduating from Stanton University, the department of psychology.

h) Sincerely,
 Maria Jones

i) Dear Mr. Black

j) Your advertisement on the website of your company offers the career challenge which I am seeking.

TASK 2. Imagine that you need to apply for the position of an HR Manager in a company. **Write a letter of application.**

BUSINESS CORRESPONDENCE



- ✓ **THANK-YOU LETTER**
- ✓ **LETTER OF ENQUIRY**
- ✓ **LETTER OF PLACING AN ORDER**
- ✓ **COMPLAINT LETTER**
- ✓ **EMPLOYEE WARNING NOTICE**
- ✓ **RESIGNATION LETTER**

🚦 THANK-YOU LETTERS

❖ Samples

Interview Thank-You Note N1

Dear Ms.

Thank you again for meeting with me to discuss the administrative assistant position at XYZ Corp. I thoroughly enjoyed our conversation, both about the role and about the company.

I was impressed with the opportunities the administrative assistant has at XYZ to pitch in and wear many hats. In my previous role, I was able to pick up graphic design and Excel skills, as well as some conversational Spanish and French. I love to learn new things and find different ways to make my team a success. It's clear that I would have the opportunity to do that working for XYZ.

I believe that my experience at my current employer has prepared me to slide seamlessly into the role. I'm familiar with all of your systems, software, and requirements, as well as being a quick study should other needs come up.

Please let me know if I can provide you with any other information while you're making your decision. Again, thanks so much for meeting with me. It was a pleasure.

Best regards,

[signature for hard copy]

Interview Thank-You Letter N2

Dear Ms. *****

Thank you so much for interviewing me for the open sales position. I appreciate the time you spent explaining the hiring process and how your training program works. You're clearly very knowledgeable about sales and marketing.

I enjoy working in sales and believe I would be an excellent fit for the position. I love a challenge, and your innovative training program intrigues me.

As we discussed during the interview, my sales numbers at my current job increased by 50 percent over the past three years, and I was at the top of our sales force last year. I'm confident that combining my current experience with your training program will allow me to reach the top of your sales force as well.

Thank you again for taking the time to talk to me about the position. I believe I can benefit your company and look forward to meeting again soon. In the meantime, please let me know if you need any additional information.

Sincerely,

Your Handwritten Signature (for a hard copy letter)

Job Interview Thank-You Letter

❖ Template

Dear [Interviewer's Name],

[Opening line thanking them.] [Personalized detail about how you enjoyed meeting them, the hiring manager, and/or the team.] [Sentence that adds value to the discussions you had, and shows your passion for the company and position.]

[Sentence about how excited you are to hear from them, which also sets you up to send a follow-up email later.] [Closing sentence that thanks them again, and offers to provide further information.]

[Sign-Off],

[Your Name]

❖ Sample

Dear Ms. *****,

Thank you for taking the time to meet with me yesterday to chat about the content marketing manager position at Really Big Corporation. It was a pleasure connecting with you and hearing how energized you are about the company's content marketing and growth goals. Because of my background in influencer marketing, I was particularly interested in your innovative ideas for influencer outreach—they sparked some ideas of my own and left me with the sense that we'd make an excellent collaborative team.

You mentioned that you'll be taking some time to make a hiring decision, so I'll do my best to wait patiently despite how excited I am to be considered. Meanwhile, let me know if there's any further info I can provide. Thanks again for choosing me.

All the best,

.....

General Thank-You Letter

Dear Ms. ****,

I would like to thank you for the invaluable support you provided to me during my recent career search.

When I began this search, I had very little idea how to go about it – or especially, how to network to discover new job opportunities. The information and advice you gave (and, in particular, the list of contacts you shared with me) made all the difference in helping me to focus my job search.

I'm happy to report that I have just accepted a new position with ACME Auto! Again, thank you so very much. I greatly appreciate your generosity.

Sincerely,

.....

Saying Thank-You to a Colleague

❖ Template

Hi [Name], Thank you for [specific statement about what you're thanking the recipient for]. [Sentence about why the person's contribution deserves your gratitude.] [Sentence explaining the positive effect the recipient's contribution had.]

[Optional: reiterate your thanks or offer a compliment or other friendly comment.]

[Sign-off],

[Your Name]

❖ Sample

Hi Kate,

Thank you for helping me put the final touches on the launch announcement video. You gave up some of your weekend to make it happen, and I just want you to know how much I appreciate your creative talents and energy. Your contributions made a difference, and we not only hit our deadline but created something awesome.

Thanks again. We crushed it!

Cheers,

Steve

THANK-YOU LETTER AFTER A BUSINESS MEETING

Dear Ms. Paulson,

I would like to thank you for meeting with me yesterday and offering us a new contract. My firm is excited to provide you with our document review services. I am confident that our 30 years of experience in the legal business is going to make us an ideal vendor for your needs.

You noted yesterday that you need us to review a minimum of 1,000 documents per month. Our team of eight dedicated analysts is ready to provide you with the turnaround you require. We pride ourselves on attention to detail, diligence and timeliness. Are you able at this point in your project to let me know if there is an opportunity for more work after this contract is completed?

Again, I am grateful for your time and that you have chosen us for your business. I look forward to developing this working relationship with you.

Sincerely,

Andre Torrance

LETTER OF ENQUIRY

Body paragraphs:

- 1) Identify yourself, if appropriate, your position, your institution or a firm
- 2) Briefly explain why you are writing the letter and how you will use the requested information
- 3) List the specific information you need. You can phrase your request as question or as a list of specific items.
- 4) Conclude by asking them to respond

❖ Enquiry email sample

Smart Gadgets
Flat 21,
Manohar apartments, Narayan Swami road,
Kurla, Mumbai-587738.

Mr. K.R. Rao,
Lakshmi Digital Pvt. Ltd., Kurla branch,
Mumbai-587738.
Date: 17.2.17.

Dear Mr. Krishnakant Rao,

Subject: Product Enquiry Letter

I am a Sales Manager at Smart Gadgets Company. I am looking for Android Smartphones. I got to know from the sources that your company deals with electric appliances and gadgets, and hence I am writing this letter. I need twenty Android smartphones.

I am looking for the Android Smartphone with 2GB RAM, 20MP Camera, and Marshmallow Android version with 8GB memory. I'd prefer it to be in the range of 15,000 INR to 25000 INR. I'd like the product with a minimum one-year company warranty.

You are kindly asked to inform the availability, specifications, and prices for all the options available to you, which fall under my requirements. Do update me if there are any better options for me to buy in the same price range or specified conditions.

I would be awaiting your reply.

Yours Sincerely,

Kirti S.

USEFUL EXPRESSIONS

Introduction

- *I'm writing in connection with ...*
- *I'm writing to ask / enquire about ...*
- *I have read / found your advertisement in ... and would like to ...*

Expressing Interest

- *I am interested in ...*
- *I have been looking for ...*
- *I am planning to ... and that's why I found this advertisement / offer / text interesting / important.*

Expressing Doubts

- *I have read the advert and I am not sure if ...*
- *I have read about your services but I am not sure if ...*
- *I cannot understand if ...*
- *It is not clear to me if ...*

Enquiring about the Details

- *I would like to know more details about ...*
- *I would like to ask for further information about / concerning ...*
- *I am still not sure about one thing / problem, namely ...*

Asking for Information

- *I would be (very) grateful if you could ...*
- *I wonder if you could ...*
- *I would like to ask if / when / where / why ...*

Making final remarks

- *I look forward to your answer / to hearing from you ...*

Closing Phrases

- *if the letter begins Dear Sir or Madam: Yours faithfully,*
- *if the letter begins Dear Ms / Mr Robinson: Yours sincerely,*

LETTER OF PLACING AN ORDER

Body paragraphs:

- Explain what you want to **place** the order **for**
- Provide details of the services or products that you are **placing** the order **for**
- Say what you want in response from the receiver of the order.

❖ Sample of Placing Order Email

M/S ABC Surgicals
Naraina New Delhi

The Manager
M/S GTB Surgical & Co
Preet Vihar
New Delhi

14 July 20XX

Dear Sir,

Subject: Placing an order for surgical instruments.

Our company has always appreciated the quality of surgical instruments provided by your shop all these years and the current year is no exception. Not only is the quality good, but the delivery is always timely.

So, we are pleased to place the order for the following surgical instruments. Kindly send these items to our firm at the above address through your transport carefully.

Name of the items	No. of items
Forceps	60
Clamps	50
Hemostat	50
Bonedrills	100

All the items should be in good condition and well packed. Any damage during transportation will be under your responsibility. Kindly give us a suitable discount if any.

Yours faithfully,

Rohan Mogan

USEFUL PHRASES

- *We are considering the purchase of...*
- *We are pleased to place an order with your company for ...*
- *We would like to place an order.*
- *Enclosed is our firm order for...*
- *Enclosed you will find our order.*
- *We have a steady demand for..., and so would like to order...*
- *We herewith place our order for...*
- *We intend to buy...from you.*
- *Would you be able to accept and order for...at a price of...per...?*
- *We look forward to your confirmation. Please confirm in writing.*

COMPLAINT LETTER

- *The letter must be typed in Times New Roman font, size 12.*
- *Mind grammar, spelling, and punctuation!*

Layout

1. Letterhead/address in the right upper corner (but not the name of the writer)
2. Name and address of the recipient on the left side
3. References (if there are any)
4. Date
5. Opening (Dear...)
6. Subject heading (complaint letter)
7. Body of the letter (your complaint; describe the problem and what you would like to get)
8. Closing (I am looking forward to)
9. Signature
10. Name and job title
11. Enclosure (if there is any; e.g. I am enclosing to this letter my bill)

Language

- Formal
- Avoid contractions (can't; don't)
- Use active voice
- Avoid very long and very short sentences

Opening

- Dear Sir/Madam Dear Mr. Taylor

Closing

- I look forward to hearing from you.

Don't hesitate to contact me if you need further information.

Closing phrase

- Yours sincerely, (for the opening Dear+ Name)
- Yours faithfully, (for Dear Sir/Madam)
- Yours truly, Best regards, Best wishes (less formal)

Keep in mind: second words (sincerely, faithfully...) are not capitalized!

Body paragraphs:

- 1) Describe the reason for writing the letter (e.g. I am writing to express my dismay at the service your office provided me with.)
- 2) Describe in detail what went wrong (e.g. Your office sent a technician to fix my airconditioner, but two days later it broke down again.)
- 3) Describe what you would like to happen now (e.g. I would like to ask for a refund for the fee I paid to the technician who failed to do his work properly.)

USEFUL PHRASES

Introduction

- * *I am writing to complain about ...*
- * *I am writing regarding ...*
- * *I am writing on account of ...*
- * *I am writing on the subject of ...*
- * *I am writing to you in connection with ...*
- * *I am writing to tell you how disappointed/annoyed I feel about ...*
- * *I am writing to draw your attention to ...*
- * *I want to protest about*
- * *I was deeply dissatisfied with/by ...*
- * *I am writing to express my strong dissatisfaction with ...*
- * *I am writing to express my disgust at the appalling (treatment I received while staying at your hotel)*

Main Body

- * *I was amazed/distressed/horrified to find that ...*
- * *As you must realize, ...*
- * *I am sure you know that ...*
- * *I am sure you can imagine ...*
- * *I am sure you will appreciate that ...*
- * *It goes without saying that ...*
- * *You can imagine how we felt when ...*
- * *As well as this, ...*
- * *In spite of the fact that, ...*
- * *To make matters worse, ...*
- * *Although I was told there would be ...*
- * *I used it/them only a few times ...*
- * *The label says ...*
- * *I haven't received the goods I ordered ...*
- * *The brochure mentioned ...*
- * *There is a one-year guarantee ...*
- * *I was appalled at the poor quality / rude service / unsatisfactory accommodation /overpriced rooms*

Conclusion

- * *At the very least, I look forward to receiving ...*
- * *I feel you are responsible for ...*
- * *I feel you are partly responsible for ...*
- * *I feel you have a responsibility to ...*
- * *Unless you ... , I am afraid that I will have to take this matter further.*
- * *The least you can do is ...*
- * *I insist on immediate action ...*
- * *I insist upon full compensation or I will be forced to take this matter further.*
- * *I insist you replace this at once.*
- * *I demand a full refund ...*
- * *I hope you will deal with this matter quickly.*
- * *I hope you will resolve this matter quickly.*
- * *I hope this matter will receive your immediate attention.*
- * *I trust this matter will receive your immediate attention.*
- * *I trust the situation will improve.*
- * *I hope we can sort this matter out am*

Complaint Letter Sample

24 Tumanyan St., APT 4
Yerevan, 0052, Armenia

Customer Service Manager
Artur Petrosyan
4/1 Argishti Str., Yerevan 0015, RA
January 24, 2022

Dear Mr. Petrosyan,
Subject: complaint regarding poor assistance I received in one of your offices

I am writing express my strong dissatisfaction about receiving wrong information in one of your offices, which caused a lot of inconvenience.

Two weeks ago, I came to the Vivacell office located on Amiryan Street to change my tariff plan. The assistant offered me a tariff plan call “Speed Up” explaining that it included 200 minutes and unlimited internet throughout a month. The price for the plan was unbeatable, only 3000 AMD, and I agreed to have it. However, having used the internet for two weeks, I realized, to my surprise, that I had no access the internet any more. I immediately called the office to clarify the matter. They said that the tariff includes a limited number of gigabytes and that I had used them all up. That information totally contradicted to what the assistant in the office had told me. I am utterly disappointed. I have been using Vivacell services for more than 10 years and I have never received such poor assistance from any of your offices.

I find this situation totally unacceptable. I should not bear the consequences of the assistant's inability to covey the information accurately. Thus, I demand Vivacell Company to allow me to use “Speed Up” tariff plan with unlimited internet as a refund for this confusion.

I trust the matter will receive your immediate attention.

Sincerely,

Petros Petrosyan,
High School Principal

✓ Assignments

Imaginary Scenario #1: Write a complaint letter to an airline company on the subject of lost baggage.

- You travelled by plane last week and your suitcase was lost.
- You have still heard nothing from the airline company.
- You travelled from New York to Yerevan with a stopover in Vienna NY airport- John F. Kennedy International Airport - Yerevan airport- Zvartnots International Airport
- Airline company- Luthansa
- Customer office manager- Steven Schmidt
- Flight number – US0235
- Lufthansa NY office address is Lufthansa German Airlines P.O. Box 42 East Meadow, N.Y. 11554
USA

Glossary you may need:

- baggage reclaim
- to check in baggage
- baggage tags
- boarding pass
- long-haul flight

Imaginary Scenario #2: In your community, the local park has a swing set with broken chains, basketball hoops without nets and trash bins that are overflowing. You want to write a formal complaint to the Parks and Recreation Director. His name is Mr. Ralph Blank. His address is as follows: Office of Parks and Recreation, 123 North Park Street, Logan, Ohio, 43138.

Imaginary Scenario #3: You have wanted a pair of Tike neon colored tennis shoes for months. You finally talk your mother into buying them for you. One week after the purchase, the sole is loose at the toes, and the thread in the stitching is loose. The brand name of the shoes is Tike, and the store where the shoes were purchased was The Big Shoe Store. The customer service manager for Tike is Mrs. Belinda Bower. Her address is 456 South Shoe Street, Columbus, Ohio 45612.

EMPLOYEE WARNING NOTICE

An employee warning notice is a formal document that states an employee's wrongdoing, such as failure to adhere to company policies, unprofessional behavior or tardiness. Your employee handbook should contain information on what is considered an infraction according to your HR policies. It often includes how the employee needs to correct behaviors and additional consequences. A written warning often comes after verbal warnings if the employee doesn't improve.

Written warning template

This employee warning form template can help you create your own employee warning notice document.

[Company Name]

Warning [number]

Employee Name:

Job Title:

Supervisor Name:

HR Representative Name:

Date:

Dear [Employee Full Name]

Your HR department has been informed by your manager that you have committed the following actions which do not comply with [Company Name] policies:

- Infraction 1: Explanation
- Infraction 2: Explanation (if more than one infraction)
- Infraction 3: Explanation (if more than two infractions)

You received a verbal warning on [Date].

The following consequences will be applied, in order of escalation, should you not demonstrate improvement or cease violation of company policies:

1. **Second verbal warning**
2. **Second documented warning notice**
3. **Job suspension without pay for one workweek**
4. **Third and final warning notice followed by an in-person meeting**
5. **Termination of employment** (Should the past warnings and suspension not result in improvement of actions)

We are determined to continue enlisting your expert knowledge as a [job title] within our company, and we will do whatever we can to help you improve your performance to meet our quality standards.

Supervisor Signature: (Supervisor name here)

Date: (Date approved here)

Employee Acknowledgement: I hereby acknowledge that I have committed the above infractions and am able and willing to make the required corrections to continue my employment with [Company Name]

Employee Signature: (Employee name here) **Date:** (Date read here)

Employee warning notice sample

TechMarket Technology Systems & Solutions Co.

Warning 1

Employee Name: Mark Bell

Job Title: Internal Systems Engineer

Supervisor Name: Kristen Marche

HR Representative Name: Casey Landen

Date: 2/07/23

Dear Mark Bell,

Your HR department has been informed by your manager that you have committed the following actions which do not comply with TechMarket Technology Systems & Solutions Company policies:

- Infraction 1: Failure to meet initial project deadline for 1/21/23 and makeup deadline for 1/28/23.

Meet the requirements/deadlines

You received a verbal warning on January 25, 2023.

The following consequences will be applied, in order of escalation, should you not demonstrate improvement or cease violation of company policies:

1. **Second verbal warning**
2. **Second warning notice issued**
3. **Job suspension without pay for one workweek**
4. **Third and final warning notice followed by an in-person meeting**
5. **Termination of employment**

We are determined to continue enlisting your expert knowledge as an internal systems engineer within our company, and we will do whatever we can to help you improve your performance to meet our quality standards.

Supervisor signature: Kristen Marche **Date:** 2/07/23

Employee Acknowledgement: I hereby acknowledge that I have committed the above infractions and am able and willing to make the required corrections to continue my employment with the TechMarket Technology Systems & Solutions Company.

Employee signature: Mark Bell **Date:** 2/07/23

RESIGNATION LETTER

Name

Position

Organisation Name

Address

Date

Dear (line manager name - eg., Mr Smith, or first name if appropriate)

Please accept this as formal notice of my resignation from the position of (your job title and site/department/division as applicable), with effect from (normally date of the letter or receipt of letter - check your contract - if in doubt refer to date of letter).

I realise that my contract of employment requires me to work until (date that your employment ceases according to notice period, calculated from your stated effective date of resignation), however I'd be grateful to be released earlier on (date that you actually need to leave), and will assume that this is acceptable unless you inform me to the contrary.

(This part is optional:) While I believe that I am moving for good reasons, I am sorry to leave, and I thank you for your support during my time with the company, which I have found enjoyable and fulfilling.

(And if applicable:) Please let me know the arrangements for handing back equipment, company car, etc, and handing over outstanding work and responsibilities.

Yours sincerely

Mr. Aramyan

EXTRA READING



TEXT 1: Read and summarize the main ideas of the text.

16 Ways To Reduce Employee Turnover

Do you have an employee turnover problem? If you have a high percentage of employees quitting or getting fired, it's time to start brainstorming ways to reduce employee turnover in your workplace.

Employee turnover is the percentage of employees who have left the company vs the total number of employees. It's a statistic you need to track because it can be indicative of larger problems at your company.

25 Warning Signs That Your Company Is In Trouble

The goal of every company is to find solid workers and get them to stick around for the long term. When a business is constantly dedicating time and money to hiring new people, it creates a stressful atmosphere that affects every person on your team. Plus, it will negatively impact the bottom line – and that's no good at all.

Let's take a look at a handful of ways to reduce employee turnover:

1. Improve Communication
2. Give Employees Freedom
3. Offer Flexible Schedules/Telecommuting Options
4. Increase Compensation Packages
5. Treat Your Team With Respect
6. Give Your Employees A Voice
7. Hire The Right People
8. Create A Useful Feedback Cycle
9. Make Work Fun
10. Fire The Right People
11. Promote Work-life Balance
12. Recognize Excellence

13. Develop Training Programs
14. Set SMART Goals
15. Invest In Team Building
16. Be Willing To Adapt As Needed

Perhaps the best way to reduce employee turnover is to follow The Golden Rule: treat your employees the way you want to be treated. When you strive to make your workplace the greatest workplace in the world, your employees and future job candidates will take note. This is what will drive your business to achieve great things.

Smart Strategies For Boosting Employee Retention Rates

Employee retention is an on-going challenge for businesses of all shapes and sizes. Use the list of ways to reduce employee turnover featured above as a starting point to formulate your employee retention strategies. While this may require time and effort, it will also ensure that your team is happy – and that's priceless.

Retrieved from: <https://www.jobmonkey.com/employer-insights/ways-reduce-employee-turnover/>

TEXT 2: Read and summarize the main ideas of the text.

How to Keep Working When You're Just Not Feeling It

Effective self-motivation is one of the main things that distinguishes high-achieving professionals from everyone else. So how can you keep pushing onward, even when you don't feel like it?

To a certain extent, motivation is personal. What gets you going might not do anything for me. And some individuals do seem to have more stick-to-itiveness than others. However, after 20 years of research into human motivation, my team and I have identified several strategies that seem to work for most people—whether they're trying to lose weight, save for retirement, or implement a long, difficult initiative at work. If you've ever failed to reach an attainable goal because of procrastination or lack of commitment—and who of us hasn't?—I encourage you to read on. These four sets of tactics can help propel you forward.

1) Design Goals, Not Chores

Ample research has documented the importance of goal setting. Studies have shown, for example, that when salespeople have targets, they close more deals, and that when individuals make daily exercise commitments, they're more likely to increase their fitness levels. Abstract ambitions—such as “doing your best”—are usually much less effective than something concrete, such as bringing in 10 new customers a month or walking 10,000 steps a day. As a first general rule, then, any objectives you set for yourself or agree to should be specific.

Goals should also, whenever possible, trigger intrinsic, rather than extrinsic, motivation. An activity is intrinsically motivated when it's seen as its own end; it's extrinsically motivated when it's seen as serving a separate, ulterior purpose—earning you a reward or allowing you to avoid punishment. My research shows that intrinsic motives predict achievement and success better than extrinsic ones do.

The trick is to focus on the elements of the work that you do find enjoyable.

In an ideal world we would all seek out work roles and environments that we enjoy and thus keep our engagement high. Unfortunately, people often fail to do this. For example, my research shows that when asked whether positive relationships with colleagues and managers are critical in their current position, most people say yes. But they don't remember that office morale was key to success in past jobs, nor do they predict it will be important for them in the future. So simply remembering to consider intrinsic motivation when choosing jobs and taking on projects can go a long way toward helping sustain success.

In cases where that's impractical—we don't all find jobs and get assignments we love—the trick is to focus on the elements of the work that you do find enjoyable. Think expansively about how accomplishing the task might be satisfying—by, for example, giving you a chance to showcase your skills in front of your company's leaders, build important internal relationships, or create value for customers. Finally, try to offset drudgery with activities that you find rewarding—for instance, listen to music while tackling that big backlog of email in your in-box, or do boring chores with friends, family, or your favorite colleagues.

2) Find Effective Rewards

Some tasks or even stretches of a career are entirely onerous—in which case it can be helpful to create external motivators for yourself over the short-to-medium term, especially if they complement incentives offered by your organization. You might promise yourself a vacation for finishing a project or buy yourself a gift for losing weight. But be careful to avoid perverse incentives. One mistake is to reward yourself for the quantity of completed tasks or for speed when you actually care about the quality of performance. An accountant who treats herself for finishing her auditing projects quickly might leave herself open to mistakes, while a salesperson focused on maximizing sales rather than repeat business should probably expect some unhappy customers.

Another common trap is to choose incentives that undermine the goal you've reached. If a dieter's prize for losing weight is to eat pizza and cake, he's likely to undo some of his hard work and reestablish bad habits. If the reward for excelling at work one week is to allow yourself to slack off the next, you could diminish the positive impression you've made. Research on what psychologists call balancing shows that goal achievement sometimes licenses people to give in to temptation—which sets them back.

Management Tip of the Day

Quick, practical management advice to help you do your job better.

In addition, some external incentives are more effective than others. For instance, in experiments researchers have discovered that most people work harder (investing more effort, time, and money) to qualify for an uncertain reward (such as a 50% chance of getting either \$150 or \$50) than they do for a certain reward (a 100% chance of getting \$100), perhaps because the former is more challenging and exciting. Uncertain rewards are harder to set up at work, but not impossible. You might “gamify” a task by keeping two envelopes at your desk—one containing a treat of greater value—and picking only one, at random, after the job is done.

Finally, loss aversion—people's preference for avoiding losses rather than acquiring equivalent gains—can also be used to design a strong external motivator. In a 2016 study scientists from the University of Pennsylvania asked people to walk 7,000 steps a day for six months. Some participants were paid \$1.40 for each day they achieved their goal, while others lost \$1.40 if they failed to. The second group hit their daily target 50% more often. Online services such as StickK.com allow users to choose a goal, like “I want to quit smoking,” and then commit to a loss if they don't achieve it: They have to donate money to an organization or a political party that they despise, for example.

3) Sustain Progress

When people are working toward a goal, they typically have a burst of motivation early and then slump in the middle, where they are most likely to stall out. For instance, in one study observant Jews were more likely to light a menorah on the first and last nights of Hanukkah than on the other six nights, even though the religious tradition is to light candles for eight successive days. In another experiment, participants who were working on a paper-shape-cutting task cut more corners in the middle of the project than they did on their initial and final shapes.

Fortunately, research has uncovered several ways to fight this pattern. I refer to the first as “short middles.” If you break your goal into smaller subgoals—say, weekly instead of quarterly sales targets—there’s less time to succumb to that pesky slump.

Giving advice may be an even more effective way to overcome motivational deficits.

A second strategy is to change the way you think about the progress you’ve achieved. When we’ve already made headway, the goal seems within reach, and we tend to increase our effort. For example, consumers in loyalty programs tend to spend more when they’re closer to earning a reward. You can take advantage of that tendency by thinking of your starting point as being further back in the past; maybe the project began not the first time you took action but the time it was first proposed.

Another mental trick involves focusing on what you’ve already done up to the midpoint of a task and then turning your attention to what you have left to do. My research has found that this shift in perspective can increase motivation. For example, in a frequent-buyer promotion, emphasizing finished steps (“you’ve completed two of 10 purchases”) increased customers’ purchases at the

beginning, and emphasizing missing steps (“you are two purchases away from a free reward”) spurred consumption as buyers neared the goal.

This tactic can work for rote tasks (such as sending out 40 thank-you notes) as well as for more-qualitative goals (becoming an expert pianist). The person writing the notes can gain motivation from reminding herself how many she’s sent until she passes 20; then she should count down how many she has left to do. In the same way, a novice pianist should focus on all the scales and skills she has acquired in her early stages of development; then, as she improves, focus on the remaining technical challenges (arpeggios, trills and tremolos, and so on) she needs to master.

4) Harness the Influence of Others

Humans are social creatures. We constantly look around to see what others are doing, and their actions influence our own. Even sitting next to a high-performing employee can increase your output. But when it comes to motivation, this dynamic is more complex. When we witness a colleague speeding through a task that leaves us frustrated, we respond in one of two ways: Either we’re inspired and try to copy that behavior, or we lose motivation on the assumption that we could leave the task to our peer. This is not entirely irrational: Humans have thrived as a species through individual specialization and by making the most of their comparative advantages.

The problem is that, especially at work, we can’t always delegate. But we can still use social influence to our advantage. One rule is to never passively watch ambitious, efficient, successful coworkers; there’s too much risk that it will be demotivating. Instead, talk to these peers about what they’re trying to accomplish with their hard work and why they would recommend doing it. My research shows that when a friend endorses a product, people are more likely to buy it, but they aren’t likely to if they simply learn that the friend bought the product.

Listening to what your role models say about their goals can help you find extra inspiration and raise your own sights.

Interestingly, giving advice rather than asking for it may be an even more effective way to overcome motivational deficits, because it boosts confidence and thereby spurs action. In a recent study I found that people struggling to achieve a goal like finding a job assumed that they needed tips from experts to succeed. In fact, they were better served by offering their wisdom to other job seekers, because when they did so, they laid out concrete plans they could follow themselves, which have been shown to increase drive and achievement.

A final way to harness positive social influence is to recognize that the people who will best motivate you to accomplish certain tasks are not necessarily those who do the tasks well. Instead, they're folks who share a big-picture goal with you: close friends and family or mentors. Thinking of those people and our desire to succeed on their behalf can help provide the powerful intrinsic incentives we need to reach our goals. A woman may find drudgery at work rewarding if she feels she is providing an example for her daughter; a man may find it easier to stick to his fitness routine if it helps him feel more vibrant when he is with his friends.

Retrieved from: <https://hbr.org/2018/11/how-to-keep-working-when-youre-just-not-feeling-it>

TEXT 3: Read and summarize the main ideas of the text.

Soho Repertory Theatre (2020)

In June 2020, the co-equal Directors of Soho Repertory Theatre (Soho Rep) Sarah Benson, Cynthia Flowers, and Meropi Peponides had to respond to the COVID-19 pandemic with a 2020-21 season plan. New York City theaters like Soho Rep had endured weeks of confusion and distress since the public health crisis shuttered performance venues globally in March 2020. No end was in sight. However bad it was for theaters, though, Benson, Flowers, and Peponides agreed that it was far worse for freelancers – actors, designers, writers, directors, dramaturgs – who held no permanent position at Soho Rep but had nonetheless been integral to its success. They were determined to get money into artists’ pockets but were unsure how if they could not do it with live theater.

The small-but-mighty, 45-year-old staple of the city’s Off-Broadway scene had entered the decade at the height of its powers, epitomized by a Pulitzer Prize for Drama win for its world premiere play Fairview in 2019. Its latest strategic plan poised it to achieve financial durability and expand its season. Soho Rep was better positioned than most to weather the COVID-19 closure due to its low reliance on ticket sales, lean administrative overhead, and over \$1 million of recent fundraising success tied to the strategic plan. The prospect of no earned income, however, which in 2019 constituted 55% of American not-for-profit theaters’ revenues, posed a threat to any performing arts organization like Soho Rep. Benson, Flowers, and Peponides had to determine what kinds of opportunities they could provide for artists under existing public health restrictions, along with how much they could responsibly spend and whether to deprioritize previous goals. They questioned whether the present-day struggles of artists mattered more than the organizational enhancements they had craved for years. More broadly, the Directors grappled with how a producing theater like Soho Rep should achieve its mission without in-person plays and whether, with tens of thousands out of work, their 65-seat not-for-profit theater could make any

difference. The 2020-21 season plan had to address these questions while stewarding the organization through a wrenching and unpredictable year.

Retrieved from: A.J. Roy, "Soho Repertory Theatre (2020)," Yale Theater Management Knowledge Base Case 21-116, 2022.

TEXT 4: Read and summarize the main ideas of the text.

How To Negotiate Effectively

For less experienced negotiators, it may be tempting to try to outsmart the party across the table with clever tactics or to focus on claiming rather than creating value in a negotiation. But aggressive, heavy-handed maneuvers rarely generate the outcome people hope they will. Successful veteran negotiators know that the key is mastering the basics of negotiating first, preparing effectively ahead of time in order to gain a deep understanding of their counterpart and focusing on developing a rapport.

Here are the must-haves for a good negotiation, followed by some tips for more complex tactics.

Prepare Ahead of Time and Know Exactly What You Want

Every sound negotiation guide emphasizes the importance of preparation. However, anyone who has ever tried to prepare for one knows it's more tricky than it seems because it's nearly impossible to imagine every potentiality that may come up in a quickly changing situation.

To best prepare without getting overwhelmed, follow this to-do list:

- Define your jackpot, not the likely outcome. Rather than focusing on the terms you think the other party will accept, identify what success looks like for you so you don't set the bar too low.
- Define your walk-away point. Some trade-offs will simply be unacceptable to you or your organization and those should be crystal clear ahead of time.

- Define your interests. Know your priorities and what and how much you can trade off to achieve them.
- Define the issues or terms you can use during the negotiation and think about new factors you can introduce.

Ideally, you should know the weighted value of each term you are negotiating. Would you trade, say, 1% of a growth rebate for \$340,000 worth of co-marketing allowance? It's best to identify specific metrics for success. Of course, if you were to consider every negotiable term in a complex negotiation, you might end up dealing with millions of possible combinations. But you should at least look at the top items on your list, figure out your time value of money, and create sales and other estimates to inform your process. This will help minimize psychological effects and help rationalize the decisions for both sides, increasing the likelihood of acceptance.

Once you've made your own list, define each item in the list above for the other party as best you can. If you spend more time thinking about the needs and wants of the other side of the table than you do your own, you'll be far better prepared going into the negotiation.

Focus on Expanding the Pie

Negotiating, as opposed to bargaining or haggling, can create new value rather than just distributing it. New value is created by trades—asking for something you want and giving something in return. Having several negotiation issues to trade helps ensure that you can enlarge the pie rather than cutting ever-thinner slices of it during the process.

Establish Trust and Openness

At the beginning of every negotiation, reveal your priorities and ask the other side to be open about theirs. This sounds counterintuitive; many people don't want to share that information because they're afraid that the other party will

abuse it. There is some research that suggests total transparency can lead to manipulative tactics. However, revealing your interest can signal cooperation and elicit reciprocity. If the other party offers information, too, you should feel empowered to share more. Your counterpart's priorities will give you important information that you might not have gained during preparation and can lead to the discovery of potential trade-offs and concessions.

This is often overlooked in negotiations because both sides tend to think they want to get a better price and focus only on that. To generate the optimal outcome, don't talk about price at the beginning of a negotiation. Leave the toughest item(s) for last.

A good negotiation starts with building rapport with the other party. "Trust is absolutely key," says Jeanne Brett, Professor Emeritus of Management & Organizations at the Kellogg School of Management at Northwestern University. In her research, Professor Brett divided international negotiations by the level of trust and openness associated with them. Trust is a very human trait and great negotiators work to establish ground rules regarding openness and trying to find mutual gains. If a negotiation starts to go awry, you can always refer to the objectives stated at the beginning of the process as a way to decrease tension.

Know How to Diffuse Attempts at Bullying

At some point in your career, you'll likely encounter a negotiator who tries to claim value in a hostile way. The person may try to bully you and may even use threats. When that happens, fear typically kicks in and the prehistoric part of the brain called the amygdala takes over, shutting down the creative parts of the mind and preparing you for fight or flight. You'll need to buy yourself time to get out of this state.

By using simple, go-to tools such as questions, you can start guiding the conversation and regain your ability to think clearly. For example, if the other

side says, “This delivery schedule is unrealistic!” it can be helpful to take the last few words of the statement and turn it into a question. “The schedule is unrealistic?” Even if you’re scared stiff in the moment, your counterpart will now have to explain. That gives you time to recuperate.

Labeling is another effective method you can use in these kinds of fraught moments. “I sense some heightened emotions,” you might say about an attack or when someone raises their voice. That can help deescalate the situation by prompting the counterpart to end their tirade and start explaining.

Advanced Negotiation Tactics

If you get the basic negotiation approaches above right, you’ll be more effective than 80% of negotiators. Once you’ve mastered these basics, including knowing how to build trust and rapport, you can focus on some advanced tactics, like the three below. Although these can be effective ways to gain an advantage, you should use them with caution.

Anchoring

Even though anchoring, or establishing a reference point for the negotiation, seems like a simple tactic, it should be used carefully. It can work on even on the most seasoned negotiators, but it can also backfire. If you’re wondering whether you should make the first offer or let the other side go first, a good rule of thumb is that the party who has more market information should go first. If that’s you, should your ask be realistic or should you ask for a lot more than you expect and meet in the middle? An unrealistic anchor can cause the relationship you’ve been carefully building to deteriorate, generate hostility or force your counterpart to walk away. But I’ve participated in many negotiations where the other party asked for much less than they could have had, which is also a costly mistake.

Also, you need to be able to dislodge an unrealistic anchor and you should definitely avoid making an immediate counteroffer, as you would have to anchor

unrealistically as well in the moment. That can destroy the good rapport and alignment you've established. If you're presented with an unrealistic anchor, it's best to communicate that it is a nonstarter and ensure both sides realign on strategy before making another offer.

Naming the Game

Calling out a tactic is another highly effective way to put a stop to it. I once negotiated company options for an advisory role. The negotiations didn't progress very well because my counterpart across the table kept repeating, "How can I do that?" This tactic was described by Chris Voss in his book *Never Split the Difference*. I gently mentioned that both parties in the negotiation had read the first 10 pages of the same book, and by doing so, immediately ended the stalemate.

Deploying MESOs

If you have prepared well by listing all of the items you can use in your negotiation along with their value to you, you can then plan what are known as multiple equivalent simultaneous offers (MESOs). For example, in a salary negotiation, you might offer an executive job candidate two options, one with a lower salary but more stock options or vice versa. If both choices are of equal value to you and the job candidate chooses the one she values more, you've created new value in the negotiation. This also gives you information about the candidate's priorities that you can use as you negotiate subsequent items in the person's employment contract, such as vacation, travel expectations and retirement benefits. Using MESOs in complex negotiations can be tricky, but they can be a helpful tool for pros and an effective way to signal cooperative intentions.

The basis of a good negotiation is having a genuine interest in the other party and their priorities and coming up with new issues to negotiate over to expand the pie. Rather than being tempted to try to outsmart or intimidate the other side with

threats, prioritize preparation and use the time-tested principles discussed above to generate better negotiation outcomes.

Retrieved from: <https://www.forbes.com/sites/martinrand/2021/05/26/how-to-negotiate-effectively/?sh=129672b77d15>

TEXT 5: Read and summarize the main ideas of the text.

Love, Beauty and Planet

In 2016, Unilever recognized that it was not well represented in the burgeoning "natural" shampoo space; a particularly incongruous hole in its product portfolio given the corporate-wide commitment to sustainability and the rapid growth in this segment. To seize this opportunity, Unilever had purchased a few small "natural" shampoo brands and extended some of its existing shampoo lines to include "natural" offerings. The company also began work on a new brand with "natural in its DNA" and vowed to have a new offering on the market in short order.

To lead the effort to develop a brand in just a year, Unilever tapped Piyush Jain, general manager of hair care for North America. Jain assembled a small, handpicked team of company veterans to work on the project. Though they only had short time, he insisted that the team rigorously test their ideas with panels of consumers.

The survey results were critical because developing a "natural" brand that would be successful in the mass market was difficult. On one hand, the product had to demonstrate its bona fides in the sustainability and "natural" space. On the other hand, consumers did not want to sacrifice “category norms” such as a formulation that insured pretty hair and could easily be used in bath and shower. On top of everything, the shampoo had to fall within an affordable price point.

Even a few weeks before the brand was to launch, the team was questioning its choices. Designers had created packaging that was the color of a brown paper bag to draw attention to the recycled plastic container. However, the team began to have doubts that consumers would associate the shampoo with beauty and the designers agreed to try again. They came up with a brighter design featuring botanical images on the label. However, the old design had tested well with consumers and there was no time to test the new design.

Packaging was a critical element influencing consumer choice at the point of sale, whether on the drug store shelf or supermarket aisle. If the team got it wrong, the whole brand could be in jeopardy. Should the team change packaging designs on the eve of launch, or go with the design that had already tested well?

Retrieved from:: Jaan Elias and Aniko Öry, "Love Beauty and Planet," Yale SOM Case, 2019.

TEXT 6: Read and summarize the main ideas of the text.

What Are the Most Common Organisational Culture Problems?

Common organizational culture problems can include ambiguity, poor communication, and inconsistency. These can contribute to the experience of a hostile and unpleasant workplace, which can make workers less loyal and may contribute to issues like harassment, bullying, and high turnover. Companies with concerns about their structure and organisation can use outside consultants to get a fresh look at their culture, and may also want to consider the use of employee evaluations to get feedback from their personnel. These tools can help companies identify and address problems with organisational culture.

Ambiguity is a common issue. Employees may not understand what is expected of them, or could feel as though stated policies are in conflict with actual practices. For example, workplace policies may state that management supports

a healthy work-life balance, but the company may only promote single people who are willing to work long hours without complaint. The stated claim is that the company is family friendly, but in reality, this is not the case.

Inconsistency can be another contributor to organisational culture problems. Employees may feel like policies are not applied evenly and fairly; managers may not be penalised for activity employees would expect to see punished, for example. Companies may also be inconsistent across departments, which can contribute to the development of resentment. People in human resources, for example, might want to know why the information technology department has better offices or always seems to be on vacation.

Poor communication is another common problem with organisational culture at companies of all sizes. Employees may not communicate well with each other and could feel uncomfortable about approaching supervisors with ideas, suggestions, and concerns. From the top down, companies might not clearly articulate expectations and goals, which can make staff members confused about what they are supposed to be doing.

Other organisational culture problems can include differences in priorities. Employees may feel that a company focuses too much on income and pushes them to work long hours, foregoing rights like breaks and overtime. Some companies have an organisational culture of guilt that forces employees to overstretch themselves to get work done. This can create backlash as resentful employees take out their anger about the organisational culture on each other or clients.

Poor leadership can be another issue. Employees may have trouble following people they do not respect, or taking orders from supervisors who do not appear to know what they are doing. If leadership is weak, inconsistent, or disreputable, it can contribute to organisational culture problems.

Companies that know they have organisational culture problems can define them, creating lists of examples to understand the specifics of the issues that must be addressed. With this information in hand, they can start to address the situation. For example, if a company's goals are ambiguous, leadership can meet up to discuss what the company wants to do and how it wants to accomplish it. This information can be communicated to company personnel so they feel more comfortable.

Retrieved from: <https://www.smartcapitalmind.com/what-are-the-most-common-organizational-culture-problems.htm>

TEXT 7: Read and summarize the main ideas of the text.

How Do You Know If You Have Burnout?

While there isn't an exact way to confirm that you have burnout, use the WHO's three criteria as a guide. Are you feeling emotional or physical exhaustion? Are you extremely negative about your current role? Are you less effective than usual at work?

If you answer yes to these three questions, you're likely experiencing burnout. You can also perform a few unofficial tests to determine if you have burnout or its warning signs.

"Persistence is the quickest answer," said Robert Bogue, president of AvailTek LLC and co-author of *Extinguish Burnout: A Practical Guide to Prevention and Recovery*. "Everyone has a bad day, but just like depression, if the feeling lasts for a long time, then it's something different than just a bad day. Another test is to take a day of rest. If you rest and feel recharged the next day, then it's probably not burnout. Burnout persists even after you take a break."

Brief online self-assessments can also help put your feelings into context. If you're unsure whether or not you have burnout, take a few online tests and use those results as a guide. The scores can be helpful, but the questions are just as valuable. Study what questions are being asked to better understand the signs of burnout. Mind Tools and Psychology Today both offer tools to test burnout.

Test results shouldn't be taken as definitive proof, but they can help you determine if what you're experiencing is burnout or fatigue. Be sure to monitor your emotional exhaustion, not just how you feel physically. Emotional exhaustion is one of the more common burnout symptoms. Other symptoms include the inability to get a good night's sleep, being unreasonably angry at work or at home, and compassion fatigue, which refers to the inability to be compassionate on a regular basis. If you find yourself being ruder than normal at work, this may be a warning sign of workplace burnout.

Retrieved from: <https://www.businessnewsdaily.com/15173-combat-workplace-burnout.html>

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The Handbook of
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IN AUTHENTIC CONTEXTS**

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