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BUSINESS ENGLISH

The educational textbook

Recommended by the Academic Council
of Kyiv National University of Technologies and Design
for the Master's degree students

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The educational textbook «Business English» has been developed for the students of Master's degree programmes. The educational purpose of the publication is to form students' foreign language communicative skills and language competence within their professional environment. Being didactically and methodologically arranged, the educational material is aimed at the improving the level of English and developing language skills that ensure success in projects, career development and working relationships.

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CONTENT

Introduction	4
Unit 1. Business communication	5
Unit 2. Effective business collaboration	11
Unit 3. Negotiations	18
Unit 4. Business meetings	29
Unit 5. Business writing	35
Unit 6. Business etiquette	46
Transcripts	55
Vocabulary of business concepts	62
Supplementary texts for reading and discussion	89
References	101

INTRODUCTION

The key issue of any educational system is training professionals in a respected field. The integration processes in society lead to the increased demand for professionals who would fluently possess at least one foreign language as a means of professionally oriented intercultural communication in all sectors of the economy. Foreign language competence enables students and graduates of non-philological faculties realise their social and professional mobility. The educational textbook «Business English» will help to a certain extent solve this problem.

The educational textbook of Business English has been developed for the students of Master's degree programmes. The handbook is correlated with the educational and professional program for Master's training.

The purpose of the educational textbook is to significantly improve the level of English and to develop language skills that ensure success in projects, career development and working relationships.

The educational material is arranged according to the thematic principle. The manual consists of six units that contain business-oriented texts for analytical reading, listening and discussing. The texts are accompanied by exercises and tasks focused on active cognitive activity of students, their independent creative work and ability to solve problems. The proposed exercises allow to practice English through situational activities and communicative work.

Unit 1. BUSINESS COMMUNICATION



Pre-reading



Ex. 1.1. Match the definitions (a–h) with the vocabulary (1–8).

Vocabulary	Definition
1. shareholder	a. expressed in speech
2. orally	b. a system of connected computers that works like the internet and allows people within an organization to communicate with each other and share information
3. internal	c. the buildings, equipment, and services provided for a particular purpose
4. intranet	d. being in a close relationship with someone or something
5. external	e. inside an object or building
6. facilities	f. the money earned by an employee, esp. when paid for the hours worked
7. involved	g. existing, intended for, or happening outside a person, organization, place, country, etc.
8. wages	h. a person who gets part of the company's profits and the right to vote on how the company is controlled



Reading

Read the article and do the exercises.

BUSINESS COMMUNICATION

One of the most important features in any business is communication. Good communications are required at all stages of the business process. Businesses employ and are owned and run by various groups of people. Workers, directors and shareholders are three important groups closely involved with a business. Other influential groups include customers, suppliers and the government.

Communication takes place between these groups and the individuals who make up the groups. Within individual companies *internal communications* occur at and between the various levels. Directors communicate with one another concerning the company's overall strategy. They inform managers of their plans, and the managers then communicate with the other employees. Negotiations are conducted concerning pay and working conditions. Managers communicate decisions and orders and try to improve morale and motivation through good communication. Employees also communicate with each other, for example, over production and wages.

External communication occurs when a company's directors or employees communicate with those individuals and groups who deal with the company. Shareholders receive copies of the company's annual accounts, together with the reports of the Chairman and Directors. Government departments require statistical and financial information from the company. An advertising agency is consulted about the company's advertising policies. Customers need to know if goods have not been dispatched and suppliers contacted if their goods have not been delivered. Reliable and effective communication is one of the key elements which leads to efficient management of a company.

Whenever you speak to somebody, or somebody speaks to you, you are communicating orally. *Oral communication* means spoken one, and speech is the most common method of communication. Most oral communications take place either face to face or over the telephone.

Although we talk to people every day, being able to communicate orally is a skill that must be learned and practiced. Using the telephone is more difficult than speaking face to face, and many people are uncomfortable about making telephone calls, although this is becoming less so through the widespread use of mobile telephones.

One of the main problems with telephone communications is that when you talk to someone on the telephone, you cannot see their response or facial expressions. It is especially important, therefore, to listen carefully to what the other person is saying and the way they say it – their tone of voice and the words they use. However, technological developments such as videophones are overcoming this problem.

Oral communications are quick and direct between the person communicating the message and the person receiving it. They also offer an opportunity for discussion and for instant feedback to check that the content of the communication has been understood. The main problem with oral communications is that there is no permanent record.

While most oral communications are between individuals on a one-to-one basis, either face to face or at a distance (e.g. by telephone), there are times when it is appropriate for several people to communicate with each other at a meeting. Modern telephone conferencing facilities also mean that it is possible for several people who may be at different locations to discuss matters over the telephone.

The most common types of *written communications* are letters, written for external communications, and memos (short for memoranda), used for internal communications. Business letters and memos are more formal than the letters you write to your friends, although they serve the same basic purpose – to communicate a message.

An advantage of written communications is that they are permanent records of the communication. They can be referred to later if required, and read at leisure, which means that they can contain information that may take longer to digest and understand, such as figures and technical data. Pictures, tables, graphs and diagrams can also be included in written communications.

Other forms of written communications are used in business for various purposes. These include: reports, financial documents, advertisements, notices, customer and product information. Written communications should be: 1) accurate – everything should be checked, including all facts, spelling and grammar; 2) clear – the person writing the message must know what they want to say, before they begin to write it down, and the person reading the document should be able to understand its content immediately; 3) simple – short words and sentences are more effective and have more impact than long ones; 4) complete – a document which leaves a message unfinished or leaves out a vital piece of information will fail in its purpose.

Information technology in communication. Advances in information technology over recent years have led to radical new forms of communication. These include: 1) mobile phones, which can be carried by people at all times so that they can keep in touch with their place of work, 2) personal computers with modems and software for sending e-mail, which may consist of text, graphics and even sounds, depending on the capabilities of the sender's and receiver's computers.

Businesses with several computer terminals can link these to a network or intranet, so that each computer can exchange information with the others and even access information held on their hard drives. Employees' home computers may be networked to their employer's internet so that they can communicate with, and access information stored on computers at their workplace, using telephone line.

The Internet is a worldwide network of high-speed computers permanently linked to provide and exchange information. Anyone with a personal computer

and a modem connected to a telephone line can connect to the Internet via an Internet Service Provider. The number of computers connected to the Internet is vast, and growing daily, as is the amount and variety of information that can be obtained. The Internet is an invaluable tool for businesses, which can use it for communications, marketing their products, providing customer and technical support, inviting customer feedback and so on.



Ex. 1.2. Match the beginnings of the sentences below with their endings.

1. One of the most important features in any business is ...
 2. Businesses are composed of various groups including ...
 3. Internal communications within a company occur ...
 4. Directors communicate with one another about ...
 5. External communication occurs when ...
 6. Oral communication often takes place ...
 7. A challenge of telephone communication is that ...
 8. The disadvantage of oral communication is ...
 9. Written communications provide ...
 10. The Internet allows businesses to ...
- A. ... reliable and effective communication which is crucial for efficient management.
- B. ... during meetings or via phone calls, allowing for instant feedback.
- C. ... workers, directors, and shareholders.
- D. ... their plans and strategies for the company.
- E. ... the lack of visual cues such as facial expressions.
- F. ... that there is no lasting documentation to refer back to.
- G. ... at different levels and between different departments.
- H. ... connect to a global network for exchanging information.
- I. ... a company communicates with outside individuals and groups.
- J. ... communicate with customers, market products, and provide support.



Ex. 1.3. Divide the following words into two groups, using a dictionary.

1. colleagues
2. investors
3. suppliers
4. other organisations
5. managers
6. customers
7. subordinates
8. government bodies
9. competitors

Group A:

People involved into internal communications

10. industry associations
11. supervisors
12. shareholders
13. team leaders
14. employees
15. financial institutions
16. department heads
17. media representatives
18. administrative staff
19. project coordinators
20. advertising agencies
21. executives
22. interns
23. business partners

Group B:

People involved into external communications

Pre-listening



Ex. 1.4. Match the definitions (a–f) with the vocabulary (1–6).

Vocabulary

Definition

- | | |
|-------------------|---|
| 1. demise | a. to stop developing or making progress |
| 2. a stakeholder | b. different from the usual way of doing something |
| 3. to implement | c. the end of something that used to exist |
| 4. unconventional | d. someone who has a connection to your work and will also benefit from its success |
| 5. to stagnate | e. a first test version of a new product |
| 6. a prototype | f. to officially start using an idea and making changes connected to it |

Listening

Listen to the business podcast “*Innovation in business*” to practise and improve your listening skills.





Ex. 1.5. *Are sentences true or false?*

1. This podcast focuses on some of the downsides of innovation.
2. If they do not innovate, businesses will not survive.
3. There are three main types of innovation.
4. Incremental innovation involves a series of small changes.
5. Disruptive innovation involves introducing a change that has an impact on the existing market.
6. Architectural innovation relates to the complete restructuring of the market.
7. Dyson's move from vacuum cleaners to hairdryers is an example of radical innovation.
8. Radical innovation can lead to the death of existing markets.
9. The speaker suggests that you test your idea before you try to get support for it.
10. The evaluation stage is when you think about exactly how to implement your ideas.



Ex. 1.6. *Write a number (1–5) to put the stages of innovation in order.*

- ___ Get support for your idea
- ___ Implement your idea
- ___ Generate an idea and create a plan or proposal
- ___ Experiment and test your idea
- ___ Evaluate your idea and adapt it if necessary



Discussion / Presentation

1. Use additional sources to find other advantages and disadvantages of oral and written communications not mentioned in the text.
2. How can using information technology improve the effectiveness of oral and written communications?
3. Differences between internal and external communication in a business. How these types of communication contribute to overall business operations.
4. Challenges and strategies for effective communication in a multicultural business environment. The importance of cultural awareness and sensitivity in global business operations.

Unit 2. EFFECTIVE BUSINESS COLLABORATION



Pre-reading



Ex. 2.1. Match the definitions (a–h) with the vocabulary (1–8).

Vocabulary

1. contribution
2. productivity
3. expertise
4. to set an example
5. to stay focused
6. leadership
7. relationship-oriented
8. to bond with someone

Definition

- a. the position or fact of being a leader, the qualities of a good leader
- b. to develop a close connection to or strong relationship with someone
- c. interested in personal relationships
- d. to keep giving attention to one particular thing
- e. something that you give or do to achieve something with other people
- f. a high level of knowledge or skill in a particular subject
- g. the rate at which a person or company produces things or does useful work
- h. to behave in a way that other people should copy



Reading

Read the article and do the exercises.

EFFECTIVE COLLABORATION

Collaboration means two or more people working together to achieve a goal. Studies have found that working together makes people more motivated and helps them perform much better. People who are collaborating on tasks stay interested for longer, feel less tired and get better results than people who are working alone.

Working together as a team allows people to achieve things that could never be done by just one person. What's more, the communication needed in order for team members to share goals and explain ideas is part of a process that improves the quality of everyone's thinking and contributions.

Here are five tips for effective collaboration and strong teamwork that will improve productivity and get better results.

1. **Creating a culture of co-operation.** To achieve their goals effectively, team members need to co-operate and be generous with their resources, including their own talents. When people get to know the strengths of their individual team members, they can use the different skills and expertise in the team to their advantage.

Team leaders can create a culture of co-operation by setting an example that includes spending time talking to and supporting individuals, and sharing their knowledge and resources with their team. If we see our team leaders being open and welcoming different ideas, we are more likely to do the same.

2. **Having clear goals and clear roles.** Working in a team without clear goals is like running in a race without a finish line. In order for team collaboration to be successful, members need to have clear goals and know their individual responsibilities. This not only helps them to stay focused and motivated, but it also helps them to understand how they can play their part in the team's success.

3. **Leaders – focusing on tasks and relationships.** Objectives are important, but we mustn't forget that a team is made up of people and their relationships to each other. The stronger those relationships are, the more likely the team is to be effective.


A report by Harvard Business Review found that the most productive and innovative teams often have leaders with a flexible leadership style. They might start a project being task-focused and deciding the goals and roles in a team. But during the project, they might switch to a more relationship-oriented style, focusing on team-building and creating an environment of friendliness and trust.

4. **Having open communication lines.** If we want our team members to work well together, communication is the key. We need to provide effective channels of communication and encourage people to share what they're doing. Simply meeting once a week for updates is not enough. There are many project management tools like Microsoft Teams or Slack that provide a regular and open channel of communication with everyone. Another option could be creating a

group on messaging apps like WhatsApp or LINE to offer team members a chance to informally communicate with others.

5. Encouraging a spirit of community. Companies often organise social events because they know the importance of creating a sense of community. The activity could be anything from a weekly lunchtime food share to a quiz afternoon. Or you can start with simple, everyday things like having coffee breaks together or creating a space to share books. Ideas like these all encourage collaboration by bringing people together and helping them bond with their colleagues.

Collaboration is an opportunity to learn from each other and encourage fresh thinking, as well as a source of energy, strength and continued effort. As the saying goes, 'If you want to go fast, go alone. If you want to go far, go together.'

 **Ex. 2.2.** Which ways of improving collaboration are mentioned in the article? Choose the five correct answers.

1. Spending time talking to team members and giving them help.
2. Organising a fun group activity for staff.
3. Encouraging each team member to compete against the others.
4. Making sure each team member understands their role in the project.
5. Limiting communication to weekly team meetings.
6. Focusing on the goals but also on the relationships that team members have with each other.
7. Ensuring that everyone on the team has the same point of view.
8. Encouraging informal communication and socialising between colleagues.

 **Ex. 2.3.** Write the correct form of the word in brackets.

1. When two or more people work together to achieve the same goal, it is called (collaborate)
2. To achieve their goals, team members need to share their resources. (effective)
3. Strong teamwork and effective collaboration will improve and get better results. (produce)
4. When people get to know the strengths of the people in their team, they can use their different skills and to their advantage. (expert)
5. The most productive and innovative teams often have leaders with a flexible style. (leader)
6. There are many project tools that can provide a regular and open channel of communication with everyone. (manage)

7. Creating a group on messaging apps like WhatsApp or LINE offers team members a chance to communicate with others.
(formal)

8. Collaboration is a source of energy, and continued effort. (strong)



Ex. 2.4. Match the techniques for effective collaboration on the left with the explanations on the right.

- | | |
|-----------------------------|--|
| 1. Finding things in common | a. Research has shown that if you give something to another person, they almost always feel obliged to return the favour ... or even a much bigger favour. Of course, there's a limit: you can't be too cynical and expect someone to knock 10% off their asking price just because you've bought them a nice coffee. But a little genuine kindness can go a long way. |
| 2. Showing an interest | b. There's no doubt that we like people who are like us. In other words, if we can identify with them and understand them as people, not just business machines, we're much more likely to want to do business with them. In practical terms, there are two sides to this technique: one is to ask questions to find out about the other person. But just as importantly, we need to be open about ourselves, to help the other person to understand us too. |
| 3. Flattery | c. This can go both ways. Firstly, show that you're treating the other person as an individual, someone special. That means remembering their name, and maybe organising something based on the likes and dislikes they've expressed. Secondly, show that they're dealing with you as a person, not just your organisation. If you're taking them to your favourite restaurant, make sure they understand that it's not just an anonymous place to eat, but something that you've chosen personally, which says something about who you are. |
| 4. Generosity | d. Say nice things about the other person or their organisation. If that person bought you a meal, tell a third person how nice the meal was and how much you enjoyed the conversation. If you've just arrived in their office, say how nice it is. If you notice a diploma on the wall, ask about it and make sure you sound impressed when they tell you. But whatever you do, make sure you sound convincing – there's nothing worse than false enthusiasm! |
| 5. Gratitude | |
| 6. Personal touches | |

e. When the other person is talking about himself/herself, we need to listen carefully and show that we are listening. This means not just making ‘listening noises’ like ‘I see’ and ‘Really?’, but actually being interested in the other person. Remember what they are telling you, so you can bring it up next time you meet (e.g. How’s your daughter getting on at university?).

f. Whenever the other person is kind to you, always make sure you say thank-you. It may seem like a tiny detail, and perhaps an obvious one, but in fact it can make all the difference. Just imagine how you’d feel if someone failed to thank you for your own kindness! And when you say thank-you, don’t just say ‘thank-you’. Tell them how kind they’ve been and how much you appreciate it.

Pre-listening



Ex. 2.5. Match the definitions (a–h) with the vocabulary (1-8).

Vocabulary

1. to make an assumption
2. to get on the same page
3. to commit
4. to do overtime
5. to feel awkward
6. capacity
7. a virtual team
8. a rough patch

Definition

- a. to feel uncomfortable
- b. to believe something is true without having any real proof
- c. a team of people who are not in the same physical place
- d. to agree about how something should be done
- e. a difficult period of time
- f. to promise that you will do something
- g. to do more working hours than is agreed in your contract
- h. the amount of space available

Listening

Listen to four people talking about different business challenges to practise and improve your listening skills.





Ex. 2.6. *Are sentences true or false?*

1. Speaker A wanted to show respect by shaking somebody's hand.
2. Speaker A recommends always greeting people in the same way, no matter where you are.
3. For Speaker B, working in a virtual team is not so different from working in the same location.
4. Creating a team charter helped Speaker B's team to avoid misunderstandings and confusion.
5. Speaker C says the SMART acronym for goal setting stands for: Specific, Measurable, Achievable, Relevant and Timely.
6. If you're feeling stressed, Speaker C recommends just dropping the tasks that are overloading you.
7. According to Speaker D, flights at the end of each day have a higher chance of being delayed.
8. Speaker D suggests taking your time if your flight is cancelled, since the airline will have to rebook you on another flight anyway.



Ex. 2.7. *Circle the best answer.*

1. How did Speaker A feel during the meeting?
 - a. offended
 - b. disappointed
 - c. unsure about what to do
2. How has Speaker A responded to this experience?
 - a. He has decided to copy the other man's way of greeting people.
 - b. He has reflected on it and realised something.
 - c. He has researched different ways of greeting people.
3. How did Speaker B feel about the international project?
 - a. It was an entirely negative experience.
 - b. It was exhausting, but there were positives too.
 - c. It was challenging, but there were positives too.
4. How does Speaker B feel now about working on international projects?
 - a. She would like to do it again in the future.
 - b. She wouldn't like to do it again.
 - c. She isn't sure whether it would be a positive or a negative experience.
5. How did Speaker C feel during his difficult time at work?
 - a. stressed
 - b. embarrassed
 - c. calm
6. How does Speaker C feel now?
 - a. still overloaded

- b. ready for a break
 - c. more in control
7. What did Speaker D do when the flight was cancelled?
- a. She took time to consider her options.
 - b. She acted quickly.
 - c. She asked for someone's advice.
8. How does Speaker D feel about what happened?
- a. fortunate
 - b. annoyed
 - c. furious



Discussion / Presentation

1. What other things not mentioned in the Unit do you think can help with collaboration in a team?
2. Share a personal experience where collaboration led to a better outcome than working alone. How does collaborating with others keep you motivated and engaged?
3. Common challenges faced in team collaboration and how to overcome them. Strategies for addressing conflicts and ensuring smooth teamwork.
4. How digital tools and platforms facilitate or hinder collaboration. The impact of remote work and virtual teams on collaborative practices.
5. How crucial is it to present oneself authentically in professional settings to foster trust and meaningful relationships? What are effective strategies for showing genuine interest in others without crossing professional boundaries?
6. How do active listening and expressing gratitude contribute to stronger personal and professional relationships? What are some practical ways to ensure we are truly listening and showing appreciation in our interactions?

Unit 3. NEGOTIATIONS



Pre-reading 1



Ex. 3.1. Match the definitions (a–j) with the concepts involved in effective business negotiations (1–10).

Vocabulary	Definition
1. effective relationship building	a. Negotiation outcome where both parties feel they have gained something valuable, leading to mutual satisfaction
2. preparation and research	b. Making compromises or giving something up in exchange for something else of value from the other party
3. underlying interests	c. Skills for actively engaging with the other party to understand their needs and uncover crucial information
4. BATNA (best alternative to a negotiated agreement)	d. Thoroughly gathering information and understanding both your goals and the other party's before entering negotiations

- | | |
|--------------------------------|---|
| 5. win-win situation | e. The tactic of threatening to leave the negotiation table to pressure the other party, and knowing when to accept no deal is better than a bad deal |
| 6. variable planning | f. Preparing for different scenarios and variables that could influence the negotiation process and outcomes |
| 7. concessions and trade-offs | g. Focusing on the fundamental needs and motivations behind each party's position to find mutually beneficial solutions |
| 8. positional bargaining | h. Negotiating based on fixed positions rather than underlying interests, often leading to a more rigid and less flexible process |
| 9. listening and questioning | i. Knowing your best course of action if the negotiation fails, which helps in making informed decisions |
| 10. deal threats and walkaways | j. Establishing trust and understanding between negotiating parties to facilitate successful outcomes and long-term relationships |



Reading 1

Read the article and do the exercise.

KEY CONCEPTS IN BUSINESS NEGOTIATIONS

When we think of negotiations, we tend to focus on the hard-negotiating skills connected with bargaining. In fact, many professional negotiators will confirm that the most important skill is effective relationship building. If there is trust and understanding between the two parties, the negotiation will be much more successful, as will the long-term business relationship between them.

The key to successful negotiation is preparation and research. This means finding out exactly what you want from the negotiation, and why you want it. Without this information, you will not be able to make informed decisions during the negotiation. You need to have a plan for each variable, and also a more general understanding of what overall outcome would be acceptable to you, and what would happen if you walked away without reaching a deal. This concept is often referred to as your BATNA (Best Alternative to a Negotiated Agreement). Knowing your BATNA helps you evaluate the benefits of making an additional concession or understanding when to accept that there is no deal to be reached.

The negotiation will also be much more likely to result in a win-win situation if you both focus on your underlying interests, rather than simply your positions. Positional bargaining often leads to a more rigid and less flexible process, whereas focusing on interests can lead to creative solutions that satisfy both parties.

In a negotiation, it's very important to know when to speak, when to ask, and when to shut up and listen. Listening and questioning are crucial skills. Very often, simply asking questions and listening patiently to the responses can be an extremely effective way of obtaining vital information and concessions from the other party. Questions are also essential for checking that you have understood the other party's needs and priorities.

For many people, negotiating is all about bargaining, the give-and-take between two sides. Effective bargaining involves trading concessions – giving one thing in exchange for another. This process requires both parties to be flexible and willing to compromise to achieve a satisfactory agreement.

The final stages of a negotiation don't always go smoothly. It is not uncommon for one side to threaten to walk away from the deal, a situation which is often in neither side's interests. This is where planning and preparation are especially valuable: you need to be able to evaluate accurately the benefits of making an additional concession or simply accepting that there is no deal to be reached. Understanding the dynamics of deal threats and walkaways is essential for navigating these challenging moments in negotiations.



Ex. 3.2. Complete the sentences with one from the three options provided.

1. In negotiations, establishing trust and understanding between parties is referred to as

- a) concessions and trade-offs
- b) effective relationship building
- c) positional bargaining

2. The term refers to having a well-prepared plan and gathering information before entering into negotiations.

- a) preparation and research
- b) listening and questioning
- c) variable planning

3. A in negotiations occurs when both parties feel they have achieved a satisfactory and valuable outcome.

- a) deal threat and walkaway
- b) win-win situation
- c) positional bargaining

4. To achieve mutually beneficial solutions, negotiators should focus on rather than fixed demands.

- a) underlying interests
- b) effective relationship building
- c) variable planning

5. In negotiation terms, your is what you will resort to if no agreement is reached.

- a) BATNA
- b) positional bargaining
- c) concessions and trade-offs

6. During negotiations, is the exchange of one concession for another.

- a) effective relationship building
- b) positional bargaining
- c) concessions and trade-offs

7. Good negotiators use to gather vital information and ensure they understand the other party's needs.

- a) listening and questioning
- b) deal threats and walkaways
- c) win-win situations


Pre-reading 2



Ex. 3.3. Put the stages of a formal negotiation into the most logical order. Write 1–9 in the first column. There may be more than one possible order.

	a. Party B states initial position and responds to party A's position
	b. Tying up loose ends
	c. Party A states initial position
	d. Trading concessions
1	e. Relationship-building
	f. Party A asks questions to clarify party B's position
	g. Establishing a procedure
	h. Clinching the deal

	i. Party B asks questions to clarify party A's position
	j. Party A responds to party B's position

 **Ex. 3.4.** *Discuss these questions in groups.*

1. Do you think the stages of the negotiation should be kept separate in this way,

or is it better just to keep things flexible?

2. Is it better to present your position first or second?

3. What is the simple reason for asking lots of questions?

4. What is a more strategic reason for questioning?

5. Are there any dangers connected with questioning?

6. What do you think is involved in responding to the other party's position?



Reading 2

Read the article and do the exercise.

NEGOTIATION STAGES

A. In an important business negotiation, it's vital to have a procedure. Of course, you can **deviate** from that procedure as much as you like as the negotiation progresses. And certainly, the most important parts of the negotiation, trading concessions and clinching the deal, are almost impossible to plan. But the earlier stages definitely can be planned, and both sides will benefit if you take the time to do things properly.

B. Firstly, make sure you include time to build relationships with the other party. This is not just about being nice and modern, but it actually makes very good business sense. The negotiation is much more likely to reach a **mutually-acceptable** conclusion, and you'll also be in a much better position to build a successful long-term partnership once the deal is signed.

C. The next stage is to establish the procedure – unless you've been really well organised and done this via email in advance of your face-to-face meeting. Don't **impose** your own agenda on the other party, but aim to have at least a simple **framework** to follow. Even if the other party wants to be flexible and **spontaneous**, that's up to them. But you need to be aware of the benefits you will gain by keeping everything under control.

D. Then it's time for the first party to present its position. There are advantages and disadvantages to going first. The advantage is that you get to **set the agenda** – you decide what the main negotiation points are. It's also much easier to prepare if you know you're going first. Unfortunately, it also means you may accidentally give the other party more than they were expecting. For

example, the price you say you're willing to pay may be significantly higher than the one they were willing to accept.


E. During the other party's position statement, it's absolutely vital for you to say as little as possible. Very often, if you simply listen in silence, the presenter will do half the negotiating for you! Just let them talk as much as they want, and whatever you do, don't interrupt them – unless it's to tell them to slow down so you can keep notes. Of course, there'll be plenty of things that you'll want to check, so that's why you need to keep those notes as detailed as possible.


F. When they've finished their opening position statement, you finally get your chance to speak, but again, you'll benefit a lot more by asking simple questions and letting them talk some more. The obvious reason for asking questions is to check you've understood everything correctly. But **probing questions** are also your best way to understand their underlying interests, and to identify **room for manoeuvre**. Remember: the more they talk, the more they reveal.

G. Just don't be too aggressive in your questioning. If you **challenge** everything from their opening position statement and make them justify all their demands, you'll find it much harder to **trade concessions** later. Psychologically, it's much harder to **back down** once you've justified your position in public, so you may accidentally **back them into a corner**, with the result that the negotiation will soon reach deadlock.

H. Once you've checked and clarified as much as you can about their position, it's a good idea to repeat the key points back to them, one by one, as a final check. This may actually prompt them to reveal more information or even **give some ground**. This is also when you can start revealing your own position – initially by responding to the key points the other party made. For example, you can comment on which of their points sound reasonable, which might have some room for compromise, and which look like potential **sticking points**. But avoid going into too much detail at this stage – you don't want to start negotiating with yourself, and you've also got your own position to present.

I. This whole procedure is repeated for the second party's position statement: the statement followed by questions and then a final check. At this stage, you'll probably want to **take a time-out** to talk things over with your team, and review your best strategy for reaching a deal. There's still the main body of the negotiation ahead of you: trading concessions and hopefully **clinching the deal**, plus all the **loose ends to be tied up** once you've agreed on the main points. But if you manage the early stages sensibly, those final stages should be much easier and more successful.

 **Ex. 3.5.** Which paragraph deals with which questions from exercise 3.4?

 **Ex. 3.6.** Look at the words and phrases in bold in the article. Match the words and phrases from the article with their definitions.

- | | |
|--|---|
| 1. If you deviate from a procedure ... | a. ... you can be flexible. |
| 2. If a decision is mutually-acceptable , ... | b. ... you make a concession. |
| 3. If you impose something on someone, ... | c. ... you don't give them a choice. |
| 4. A framework is ... | d. ... you have a break from the negotiation. |
| 5. If you set the agenda ... | e. ... you give something in return for something from the other party. |
| 6. Probing questions ... | f. ... you move away from it. |
| 7. If you have room for manoeuvre , ... | g. ... simpler than a structured agenda. |
| 8. If you challenge a statement, ... | h. ... you make it impossible for them to find a way out. |
| 9. If you trade concessions , ... | i. ... you finalise all the remaining small details. |
| 10. If you back down , ... | j. ... you force the other person to justify it. |
| 11. If you back somebody into a corner , ... | k. ... both sides are happy with it. |
| 12. If you give some ground , ... | l. ... is something that could cause the negotiation to fail. |
| 13. A sticking point ... | m. ... are attempts to discover hidden details. |
| 14. If you take a time-out , ... | n. ... you accept that you cannot get all you want. |
| 15. If you clinch the deal , ... | o. ... your actions determine how the rest of the meeting will run. |
| 16. If you tie up loose ends , ... | p. ... you reach an agreement. |



Ex. 3.7. *Fill in the blanks with the correct form of the word in parentheses.*

- The team made an unexpected _____ from their original position, surprising the other party. (DEVIATE)
- To ensure a lasting partnership, it's crucial to seek outcomes that are _____ beneficial. (MUTUAL)
- The company's _____ of new policies without consultation led to employee dissatisfaction. (IMPOSE)
- The _____ established early in the talks helped guide the discussion towards a productive outcome. (FRAME)
- She asked several _____ questions to gain a deeper understanding of their needs. (PROBE)
- Her _____ attitude during the discussions created unnecessary tension. (CHALLENGE)
- The main _____ point in the negotiation was the distribution of resources. (STICK)



Ex. 3.8. Choose the correct phrase to complete each sentence.

1. During the initial phase of the negotiation, it's crucial to _____ so that everyone knows what will be discussed.
 - A) set the agenda
 - B) back into a corner
 - C) take a time-out
 - D) make a concession
2. Despite the pressure from the other party, they refused to _____ and maintained their position firmly.
 - A) tie up loose ends
 - B) back down
 - C) set the agenda
 - D) take a time-out
3. The negotiator used a series of strategic questions to _____ the opponent _____, limiting their options significantly.
 - A) set the agenda
 - B) back into a corner
 - C) clinch the deal
 - D) compromise
4. After a lengthy discussion, both sides were willing to _____ on certain issues to reach a compromise.
 - A) tie up loose ends
 - B) give some ground
 - C) take a time-out
 - D) back down
5. When the talks became too heated, the team decided to _____ and reassess their strategy.
 - A) take a time-out
 - B) back into a corner
 - C) tie up loose ends
 - D) clinch the deal
6. After months of negotiations, they finally managed to _____ and sign the agreement.
 - A) clinch the deal
 - B) back down
 - C) set the agenda
 - D) take a time-out
7. Once the main contract was signed, they had to _____ to ensure all the details were finalized.
 - A) tie up loose ends
 - B) set the agenda
 - C) give some ground
 - D) back into a corner

Pre-listening



Ex. 3.9. Match the definitions (a–f) with the vocabulary (1–6).

Vocabulary	Definition
1. to articulate	a. a sequence of events, especially when imagined or projected into the future
2. to imply	b. to become aware of something through the senses, especially to understand or interpret something in a particular way
3. to suppress	c. to express an idea or feeling fluently and coherently
4. to resolve	d. to find a solution to a problem, dispute, or contentious matter
5. a scenario	e. to prevent the development, action, or expression of a feeling, impulse, idea, etc.
6. to perceive	f. to suggest something without explicitly stating it

Listening

Watch the video «3 negotiation skills all professionals can benefit from» to practise and improve your listening skills.



Ex. 3.10. Are sentences true or false?

1. Negotiation is only relevant to specific industries and roles.
2. Effective communication in negotiation involves both articulating your position and actively listening to others.
3. Unclear communication can help you achieve your objectives at the bargaining table.
4. Emotional intelligence is not important in negotiations.
5. Creating value in a negotiation means trying to get the biggest slice of the pie for yourself.
6. Expanding the "pie" in negotiations can lead to a win-win outcome and establish trust for future negotiations.



Ex. 3.11. *Circle the best answer.*

1. What are some examples of negotiations mentioned in the text?
 - A) Asking for a raise, proposing a budget increase, buying and selling property.
 - B) Organizing team meetings, creating a business plan, conducting market research.
 - C) Hosting a conference, designing a marketing campaign, managing a social media account.
2. Why is effective communication important in a negotiation?
 - A) It allows you to dominate the conversation and avoid listening to others.
 - B) It enables you to collaborate with others and reach agreeable solutions.
 - C) It ensures that you can ignore other people's ideas and focus on your own needs.
3. What can unclear communication lead to during a negotiation?
 - A) It can help you achieve your objectives by confusing the other party.
 - B) It can cause you to miss key details and make it difficult to achieve your objectives.
 - C) It can strengthen your position by withholding information from others.
4. How does emotional intelligence benefit a negotiator?
 - A) It allows you to ignore others' emotions and focus solely on the facts.
 - B) It equips you to perceive others' emotions and use emotions to your advantage.
 - C) It encourages you to suppress emotions to avoid appearing weak.
5. What does "creating value" in a negotiation involve, according to the text?
 - A) Ensuring that you get the biggest slice of the pie, even if the other party loses.
 - B) Expanding the opportunities in the negotiation, leading to a win-win outcome.
 - C) Focusing on your own gain without considering the other party's needs.
6. What is the result of aiming to "expand the whole pie" in a negotiation?
 - A) It leads to a win-lose scenario where one party gains more than the other.
 - B) It results in securing greater value for both parties and establishing trust.
 - C) It reduces the chances of reaching any agreement, as it complicates the negotiation.



Discussion / Presentation

1. Discuss the idea of balancing relationship building with bargaining tactics.
2. The Role of BATNA and Flexibility in Negotiations. Discuss scenarios where negotiators faced deal threats or walkaways. How did their preparation and understanding of BATNA affect the outcomes?
3. How can negotiators effectively balance the need for a structured negotiation procedure with the flexibility required to adapt to changing dynamics during the negotiation?
4. What are the strategic implications of being the first to present a position in a negotiation, and how can negotiators leverage listening and questioning techniques to gain a deeper understanding of the other party's interests without jeopardizing their own position?

Unit 4. BUSINESS MEETINGS



Pre-reading



Ex. 4.1. Match the definitions (a–h) with the vocabulary (1–8).

Vocabulary

1. virtual meetings
2. call to action
3. follow up
4. facilitate discussions
5. convene stakeholders
6. leverage collaborative tools

Definition

- a. a clear instruction or request given to meeting participants, specifying what actions they need to take following the meeting
- b. to guide and manage discussions among participants to ensure they are productive, inclusive, and focused on achieving objectives
- c. improving the effectiveness and productivity of business processes and workflows to achieve better results with fewer resources
- d. using software or platforms that enable multiple people to work together, share information, and achieve common goals more effectively
- e. bringing together individuals or groups with a vested interest in a particular issue or project to discuss, decide, or collaborate on related matters

- | | |
|-------------------------------------|--|
| 7. foster a culture of transparency | f. meetings conducted remotely using technology that allows participants to interact via audio, video, or chat |
| 8. enhance operational efficiency | g. creating an environment where information is openly shared, decisions are communicated clearly, and trust is built among team members |
| | h. actions taken after a meeting to ensure that decisions are implemented, tasks are completed, and outcomes are achieved |



Reading

Read the article and do the exercises.

HOW TO RUN A BUSINESS MEETING

A business meeting provides an opportunity for participants to have a thoughtful discussion about a company's challenges or opportunities. It's helpful to understand the types and functions of a business meeting so you can run one successfully. Knowing how to conduct an effective meeting can help you offer participants valuable information or insights to improve their productivity or boost their morale.

A business meeting is a gathering of professionals who come together to discuss operations, address changes or celebrate the success of an organization. Some groups who might meet together include company executives and employees, company representatives and clients or department leaders and their teams. Business meetings often occur in an office, though many companies and teams host virtual meetings using conferencing technology or software.

The topic of a business meeting can vary based on the goals of the discussion. Some common types of meetings include:

Team-building meetings can help employees develop professional relationships and boost their morale. A team-building meeting may involve a team, a department or an entire company. This type of meeting often takes place outside an office. For example, you may host a team-building meeting at a local restaurant to celebrate the success of a new product launch.

Informational meetings. This type of business meeting offers an alternative to lengthy company memos or emails. Informational meetings allow company leaders or managers to notify employees about new policies or company events. At these meetings, employees can ask questions to learn more details about the information. You might also hold an informational meeting to brainstorm ideas as a group or assign tasks to team members.

Status update meetings. This type of business meeting is useful for monitoring the progress of team projects. Team members can share their progress on individual tasks and learn the status of other members' tasks. During a status

update meeting, you may address any issues affecting the team's efficiency and work with the team to determine an effective solution.

Decision-making meetings. A decision-making meeting usually takes place among company executives or department managers. They participate in decision-making meetings to discuss company issues, such as potential expansions or new product ideas. Often, participants engage in several decision-making meetings so they can gather information, analyze data, brainstorm solutions and discuss the best ways to move forward.

Problem-solving meetings can help groups address issues or challenges within the company. This type of meeting allows company leaders or managers to address the problem and discuss possible solutions to keep the company or department functioning properly. During a problem-solving meeting, participants often brainstorm various ideas, evaluate each concept and vote on the best solution to resolve the issue.

If you're responsible for hosting a business meeting, you can follow these steps to prepare effectively:

1. Identify the purpose. Before you begin to plan, determine the purpose of the meeting. Identify the type of meeting you want to have and the main points you want to discuss. Consider the participants you want to invite and the goal you have for the group's discussion. Defining the goals and purpose of the meeting can help you ensure a productive experience for everyone involved.

2. Invite participants. Once you know the purpose of the meeting, choose the participants you want to invite. Consider their schedules to help you set a date, time and location that works for most participants. Make sure to look at the schedule for other company meetings so you don't unintentionally schedule a conflicting meeting. You can use email functions to invite participants to your meeting and have them approve or decline your offer. If you don't receive a response from a recipient, follow up by phone or in person.

3. Prepare materials. Before the meeting, it's helpful to prepare materials to guide the discussion. You may create a slideshow with information or prepare an outline of your remarks. It can be helpful to rehearse your presentation out loud so you feel confident when speaking in front of others. In addition to a presentation, it's helpful to prepare an agenda to determine the direction of the meeting. Take note of the main points you want to address and send your agenda to the participants a few days before your meeting. Sending participants an agenda allows them to prepare for the discussion or brainstorm ideas.

4. Organize the space. On the day of the meeting, organize the space where you plan to have the meeting. Make sure there's enough seating available for all participants. If you plan to use technology for the meeting, such as a projector or video conferencing tools, make sure it's set up and functioning correctly. Depending on the nature of the meeting, you may want to print hard copies of the agenda or the presentation so participants can follow along as you speak.

5. Begin the meeting. When everyone has gathered, begin the meeting by formally introducing yourself if the participants aren't your immediate co-

workers. Ask everyone to introduce themselves if they're not already familiar with one another. For some meetings, it may be helpful to assign one participant to take notes for you to review and send to the group later. Before starting your presentation, discuss the structure of the business meeting and explain the main points you plan to address.

6. Complete your presentation. Complete your presentation and remain mindful of time restraints. Make sure you're engaging your audience by speaking clearly and using nonverbal cues, such as gestures and facial expressions. Depending on the type of meeting you're having, you may encourage participants to offer their insights while you're presenting information or save time at the end for a more robust discussion. After you've finished your presentation, allow participants to ask questions and provide their feedback on the meeting's topic of discussion.

7. End with a call to action. After a group discussion, conclude the meeting by summarizing the next steps. Provide a clear call to action so participants understand your expectations. For example, you might want your participants to collect data or use the ideas discussed in the meeting to improve their sales tactics. At the end of the meeting, thank your participants for taking the time out of their workdays to participate. This acknowledgment can help them feel respected and appreciated.

8. Follow up with participants. If you've designated a note taker for the meeting, ask them to send you the completed minutes. Once you have this information, send it to the other meeting participants so they can review it. You may also send a meeting recap to remind participants of important information or action items. If your meeting requires a follow-up, you can send an email to check on the progress and evaluate the usefulness of the meeting.



Ex. 4.2. Complete the text with the following word combinations:

virtual meetings, call to action, follow up, convene stakeholders, leverage collaborative tools, foster a culture of transparency, enhance operational efficiency

In today's dynamic business environment, (1)_____ have become essential for connecting teams and stakeholders across different locations. These meetings (2)_____ such as video conferencing software to ensure effective communication and decision-making.

When it's time to make decisions or address key issues, leaders often (3)_____ from various departments. This practice helps to gather diverse perspectives and insights, facilitating discussions that lead to informed choices and actionable outcomes.

To ensure that these decisions translate into tangible results, it's crucial to (4)_____ with clear action items. A well-defined (5)_____ provides participants with specific tasks and deadlines, driving accountability and progress.

Moreover, organizations striving for long-term success often seek to (6)_____. This openness encourages honest communication and shared understanding, which are vital for building trust and alignment within teams.

By embracing these practices, businesses can not only (7)_____ but also strengthen collaboration and innovation across their workforce.

Pre-listening



Ex. 4.3. Match the definitions (a–f) with the vocabulary (1–6).

Vocabulary	Definition
1. to collaborate	a. a benefit that a company's products or services provide to customers
2. a value proposition	b. something that a person has agreed to have ready by a specific time
3. to work cross-functionally	c. someone who has an interest in the success or failure of a project or product
4. a deliverable	d. to work together with others in order to achieve something
5. to timeline	e. a project schedule
6. a stakeholder	f. to work with people from different divisions or departments

Listening

Listen to «A project management meeting» to practise and improve your listening skills.



Ex. 4.4. Choose the correct option to complete the sentences.

1. The project is important because ...
 - a. it will improve what the company is offering the customer.
 - b. it involves working with people from other departments.
 - c. the head office is closely following its progress.
2. Matteo is concerned about ...
 - a. communication in the team.

- b. taking on work that they have little experience of.
 - c. not having time to work on the project.
3. Akiko is the best person to do the customer survey questionnaire because...
 - a. she normally handles the company's marketing initiatives.
 - b. she has worked with John on similar tasks.
 - c. she has studied the subject.
 4. Matteo initially asks for ...
 - a. paid overtime.
 - b. an assistant.
 - c. a reduction in his targets.
 5. John's immediate response to Barbara's offer to help Matteo is ...
 - a. enthusiastic.
 - b. not entirely positive.
 - c. a definite no.
 6. It's important that Matteo does the designs because ...
 - a. a client has asked specifically for him.
 - b. no one else knows how to do them.
 - c. he has the software to do them at home.



Ex. 4.5. *Put the words and phrases in the correct order to make longer phrases.*

1. get good clear to It's this
2. up It's to you
3. all have a lot you I know on
4. this your help appreciate on I really
5. to do So, the need first thing we is the questionnaire
6. to but I'm already I'd love up tied
7. moment I'm at overloaded the
8. OK. We'll out it It's work



Discussion / Presentation

1. Types and purposes of business meetings.
2. Effective preparation and planning for business meetings.
3. Conducting and managing a productive meeting.
4. Maximizing participant engagement and contribution.
5. Post-meeting follow-up and action items.

Unit 5. BUSINESS WRITING



Pre-reading 1



Ex. 5.1. Match the definitions (a–g) with the vocabulary (1–7).

Vocabulary

1. accuracy
2. brevity
3. clarity
4. redundancies
5. passive phrases
6. long-winded
7. courteous phrases

Definition

- a. the quality of being concise and to the point, avoiding unnecessary words or details
- b. sentences or clauses where the subject receives the action rather than performs it, often leading to less direct communication
- c. the attribute of making your message easily understandable and free from ambiguity
- d. polite expressions used to show respect and consideration for the reader
- e. using too many words, often making the message difficult to follow or tedious to read
- f. unnecessary words or phrases that do not add value and can be removed without changing the meaning
- g. ensuring that every detail in your writing is factually correct and precise



Reading 1

Read the article and do the exercises.

BUSINESS WRITING: MODERN APPROACH

Not too many decades ago, business writing was formal, long-winded, pompous and serious. Take a look at this letter, which may have been written a few decades ago. Go through it and highlight all the old-fashioned phrases and outdated words. Also look out for passive phrases and redundancies.

Dear Sir,

We have received your letter dated 27th March.

We are extremely distressed to learn that an error was made pertaining to your esteemed order. The cause of your complaint has been investigated, and it actually appears that the error occurred in our packing section, but it was not discerned before the order was despatched to your goodself.

Kindly be informed that arrangements have been made for a repeat order to be despatched to you immediately, and this should leave our warehouse later today.

Enclosed herewith please find a copy of our new catalogue for your reference and perusal. Should you have any further queries, please do not hesitate to contact the undersigned.

Thank you for your kind attention.

Yours faithfully,
Zachariah Creep & Partners

The way business is conducted has changed immensely over the last few decades, even more so in the last few years. Informality is now the key. Writing styles have also changed tremendously. The aim in modern business communication is to write in a friendly, informal style using plain language, as if you are having a conversation. Today's approach shown in the next letter is different:

Dear Mr Tan

YOUR ORDER NUMBER TH3456

Thank you for your letter dated 27 March.

I am very sorry about the mistake with your order. This error happened in our packing section, and unfortunately it was not noticed before the goods were sent to you. A repeat order will be sent to you immediately. It should leave our warehouse today. Once again, my apologies for the inconvenience.

I enclose our latest catalogue, which I'm sure you will find interesting. Please call me on 6454545 if you have any questions.

Yours sincerely

Lena Cheng

The analysis of these letters shows that in the modern version of the letter there are short sentences and active phrases instead of passive ones, simple words instead of lengthy ones, and the absence of redundancies and old-fashioned phrases.

You will not develop your own writing style overnight. Practice choosing words carefully and constructing clear sentences and paragraphs. Take pride in your work and constantly seek ways to improve it. Learn to be critical and recognize when something is well-written or poorly written. Find a mode of expression that suits you.

In every message you write, your aim should be to ensure that every message is *accurate, brief* and *clear*.

Accuracy. Your message should be factually correct in every detail. Make sure you double-check dates, times, names and numbers. Accuracy also means coming straight to the point and being specific. Make sure the reader is aware of all the facts and that nothing is omitted. For example:

Instead of	Write
× My flight arrives at 1.30.	✓ <i>My flight BA10 arrives at 13.30 on Monday 7 October.</i>
× I want to complain about the bad service I received when I visited your store recently.	✓ <i>I was very unhappy about the service I received when I was in your Shoe Department at 10.30 on Thursday 7 November.</i>

Brevity. Busy business people welcome messages that are direct and to the point. Save the recipient's time by keeping sentences short and simple, and by avoiding long-winded, old-fashioned jargon. For example:

Instead of	Write
× Please be informed that this order will be despatched to you on 12 July.	✓ <i>This order will be sent out on 12 July.</i>
× I am writing to inform you that regretfully I am unable to accept your invitation to your opening on this particular occasion.	✓ <i>I'm sorry I cannot attend your opening.</i>
× Should you require any further clarification please do not hesitate to contact me.	✓ <i>Please give me a call if you have any questions.</i>
× As per our discussion, I will accordingly speak to my colleague Jonathan Long and request that he sends you our quotation as soon as possible.	✓ <i>My colleague, Jonathan Long, will send you our quotation soon.</i>

× We seek your assistance to forward to us the additional premium of S\$15.62 at your earliest convenience. Kindly note that payment should reach us by 28 November 2009.	✓ <i>Please let us have your cheque for S\$15.62 by 28 November 2009.</i>
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Clarity. Use everyday language that the reader will understand. Keep words plain and simple rather than using fancy words and elaborate phrases. For example:

Instead of	Write
× commence	✓ Start
× despatch	✓ send
× ascertain	✓ find out
× attempt	✓ try
× accordingly	✓ so, therefore
× terminate	✓ end
× prior to	✓ before
× come to a decision	✓ decide
× give consideration to	✓ consider
× in the event that	✓ if

Some employees believe that their bosses expect them to use long words and flamboyant expressions because they will impress their readers. This can't be further from the truth. Readers will soon get bored with such verbosity and will stop reading. Our great-grandfathers used very long-winded, almost bombastic words many decades ago, but this is certainly not appropriate for the 21st century. Today's writing must be straightforward, simple, brief, and courteous – but definitely not flamboyant!

 **Ex. 5.2.** *Are the sentences true or false?*

1. Modern business writing emphasizes using long-winded and elaborate sentences.

2. In contemporary business communication, the use of plain, everyday language is encouraged.

3. Passive phrases are preferred in modern business writing because they make the text sound more formal.

4. The modern approach to business writing includes making sure all messages are accurate, brief, and clear.

5. Modern business letters often avoid redundancies and old-fashioned phrases to enhance clarity.

6. Formal and pompous language is still widely used and recommended in business writing today.

7. Business communication in the past was more formal and serious compared to today's conversational style.



Reading 2

Read the article and do the exercises.

SIX RULES OF GOOD WRITING

It is important to know some of the fundamental rules of good writing. Here is what you need to remember when writing any business documents, not just e-mails:

Rule 1: Avoid redundant phrases. A lot of messages are filled with long-winded jargon, which has no place in modern business language. For example:

- × *Please be informed that a management meeting will be held on Monday 12 July 2010.*
- ✓ *A management meeting will be held on Monday 12 July 2010.*

Don't use these expressions in your business writing:

- × *I would like to advise you that ...*
- × *I would like to bring to your attention that ...*
- × *I would like to take this opportunity to ...*
- × *I would like to inform you that ...*
- × *Thank you for your kind attention.*
- × *Thank you in anticipation.*

Rule 2: Create kissable messages. The essence of good business writing is to keep it to the essentials. Busy business people don't have time to read long rambling messages anyway. Say what you want to say in the quickest possible way, while retaining courtesy of course. When composing e-mail messages make sure you remember your Kissing skills: **Keep It Short and Simple**. KISS means simplify your words and phrases as in these examples:

Instead of	Write
× utilise	✓ use
× purchase	✓ buy
× visualise	✓ see
× assist	✓ help
× sufficient	✓ enough
× succeed in making	✓ make
× in view of the fact that	✓ as, since
× conduct an investigation	✓ investigate
× We would like to ask you	✓ please

Keeping it short and simple also means avoiding unnecessary words and expressions. There are many frequently-used words that add nothing to the message. These words could easily be removed without changing the meaning. Here are some words and phrases to cut out of your writing:

<ul style="list-style-type: none"> × absolutely × actually × all things being equal × as a matter of fact × at the end of the day × at this moment in time × basically × currently × in due course × obviously 	<ul style="list-style-type: none"> × in other words × in the end × in the final analysis × in this connection × in view of the fact that × I would like to take this opportunity × last but not least × each and every one × the fact of the matter is × to all intents and purposes
--	--

Rule 3: Use modern terminology. Today's business language should be as natural as possible, as if you were having a conversation. Here are some examples of old-fashioned business jargon that has been updated to a more natural, conversational style:

Instead of	Write
<ul style="list-style-type: none"> × Referring to your message of 23 May. × Attached herewith please find ... 	<ul style="list-style-type: none"> ✓ Thanks for your message of 23 May. ✓ Attached is ... I attach ... I am attaching ... Here is ...
<ul style="list-style-type: none"> × Please advise me ... × I should be grateful if you would be good enough to advise me ... 	<ul style="list-style-type: none"> ✓ Please let me know ... ✓ Please let me know ...
<ul style="list-style-type: none"> × Please favour us with a prompt reply. × Should you require any further clarifications please do not hesitate to contact me. 	<ul style="list-style-type: none"> ✓ I look forward to your prompt reply. ✓ Please give me a call if you have any questions.

Rule 4: Touch up your tone. When speaking to someone face-to-face, it's easy to alter your tone of voice to convey messages in different ways. Much of what you say is also interpreted through non-verbal clues – eye contact, gestures, voice intonation, etc. This is not possible with the written word, so good business writers learn to choose their words very carefully. It is so important to get the tone right because using the wrong tone could cause real offence to your reader and could lose you an important business contact – or friend. Tone can help to make a message sound firm or friendly, persuasive or conciliatory, helpful or condescending, according to the impression you wish to convey. Here are some irritating expressions that you should avoid in your writing:

- × *It's not our fault*
- × *We cannot be expected to*
- × *We must insist*
- × *... your refusal to co-operate*
- × *... your neglect*
- × *You should know*
- × *You failed to ...*
- × *You cannot expect*

When writing in business analyse these four important factors: *your status, the status of the recipient, your relationship with the recipient, the content of the message*. Adopt an appropriate tone that reflects them all.

Consider the way these expressions come across, and study the better way:

Instead of	Write
× We cannot do anything about your problem. Try calling an electrician. (too abrupt)	✓ I am sorry that we cannot help with this. I believe an electrician would be better able to help with this type of work.
× Your interview will be held on Wednesday 28 August at 1400 hours (too bossy and unfeeling)	✓ I hope you can attend an interview on Wednesday 28 August at 2 pm.
× Your computer's guarantee has expired, so you will have to pay for it to be repaired. (too blunt)	✓ The guarantee for your computer has expired, so unfortunately there will be a charge for this.
× Problems of this type are quite common with the cheaper model. Next time I suggest you spend a bit more money. (too condescending)	✓ Problems of this type are far less common with the more advanced model.
× Our phone bills are enormously high. Please stop making so many personal calls. (too emotive and sharp)	✓ The company's telephone bills have increased considerably. Please help by avoiding non-urgent personal calls.

If you write a message in anger, avoid the temptation of hitting 'Send' straight away. Instead, leave it in your 'Drafts' folder for at least an hour. Go make a cup of coffee, do a few other jobs, do some deep breathing if necessary, then go back and look at your e-mail again. Chances are, you will want to tone it down a bit!

Rule 5: Consider your reader. Empathy is an important quality to remember in all business dealings. This is particularly so when sending e-mail messages. When reading through your e-mail before sending it, make sure you empathise with your reader. This means imagining how they will feel as they read your message. Ask yourself these questions:

Will the reader find your message clear and well written?

Have you written confidently and positively?

Have you obtained the right balance between formality and informality while retaining courtesy?

Will they be confused, annoyed or feel that you have wasted their time?

Does your e-mail convey a good impression?

Is the language appropriate or over their head?

Could anything be considered insensitive or distasteful?

When you have put yourself in the reader's shoes and considered your message carefully, it may be necessary to reword the message more appropriately or restructure it so that it achieves a smooth transition from one idea to the next.

Be very obvious with your meanings in e-mail, since subtleties can often be lost or completely misunderstood. Remember this too when reading other people's e-mail. Their understanding of the language, or their haste in composing the e-mail, may have given it a 'tone' that can easily come across as being derogatory or aggressive. Reread it and see if you are simply misinterpreting the words.

Rule 6: If you wouldn't say it, don't write it. The golden rule of writing today is to write as you would speak. Ask yourself how you would say something if you were face-to-face with your correspondent. Take a look at these expressions that are often used in written communication, and consider how they can be improved by using a more conversational style.

Instead of	Write
<ul style="list-style-type: none"> × We have received your e-mail. × The above-mentioned seminar will be held on 15 July, Saturday. × The below-mentioned goods will be despatched to you next week. × The list of CDs for which we need replacements are as below-mentioned. × Please do not hesitate to contact the below-mentioned staff if you have any further questions. × Please furnish me with this information soonest. 	<ul style="list-style-type: none"> ✓ Thanks for your message. ✓ This seminar will be held on Saturday 15 July. ✓ These goods will be sent to you next Tuesday. ✓ Here is the list of CDs that we need you to replace. ✓ Please give me a call if you have any questions. ✓ I hope you can let me have this information soon.



Ex. 5.3. Change the phrases in bold to make the business letter friendly, informal and plain (use the phrases and vocabulary from the unit).

Dear Sir ,	1
I am writing to inform you that our project will commence on Monday, 15th July, as scheduled.	2
We have ascertained that the required materials are now in stock, and our team will despatch them to your office prior to the project start date.	3 4
Please be informed that we have attempted to ensure the delivery meets your timeline. Accordingly , we kindly request that you prepare your team for the installation process.	5 6
In the event that any unforeseen delays occur, we will promptly notify you to discuss alternative arrangements.	7

We have conducted an investigation into the specifications provided and believe they are sufficient for your requirements. Should you wish to give consideration to any additional specifications, please advise us at your earliest convenience.	8 9, 10
Attached herewith please find a detailed breakdown of the project timeline for you to visualise .	11 12
Please advise me if you require any further clarifications . Please favour us with your prompt reply.	13, 14 15
Yours sincerely, Zachariah Creep & Partners	16

Pre-listening



Ex. 5.4. Match the definitions (a–f) with the vocabulary (1–6).

Vocabulary	Definition
1. personal statement	a. modify or adjust something to fit specific requirements or purposes.
2. tailor	b. the process of reading and correcting mistakes in a written document.
3. technical skills	c. the section of a CV where you summarize your experience, skills, and career goals to attract the attention of an employer.
4. proofread	d. the person responsible for reviewing applications and making decisions on hiring.
5. hiring manager	e. a formal document that lists your qualifications, experience, skills, and other relevant information for job applications.
6. curriculum vitae (CV)	f. specific abilities related to a job, often involving specialized knowledge or tools, such as SEO or web analytics.

Listening

Watch the video «How to write a CV: the most essential tips to follow» to practise and improve your listening skills.



 **Ex. 5.5.** *Are sentences true or false?*

1. Hiring managers spend only 30 seconds skimming your CV.
2. It's advisable to keep your CV general so that it can be used for multiple job applications.
3. A creative role typically requires a straightforward CV design.
4. In the United Kingdom, including a personal photo and nationality on your CV is essential.
5. Your personal statement should be brief but compelling enough to encourage the employer to contact you.
6. If you are just starting your career, you should list your education before your work experience on your CV.
7. Technical skills such as SEO and web analytics should not be included in your CV unless you are applying for a technical role.
8. Including hobbies and language skills on your CV can help you connect with the hiring manager and stand out from other candidates.
9. Your CV should be no longer than three pages, regardless of your experience level.
10. Proofreading your CV is important to avoid simple spelling mistakes that could negatively impact your job application.

 **Ex. 5.6.** *Answer the questions.*

1. Why is it important to tailor your CV to the role you are applying for?
2. What are some differences in CV design depending on the industry?
3. How do the personal details required on a CV differ between Spain and the United Kingdom?
4. What should be included in a compelling personal statement on your CV?
5. Why is proofreading your CV a crucial step before submitting your job application?



Discussion / Presentation

1. Evolution of business writing styles: Discuss how business writing styles have evolved from formal and lengthy to informal and concise. Highlight specific examples and the impact of these changes on communication effectiveness.
2. Importance of clarity and brevity: Explore why clarity and brevity are crucial in modern business communication. Discuss how avoiding redundancies and old-fashioned phrases enhances clarity and ensures messages are easily understood.

3. Adapting tone and language: Analyze the significance of tone in business writing. Discuss how the choice of language, from formal to conversational, impacts reader perception and engagement.
4. Role of empathy in business communication: Examine the role of empathy in contemporary business emails and letters. How does considering the reader's perspective influence message construction and overall effectiveness?
5. Practical tips for modern business writers: Provide practical tips for improving business writing skills in line with modern standards. Include advice on using plain language, avoiding jargon, and structuring messages effectively to achieve desired outcomes.

Unit 6. BUSINESS ETIQUETTE



Pre-reading



Ex. 6.1. Match the definitions (a–x) with the vocabulary (1–24).

Vocabulary

1. blunder
2. conventional office setting
3. courteous
4. cubicle-based office environment

Definition

- a. polite, especially in a way that shows respect
- b. typical work environment with regular working hours, a structured organizational hierarchy, and standard office equipment and furnishings
- c. social rules, behaviors, or standards that change and adapt over time in response to cultural, technological, economic, and societal shifts
- d. to create obstacles or barriers that disrupt or weaken the connections, cooperation, trust, and effective communication between individuals or within teams in a professional setting
- e. software such as a virus specifically designed to damage or gain access to a computer system without the user knowing

- | | |
|-----------------------------------|--|
| 5. de-personalizing communication | f. words or expressions that are considered offensive, vulgar, blasphemous, or disrespectful, often used to express strong emotions or opinions in a crude or disrespectful manner |
| 6. digital hygiene | g. integrated capabilities and tools within a communication system that streamline and enhance the exchange of information and interactions across various channels |
| 7. disrespectful | h. the practices and habits individuals maintain to preserve their cleanliness and overall health |
| 8. evolving norms | i. the practice of removing or minimizing personal elements from interactions to maintain a neutral, professional, or objective tone |
| 9. hijack threads | j. potential consequences or outcomes that result from a legal action, decision, or event, such as penalties, obligations, liabilities, etc. |
| 10. hinder working relationships | k. to observe or follow someone's behavior, actions, or decisions as an example or guideline for your own actions or behavior |
| 11. intangible skills | l. a stupid or careless mistake |
| 12. landline | m. to lead the conversation away from the original topic, taking it in a new direction and creating a separate conversation |
| 13. legal ramifications | n. loud, irritating, or disruptive sound notifications set on mobile phones or other devices |
| 14. malware | o. subjects or issues that are sensitive, contentious, or likely to provoke strong emotions or reactions among people. These topics often have the potential to create heated debates, disagreements, or conflicts due to differing viewpoints |
| 15. morale of a workplace | p. to weaken or damage the trust, cooperation, or effectiveness of professional connections or partnerships through actions, behaviors, or decisions that erode confidence, reliability, or mutual respect |
| 16. obnoxious ringtones | q. a phone connection that uses wires carried on poles or under the ground, in contrast to a mobile phone |
| 17. open plan offices | |

- | | |
|--------------------------------------|---|
| 18. personal hygiene | r. workspaces designed without traditional cubicles or enclosed offices, featuring a layout where employees work in a shared, open environment |
| 19. profane language | s. physically arrive and be present at one's place of employment or duty, ready to start or perform assigned tasks or responsibilities |
| 20. show up for work | t. qualities and abilities that are not easily quantifiable or measurable but are crucial for success in various aspects of life, particularly in professional and personal context |
| 21. take a cue from | u. a type of office layout where workspaces are divided into small, semi-enclosed areas |
| 22. undermine business relationships | v. the practices and habits that individuals and organizations follow to maintain security, privacy, and efficiency in their use of digital devices and online environments |
| 23. unified communication features | w. overall mood, atmosphere, and emotional well-being of employees within an organization, often influencing their motivation, satisfaction, and productivity |
| 24. volatile topics | x. showing a lack of respect for somebody/something |



Reading

Read the article and do the exercises.

BUSINESS ETIQUETTE

Etiquette in today's business environment can be a confusing subject with different expectations and evolving norms of behaviour. Good manners and a professional attitude are an important intangible skill in the business environment. You might be asking yourself if etiquette is worth your time and attention. After all, etiquette sounds a bit fussy like which fork to use at the dinner table and maybe even old-fashioned in today's fast-paced business world. However, professional etiquette is really just another way of saying respect that you respect the people around you and respect the culture in which you work.

Poor etiquette is a barrier to successful communication and can undermine business relationships. How others view you as a professional depends to a large degree on your attention to etiquette. No matter how talented or innovative you are, the impression you leave behind depends on how well you treat others. No one wants to work with rude or embarrassing people and poor etiquette can destroy the morale of any workplace. Digital devices and constant connectivity

can make matters worse by de-personalizing communication. So, etiquette is more important than ever.

There are some professional zones where business etiquette is of extreme importance.

Zone 1: In the workplace. If you work in a conventional office setting, you'll probably spend more time with your colleagues than you spend with friends and family. Here are a few key tips:

- respect other people's time such as showing up for work and meetings on time;
- during meetings and conversations don't interrupt, even if you need to correct someone;
- profane language has become more common on social media but articulate professionals don't need profanity to make a point;
- dress appropriately and practice good personal hygiene; office cultures vary from formal to casual, so when in doubt dress a little more formally or modestly;
- respect personal space – knock before entering offices and don't barge into someone's cubicle without being invited;
- don't gossip, it's a waste of time and often disrespectful to others;
- be mindful of noise levels, particularly in open plan offices;
- keep politics and other volatile topics out of the workplace.

Zone 2: Online. When you connect online with colleagues or customers or whenever you represent your company online and social media take care to overcome the limitations and risks of digital media:

- avoid personal attacks, don't write anything online that you wouldn't say to someone in person;
- on social media and an email or other communication don't hijack threads by taking over a conversation someone else started;
- to avoid confusion, follow the basic expectations of spelling, punctuation and capitalization;
- practice safe digital hygiene to avoid infecting your company's systems with malware, keep virus protection and operating systems up to date and don't click on suspicious links or open files from unknown senders;
- don't share inappropriate material whether it's jokes, photos or anything else that doesn't belong in the workplace;
- and finally, remember that digital is forever – anything you write or post can be sent far beyond your original audience and will likely be saved in an archive somewhere.

Zone 3: On the phone. Whether you're talking on a landline or a mobile phone follow these points for more effective communication:

- be conscious of how your voice sounds, remember that your voice has to do the work of the facial expressions, hand gestures and other non-verbal signals you can use while talking in person;

- be courteous when you call, ask the other party if this is a good time to talk;
- convey a positive professional attitude when you answer the phone, make your callers feel welcome;
- use voicemail and unified communication features to help callers; if you never check your voicemail, try to deactivate it or at least let callers know not to leave messages;
- and be considerate when you leave voicemail messages by being as brief as possible.

Zone 4: In social settings. From casual lunches with your team to formal dinners with clients you will likely spend some time in public as a representative of your company:

- the most important point to remember is that you are in fact representing your company in these situations; don't say or do anything in public that you wouldn't say or do in the office;
- when introducing yourself, briefly describe your role in the organization;
- when introducing others, help them ease into a conversation by sharing a bit of information about one or both parties;
- choose foods that are easy to eat – you don't want to be wrestling a lobster while trying to discuss business;
- be conscious of the balance between social and business discussion – if others appear to want to have a more social chat, don't force the conversation toward business and vice versa;
- and be careful with alcohol consumption; in general, don't order a drink if senior managers or your customers aren't drinking and always limit how much you drink.

Zone 5: With mobile devices. Mobile devices present a unique set of etiquette questions whether you're using them for voice calls or as computing devices. Here are some helpful points:

- avoid loud obnoxious or inappropriate ringtones;
- mute your phone in meetings or whenever it will interrupt others;
- don't take or make calls where it will disrupt others;
- don't take pictures or video without asking permission; some people are hesitant to have their pictures taken and there can be legal ramifications in some settings or situations;
- don't use voice input in a way that disrupts others;
- don't use your device during meals or when others are talking, although this is accepted behavior for some people others consider it rude;
- don't use your device to take notes during meetings, unless this is accepted practice in your company; take a cue from managers or senior colleagues.

By following these simple guidelines, you can avoid the common blunders that create distractions and hinder working relationships. And remember if you're

not sure of the rules that might apply in any given situation, observe what others are doing and let respect be your guiding principle.



Ex. 6.2. Complete the sentences with the following words or word combinations:

blunder, conventional office setting, courteous, cubicle-based office, De-personalizing, digital hygiene, disrespectful, Evolving norms, hinder, Hijack threads, intangible skills, landline, legal ramifications, Malware, morale, obnoxious ringtones, Open plan offices, personal hygiene, profane language, Showing up

1. Using a _____ for business calls ensures clear communication without relying on mobile network issues.
2. In a _____, it's customary to dress appropriately and maintain a neat workspace.
3. The _____ environment encourages employees to respect each other's workspace and privacy.
4. Miscommunications and conflicts can _____ working relationships and impact team morale.
5. Making a _____ in a client meeting can harm your professional reputation.
6. It's _____ to greet colleagues and clients with a smile and a handshake.
7. Practicing good _____, such as using secure passwords, protects sensitive business information from malware.
8. The _____ of a workplace is influenced by factors such as recognition and work-life balance.
9. _____ communication in emails helps to keep discussions focused and professional.
10. Setting _____ on your phone can disrupt meetings and annoy colleagues.
11. _____ in business attire may influence how employees dress in a more casual office environment.
12. _____ for work on time demonstrates reliability and commitment to your job.
13. Protecting company computers from _____ is essential for maintaining cybersecurity.
14. _____ in meetings by discussing unrelated topics can derail productivity and waste time.
15. Ignoring _____ of business decisions can lead to costly lawsuits and penalties.
16. Using _____ in professional settings can damage your credibility and offend others.

17. It's _____ to use profane language or make derogatory remarks in the workplace.

18. Developing _____ like empathy and communication is crucial for effective teamwork.

19. _____ promote collaboration but require employees to be mindful of noise levels and distractions.

20. Maintaining _____ is important for making a positive impression in business interactions.



Ex. 6.3. Write the correct form of the word in brackets.

1. Using in a business setting is highly disrespectful and can damage professional relationships. (profane)

2. Business etiquette involves understanding aspects like cultural norms and unspoken rules. (tangible)

3. Hijacking a meeting with topics is considered inappropriate and disrupts the flow of discussion. (relate)

4. emails by omitting greetings or using overly formal language can create a cold atmosphere. (person)

5. Business norms are constantly evolving, requiring to stay updated with current practices. (profession)

6. It's crucial to seek before interrupting someone during a business discussion. (permit)

7. Guiding a conversation as a of your company requires tact and sensitivity to diverse viewpoints. (present)

8. In a volatile market, maintaining respectful communication can mitigate (understand)

Pre-listening



Ex. 6.4. Match the first part (1-6) and the second part (a-f) of the phrase.

First part

Second part

1. hand

a. a life

2. widely

b. up

3. spare

c. gesture

4. make

d. five

5. high

e. believe

6. thumbs

f. sense

🔊 **Listening**

Listen to a lecture «The history of hand gestures» to practise and improve your listening skills.



Ex. 6.5. Complete the summary with one, two or three words.

- The salute**
Thought to have originated from the (1).....
British Army, the Grenadier Guards. Soldiers touched head quickly before returning their hand back down to (2).....
- Thumbs up**
Originally thought to be a symbol to save the life of (3)..... in Ancient Rome. However, evidence suggests that the crowds actually (4)..... their thumbs if they wanted to spare his life.
- High five**
Origins are not from the world of baseball, but from the 1920s (5)..... . Possibly based on the ‘low five’, also called (6).....
- Handshake**
Evidence of this gesture goes back to (7)..... . In 17th-century art we see examples of handshakes between (8)..... . Now is used for a multitude of reasons.



Ex. 6.6. Complete the sentences with the following words:

gesture, universal, raise, claim, references, greeting

- The hand gestures the professor talks about are very common, if not, around the world.
- Because it had chinstraps, soldiers could not their helmet easily so instead they would touch their head with their hand.
- There are no reliable historical that crowds in Ancient Rome used a thumbs-down gesture.
- Two sports teams to have invented the high-five gesture.
- The handshake is a that dates back to Ancient Greece.

6. Handshakes are thought to be a of trust between equals.



Discussion / Presentation

1. Why is etiquette crucial in the business environment? Share an example where good or poor etiquette significantly impacted a business interaction.
2. How mobile etiquette varies across different cultures and contexts.
Understanding and respecting cultural differences in business etiquette.
Strategies for navigating international business etiquette.

Unit 1. BUSINESS COMMUNICATION

INNOVATION IN BUSINESS

Welcome to today's Business4U podcast. The focus of this podcast is to think about innovation and why it's important, and also to look at different types and stages of innovation. By the end of it, you will hopefully have a better grasp of the topic of innovation and be able to better understand and drive innovation in both your working and personal lives.

So, why is innovation important? Well, simply put, without innovation it would be difficult to make progress. Organisations and societies would stagnate. Innovation is what drives us forward. It's what forces us to compete in the business world. It's what leads to better products and services, and solutions to new and existing problems. From a business point of view, it's also something which is necessary for survival.

Four key types of innovation are incremental, disruptive, architectural and radical.

Incremental innovation involves innovating in increments, or small stages. Step by step. It focuses on existing markets and technologies and aims to make improvements and design changes to existing products and services.

Disruptive innovation aims to bring new ideas, like technology or processes, to existing markets. In that sense, the innovations will disrupt the market and the companies currently serving that market. The first touchscreen smartphones disrupted the mobile phone industry because up to then, mobile phones had buttons and keypads.

Architectural innovation involves taking successful ideas from one market or industry and applying them to a new or different market. This often happens when people think of other unconventional uses of existing technology. A good example of this can be seen in vacuum company Dyson's entry into the hand dryer and hairdryer market. Their advanced airflow technology from their vacuum cleaners was applied in reverse to machines that blow out air. In the case of these examples, it's personal hairdryers and hand dryers in public toilets.

And finally, we come to radical innovation. This is where a completely new idea is created for a market that doesn't exist yet. It's often what we think of when we think of innovation and it often swallows up existing markets. For example, the birth and growth of digital and downloadable music has practically led to the death of music CDs, and even DVDs. Similarly, film and TV streaming services may lead to the demise of traditional TV within a few short years.

Moving on from types of innovation, let's have a quick look at five key stages of innovation.

The first stage is Idea generation. This is where you think of the initial idea and develop it into a more detailed proposal or plan.

The next stage is Support. You need to check if you can get support for it, for example from senior leaders or stakeholders in your company. If you're innovating in your personal life, then the support you might need could be from friends or family. Do they think it's a good idea and do they think it would work?

The third step is to Experiment and test out the idea. This could mean creating a sample or a prototype of it, if it's a product. Or if it's a service, you could test out a basic version of it.

The fourth step is Evaluation. You need to assess how successful your experiments were and what chances of larger success your idea will have.

And finally, you then need to actually Implement your idea. That's the fifth stage.

So, there you have it. We've looked at four key types of innovation: incremental, disruptive, architectural and radical, and also five stages of successful innovation: firstly, idea generation. Then, get support. Next, experiment and test out the idea. The fourth stage is evaluation and finally implementation.

616 words

Unit 2. EFFECTIVE BUSINESS COLLABORATION

BUSINESS CHALLENGES

A

I'll never forget the first time I met our new contact from Retrolink, one of our top five customers. I had travelled to their office to meet him in person, talk about the history of our companies together and define a shared vision for future co-operation. I wanted to focus on building a good relationship with him which would be a good foundation for working together.

So, when we met, I wanted to make a good impression and also show him respect. I greeted him with a handshake and addressed him by his surname. When I put my hand out, I realised he had been moving in to give me a hug, so we did an awkward mixture of the two! Also, when I greeted him by his surname, he responded politely, though he used my first name. It was all a little uncomfortable.

In this situation, I guess I made assumptions about the level of formality he expected. Even though he had never met me before, he knew our two companies had been doing business with each other for years and he wanted to build on that history by being less formal with me from the beginning. The real learning here for me was that I shouldn't assume we all have the same ideas about meeting people for the first time.

B

I'd never worked with a virtual team on an international project before. It was quite exciting, though also challenging to work with people from different countries, many of whom I would never actually get to meet in person. There were a lot of things that were different about working in the same office and it was quite challenging at the beginning.

For example, there were different time zones, different IT systems and even different local regulations, which impacted on what each person was allowed to, or able to, do for the project.

There were also interpersonal differences, such as different ways of working, approaches to deadlines and when to reply to emails. And we shouldn't forget the fact that English was the project language and that most people on the team had to work in a language which wasn't their first. A positive of this was that it meant that everyone, including the native English speakers, had to make the effort to communicate clearly and clarify their own and everyone else's understanding.

To help us all get on the same page, we defined the communication norms and the rules the team would follow, as well as the meeting dates and deadlines. We laid this all out in a document called a team or project charter. This was really useful and in the end the project was a great success. I'm looking forward to working on my next international project.

C

I went through a bit of a rough patch last year at work. I was already committed to too much and then we lost a team member through restructuring and I quickly became overloaded. This led to me doing too much overtime and feeling very stressed. My boss was really helpful and she pushed back against the unrealistic targets that had been set for our department. She also introduced me to the smart approach to goal setting. It's an acronym, S-M-A-R-T. You use it to create goals that are Specific, Measurable, Achievable, Relevant and Timely.

I used this approach to deal with all of the things that were overloading me. It helped me to prioritise some tasks, to do some later and to drop some completely. I often use this approach now and feel much more in control of my time and workload.

D

Have you ever missed a flight or had one cancelled? I did. It happened to me last week. My flight home from a business trip was the last one of the day and we were told it was going to be delayed. That's always a risk at the end of each day. The ground crew kept extending the delay until eventually they cancelled the flight completely. They then told us to go back through the airport to the departures area to talk to their agent who would organise hotels for everyone and rebook us on the following day's flight.

As soon as they made the announcement about the cancellation, I knew I had to think quickly as it would not be likely that the flight would have capacity to take everyone from my cancelled flight. I hurried back through the airport and was one of the first to make it to the desk. That turned out to be a good idea, as there were only nine seats available on the flight the next morning. Everyone else had to fly to a different airport and then continue back to our destination airport in coaches. Lucky me! Right?

800 words

Unit 3. NEGOTIATIONS

3 NEGOTIATION SKILLS ALL PROFESSIONALS CAN BENEFIT FROM

Regardless of your role or industry, you've likely engaged in some form of negotiation, asking for a raise, proposing a budget increase. Buying and selling property and closing a sale are just a few negotiation examples. If you want to gain confidence in your ability to strike deals and advance your career, there are several skills you should develop.

Effective communication enables you to collaborate with others and reach agreeable solutions. Negotiation requires give and take. It's important to articulate your position and actively listen to others' ideas and needs. Unclear communication can cause

you to miss key details at the bargaining table, making it difficult to achieve your objectives.

Being a skilled negotiator requires a high degree of emotional intelligence. It's what allows you to perceive others' emotions and determine what they're implying, not just explicitly stating. Emotional intelligence equips you to manage and use emotions to your advantage. For example, instead of suppressing feelings of stress or anxiety, you can channel them into excitement.

Creating value helps resolve deadlocked conflicts and transform good deals into great ones. If you think of a negotiation as a pie, each party typically tries to obtain the biggest slice possible. This inherently means one will leave with a smaller piece, resulting in a win-lose scenario. Rather than just growing your slice, aim to expand the whole pie and achieve a win-win outcome. By doing so, you and the other party can secure greater value and establish a foundation of trust that benefits future negotiations.

252 words

Unit 4. BUSINESS MEETINGS

A PROJECT MANAGEMENT MEETING

John: Thanks, everyone, for coming to this project meeting. I know we're all working cross-functionally on this project, but so far the key stakeholders are really pleased with how it's going. This project will really benefit our overall value proposition and the company as a whole.

Akiko: Thanks, John. It's an important project. It's good to be collaborating on this together.

Matteo: Yes, it's important, but we're all so busy with our regular jobs. It'll be difficult to fit things in.

John: It's OK, Matteo. We'll work it out. I know that you all have a lot on at the moment, combining this project with your regular jobs.

Barbara: So, what do we need to do, and by when?

John: Good questions, Barbara. We have a number of key deliverables to discuss so it's essential we're all in agreement about roles and responsibilities and also the timelines we're working to.

Akiko: Great.

Matteo: Yes, it's good to get this clear.

John: So, the first thing we need to do is design the customer survey questionnaire. In my experience, this is best done through an online survey tool.

Akiko: That sounds like a great idea. I'm glad you have experience with this.

John: Yeah, we've done something similar on previous projects.

Matteo: So will you do that, John?

John: I'd love to but I'm already tied up managing this project, and my line manager, Kate, has agreed that I should focus on the timelines, reporting and financial

management. I'd like Akiko to lead on the questionnaire. You learned about this on your marketing and PR course, didn't you?

Akiko: Yeah, happy to take it on.

John: Thanks, Akiko. Next thing is we need the new designs finalised. Matteo, you said you could do this in a couple of weeks, right?

Matteo: Yeah, I know, but that was last month, and then nothing happened. I'm overloaded at the moment and my line manager won't be happy if I don't hit my targets. Sorry, but this project has to take lower priority.

John: Hmm. I see. I can understand the challenge you're facing. I've been in that situation before. So, what can we do to help you hit those targets and free up some time?

Matteo: That's a good question. If I could get a slight reduction in my targets, I could use the extra time that would create to finish the designs for this project.

John: OK. We might not be able to get your targets reduced, but I'll see what we can do.

Barbara: How about if I support Matteo there? I know his job well and I have some capacity at the moment. I can help him meet his targets so he can free up some time to finish the designs for this project.

Matteo: Could you, Barbara? **John:** Hmm. I'm not sure if it's fair to ask Barbara to be supporting Matteo in his regular job so he can work on this project.

Barbara: It's up to you, but I'm happy to support Matteo with his regular work, just for a couple of weeks so he can create the designs. He's the only one with the expertise.

John: Yeah, you're right. OK, thanks a lot, Barbara. I appreciate it. Matteo, would that work for you?

Matteo: Yes, that would work. Thanks. OK, you've made it easy for me to say yes.

John: OK, then that's settled. Thanks, both. I really appreciate your help in this. So, can you get them done by the end of the month?

Matteo: Yes, that should be no problem.

595 words

Unit 5. BUSINESS WRITING

HOW TO WRITE A CV: THE MOST ESSENTIAL TIPS TO FOLLOW

Your CV is the most significant document in your job application. So, getting your CV right is more important than ever before. With a large increase in applicants hiring managers only spend 30 seconds skimming your resume, so you need to make those 30 seconds count. To help you create a compelling CV we'll walk you through the top CV writing tips.

Tip number one. Tailor your CV to the role that you're applying for. Although your CV is essentially a personal advert, you need to make sure that it aligns with the job specification to. Employers will be looking for common keywords, skills and

experience needed for a role. So, start by asking yourself how you can make your CV relate to the job and stand out in a pile of similar applications.

Tip number 2. Follow a clear structure and consistent format. The CV design that you choose to use usually depends on the industry that you're in. For example, if you're in a corporate position you'll need to use a straightforward CV template, whereas a creative role requires a visually appealing CV design. With any resume or CV, you'll need clear sections that let the employer skim through your CV allowing the most essential information to stand out from the rest. And unless you're at an executive level you should keep all the information within two pages. The hiring manager will lose interest in anything longer.

Tip number 3. Find out what personal details are needed on your CV. The personal details required on a CV can differ from country to country. For example, in Spain a personal photo and your nationality are essential, whereas in the United Kingdom this information can hinder your chances of getting the position and are generally left off any curriculum vitae.

Tip number four. Write a compelling personal statement. With such a small space you need to make sure that you write enough to encourage the employer to contact you. To sell yourself properly you need to highlight your years of experience, what your job specific skills are and what your career objectives are.

Tip number five. Get your employment and education in order. Start with your most recent and relevant work experience by detailing how long you worked there, what you did, how you did it and what you achieved in the process. Then explain what your academic accomplishments were from high school and onwards. If you're just beginning your career and don't have any vital work experience, list your education first with a short description of your most important modules and the skills that you gained while completing them.

Tip number six. Highlight your technical and professional skills. Talking about your professional skills is a great way to show employers that you're capable of doing the job which is why you need a dedicated section specifically for both your soft and hard skills. Let's say that you're a digital marketer. You'll need to show that you're good at SEO, web analytics, content planning and basic HTML.

Tip number seven. Show your personal interests and language skills. Including hobbies on your CV is a nice way to showcase a bit of your personality and will help you make a connection with a hiring manager, with company culture at the forefront of most businesses. Having common interests with your peers can help you stand out from other candidates. And if you're proficient in another language it can increase your chances of getting the position. So, don't forget to highlight it here too.

Tip number eight. Proofread your document. Be sure to double check your CV by running it through a spell checker, reading over it at a later stage or giving it to a friend to proofread. There's nothing worse than a simple spelling mistake hindering your chances of securing your dream job.

Now that you know how to prepare and write your CV, you're one step closer to your career goals.

661 words

Unit 6. BUSINESS ETIQUETTE

THE HISTORY OF HAND GESTURES

Earlier on in today's lecture, I mentioned the importance of hand gestures and said that I'd touch on some of these, pardon the pun! Hand gestures are, of course, often culturally bound and can vary from group to group. But there are a few of them which, if not universal, are very common indeed around the world. I'd like to focus on the history of four gestures in particular: the salute, the thumbs up, the high five and the handshake.

The salute, a gesture most associated with the military, may have originated in the 18th century. The Grenadier Guards, one of the oldest regiments of the British Army, used helmets in the form of cones. These were held in place by chinstraps. It was difficult to raise your helmet when greeting someone, so the soldiers simply touched their head with one short movement of the hand before quickly putting it back down again at their side.

The thumbs-up gesture apparently goes back a lot further. It's widely believed that this gesture goes back to Roman times when gladiators fought in front of the emperor and eager crowds in the Colosseum. The fallen gladiator's fate was decided by the audience. If they felt he had fought well, they showed their approval with a thumbs-up gesture. The emperor would then confirm this and thereby would spare the gladiator's life. If the crowd gave a thumbs down, on the other hand, that meant execution.

However, there are no reliable historical references to thumbs going either up or down in the Colosseum. It may be that if the crowd wanted to spare the gladiator's life, then they would actually cover up their thumb and keep it hidden. They would only extend their hand and thumb if they wanted the gladiator killed. This actually makes more sense, as the emperor could much more easily see what the crowd was indicating when looking out over a huge arena.

The high-five hand gesture is almost universally used as a greeting or celebration. Many see its origins in baseball. Two US teams lay claim to inventing the high five: the Los Angeles Dodgers in 1977 or the Louisville Cardinals in 1978. It's quite likely that it was neither, and the gesture might have a much earlier origin again. It is very similar to a 1920s Jazz Age gesture known as the 'low five', or 'giving skin'. This gesture involved people slapping each other's lower hands, also in celebration. There are, in fact, numerous references to the low five in films of the era. Perhaps the high five is just an evolution of that gesture.

The final gesture I'm going to mention today is the handshake. It dates back as a greeting at least as far as Ancient Greece. In the Acropolis Museum in Athens, the base of one of the columns shows goddess Hera shaking hands with Athena, the goddess of wisdom and courage. It's thought that shaking hands, rather than bowing or curtsying, showed both parties as equals. In 17th-century marriage portraits in Europe we find many examples of handshakes between husband and wife. Now, of course, the handshake has a multitude of uses: meeting, greeting, parting, offering congratulations, expressing gratitude or completing an agreement. In sports or other competitive activities, it is also done as a sign of good sportsmanship. In this way, the gesture has not strayed from its original meaning to convey trust, respect and equality.

572 words

VOCABULARY OF BUSINESS CONCEPTS

A

accuracy - the quality of being correct and precise in every detail. Ensuring that all information in a message is factually correct and specific

action points - specific tasks assigned to individuals as outcomes of a meeting

active listening skills - the ability to fully concentrate, understand, and respond thoughtfully during a conversation, essential for effective communication

active phrases - expressions where the subject performs the action, making sentences more direct and engaging. For example, "We sent the goods" instead of "The goods were sent"

active verbs - dynamic action words used to describe achievements and responsibilities in a CV to create a strong impression (e.g., led, created, delivered)

active voice - a writing style where the subject performs the action of the verb

addressing someone - the way in which you refer to or speak to someone, particularly in a formal or professional context

advertising policies - guidelines and strategies a company uses to promote its products or services, including the choice of media, messaging, and target audience

agenda - a list of topics and activities to be covered during a meeting or negotiation, which helps structure the discussion, manage time effectively and ensures all important points are addressed

agenda preparation - the process of creating and organizing the list of topics and activities to be discussed during a meeting, ensuring a structured and focused discussion

analysis - examining and evaluating a situation or relationship to understand its components and dynamics better

annual accounts - a company's financial statements for the year, including the balance sheet, income statement, and cash flow statement, often shared with shareholders and regulatory bodies

appreciate - to recognize and value someone's efforts or contributions

architectural innovation - applying successful ideas from one area or industry to a new or different market

articulate - to express ideas clearly and coherently

articulate professionals - individuals who communicate their ideas clearly and effectively

assumptions - beliefs or expectations that are taken for granted without verification

attendee list - a list of people invited to or required to attend a meeting

attire - the clothing and accessories chosen to match the professional dress code or expectations in a business setting

authority - the power or right to make decisions or give approvals in a meeting

B

badly managed meetings - meetings characterized by poor organization, lack of decision-making, or ineffective use of time

bargaining - the process of negotiating terms and conditions in which both parties make concessions to reach a mutually agreeable solution

bargaining position - the stance or leverage one party has in a negotiation, often based on their alternatives, strengths, and objectives

BATNA (Best Alternative to a Negotiated Agreement) - the best outcome you can achieve if the current negotiation fails, used as a benchmark to evaluate offers and make informed decisions

blunder - a serious mistake or error made due to carelessness or lack of judgment

boasting - speaking with excessive pride about one's achievements or qualities, which can be perceived negatively in some cultures or contexts

bond with someone - to form a connection or relationship with others, often through shared experiences or personal interactions

boundaries - the limits or guidelines that define appropriate behavior

breaking the ice - the act of initiating conversation or actions to relieve tension or discomfort in a social or professional setting

brevity in writing - the quality of being brief, concise and to the point; writing in a way that is clear and short, avoiding unnecessary details and long-winded sentences

budget increase - a proposal to allocate more financial resources for a project or department

build relationships - the process of establishing a positive rapport with the other party, which can lead to a more successful negotiation and long-term partnership

bullet points - symbols used to list items in a clear, organized manner on the CV

business etiquette - the set of accepted and expected behaviors in a professional setting that help maintain a positive and respectful work environment

business letters - formal written documents used for communication between businesses or between a business and its customers, suppliers, or other stakeholders, typically addressing specific issues or requests

business model - the plan or strategy a company uses to generate revenue and achieve its goals

business process - the series of tasks or activities that are performed by an organization to achieve a specific goal, such as delivering a product or service to a customer

business-casual dress - a style of clothing that is less formal than traditional business attire but still professional, often including slacks, skirts, and collared shirts without a full suit

buying and selling property - transactions involving the exchange of real estate

C

call to action - a clear instruction or request given at the end of a meeting, outlining specific actions participants should take or tasks they need to complete following the discussion

cancellation - the act of calling off or terminating a scheduled event or service

capacity - the ability to take on additional tasks or responsibilities

career goals - objectives or aspirations related to professional development and advancement

catalogue - a list or collection of items, often in printed or digital form, used to inform customers or clients about products or services

cell phone manners - appropriate behavior regarding the use of cell phones during meetings and social interactions, such as silencing or not using the phone during discussions

chairman and directors' reports - written statements provided by a company's leadership, typically included in the annual report, offering insights into the company's performance, strategy, and future outlook

challenging authority - behavior that can be perceived as confrontational or defiant towards those in positions of power

channel - to direct or guide emotions in a constructive manner

channels of communication - methods or systems used for exchanging information within a team or organization, such as project management tools, messaging apps, or regular meetings

character - personal qualities such as fairness, openness, and honesty that contribute to building trust in relationships

character/competence model - a framework for understanding trust-building by focusing on personal qualities (character) and professional abilities (competence)

check and record - verifying agreements and documenting decisions and action points during a meeting

clarify - to make sure that everyone understands the points being discussed

clarity - the quality of being clear and easy to understand, using simple and straightforward language to avoid confusion.

clear agenda - a structured list of topics to be discussed in a meeting, including their order and relevant details

clear goals - specific, well-defined objectives that team members aim to achieve, which provide direction and motivation for collaborative efforts

clear roles - the specific responsibilities and duties assigned to each team member, ensuring that everyone knows their part in achieving the team's goals

clear structure - an organized format that makes it easy for the reader to navigate and understand the information on your CV

clinching the deal - the final stage of negotiation where both parties reach an agreement and finalize the terms of the deal.

closing a sale - finalizing the terms of a transaction and completing the sale of a product or service

coaches - buses used for transporting groups of people over long distances

collaborate - to work jointly with others to achieve a common goal

collaboration - working together with others to achieve a common goal, considered a key to successful negotiation

collaboration and teamwork - working together with others to achieve common goals, leveraging each individual's skills and efforts to enhance overall performance

communication norms - agreed-upon practices and rules for exchanging information within a team or organization

communication strategy - a plan or approach used by a business to communicate effectively with stakeholders, including employees, customers, and the public, to achieve organizational goals

compelling CV - an engaging and persuasive resume that captures the attention of hiring managers

competence - the ability to perform tasks effectively and efficiently, demonstrating skills and knowledge in a particular area

competitive advantage - a condition or circumstance that puts a company in a favorable or superior business position

compromise - an agreement reached by each side making concessions, essential in negotiations to achieve a satisfactory outcome

concessions - items or points one party agrees to give up or modify during negotiations to reach an agreement

conferencing technology - tools and software used to conduct meetings remotely, such as video conferencing systems, which facilitate communication and collaboration among participants who are not physically present

conformity - adherence to established dress codes or norms within a workplace, which helps maintain a professional appearance and avoid distractions

consistent format - maintaining the same style and layout throughout the CV to ensure readability and professionalism

contact - an individual with whom one has a professional relationship or interaction

contact details - information such as full name, telephone number, and email address provided to potential employers for communication purposes

context - the circumstances or setting in which something occurs, which can influence how trust is built and perceived

contextual adaptation - adjusting one's approach to trust-building based on the specific context and the responses of others to better meet their expectations and needs

controversial topics - subjects that are likely to provoke strong reactions or disagreements, such as politics, religion, or personal matters, which should generally be avoided in professional settings

conventional office setting - a traditional office environment characterized by formal structures and practices, such as individual offices and adherence to established protocols

conversational style - writing in a manner that mimics natural spoken language, making it more relatable and easier to understand

corporate culture - the values, beliefs, and behaviors that shape how a company's employees interact and work together

courteous - demonstrating polite behavior and consideration towards others, essential for maintaining professional relationships

cover letter - a separate document sent with the cv that introduces the application, demonstrates interest in the role, and highlights relevant skills and experience

creating value - enhancing the benefits or advantages of an outcome in a negotiation

creative options - innovative solutions that go beyond initial proposals, aiming to satisfy all parties involved

creative solutions - innovative or non-standard approaches that address both parties' underlying interests in a negotiation, often leading to a win-win outcome

cross-functionally - involving collaboration between different departments or teams within an organization

cubicle-based office environment - an office layout where employees work in small, enclosed spaces or cubicles rather than in open or private offices

cultural differences - variations in behavior, values, and practices between different cultures that can impact business interactions

cultural norms - accepted behaviors and expectations specific to different cultures that influence how you should act in social and business settings

cultural stereotypes - oversimplified and generalized beliefs about people based on their nationality or cultural background

culturally bound - specific to or characteristic of a particular culture or group

culture of co-operation - an environment in which team members are encouraged to share resources, ideas, and support each other to achieve common goals

customer and product information - data and details provided by a business about its products or services, including specifications, pricing, and user guides, aimed at informing or assisting customers

customer feedback - information provided by customers about their experiences with a company's products or services, often used to improve quality and customer satisfaction

customer survey questionnaire - a tool used to collect feedback from customers about their experiences or opinions

CV (Curriculum Vitae) - a detailed document highlighting an individual's educational background, work experience, skills, and accomplishments, used for job applications

CV template - a pre-designed format for creating a CV, which can vary depending on industry and job type

D

deadlocked conflicts - situations where parties are unable to reach an agreement or compromise

deal threats - indications from one party that they may walk away from the negotiation, often used as a tactic to push for better terms

deal walkaways - the point at which a party decides to leave the negotiation because an acceptable agreement cannot be reached

decision-making meeting - a type of meeting where participants, usually executives or managers, discuss and make decisions on key issues, such as company strategy or new initiatives

delay - a postponement or extension of a scheduled event or activity

de-personalizing communication - the process of making interactions less personal and more impersonal, often due to reliance on digital communication tools that lack human touch

despatch - an old-fashioned term for sending or delivering goods or messages. Modern business writing prefers the simpler term "send"

digital hygiene - practices to maintain the security and functionality of digital devices and systems, such as regular updates and avoiding harmful online content

dining etiquette - proper behaviors and practices during a meal, including the handling of food, use of utensils, and interaction with others at the table

disrespectful - showing a lack of regard or consideration for others, often resulting in negative impacts on professional relationships

disruptive innovation - innovations that significantly alter or replace existing market structures or practices

doctorate - an academic degree awarded for advanced study beyond a master's degree, often referred to as a PhD

E

education - a section in the CV listing academic qualifications and professional certifications, typically starting with the most recent

effective bargaining - the process of negotiating in a way that involves making concessions and finding common ground to reach a mutually beneficial agreement

effective collaboration - successful teamwork that leads to improved productivity and better results, often achieved through clear communication, shared goals, and mutual support

effective communication - the ability to convey information clearly and understand others accurately

effective meeting - a well-organized and productive meeting where the objectives are met, and participants gain valuable insights or information that enhance their performance or morale

effective relationship building - the process of establishing trust and understanding between negotiating parties, which can lead to more successful outcomes and long-term business relationships

efficient management - the effective and productive use of resources, time, and people within an organization to achieve business goals with minimal waste and maximum output

emotional intelligence - the capacity to recognize, understand, and manage one's own emotions and those of others

empathy - the ability to understand and share the feelings of another person

employment history - a chronological account of previous job positions, including roles, responsibilities, and achievements

enclosed - a term used to indicate that additional documents or materials are included with a letter or message

end the meeting on time - concluding the meeting as scheduled to respect participants' time and avoid fatigue

equality - the state of being equal, especially in status or rights, often conveyed through gestures like handshakes

evaluation - assessing the outcomes and potential success of innovations based on tests and experiments

evolving norms - the changing standards and expectations for behavior and practices in a professional context as society and technology progress

executive level - senior or high-level positions within an organization that often require more extensive CVs

expand the pie - to increase the overall value or benefits available in a negotiation, leading to mutual gains

experiment and test - creating prototypes or trial versions to evaluate the feasibility and effectiveness of an idea

expertise - specialized knowledge or skills that a person can contribute to a meeting

external communication - the process of exchanging information between a company and external entities, such as customers, suppliers, investors, and the government, to maintain business relationships and compliance

eye contact - the act of looking directly into someone's eyes during communication, which can convey various messages depending on cultural context

F

face-to-face communication - direct, personal interaction between individuals where they can see each other's expressions and body language, often leading to clearer understanding

feedback - input or opinions from others used to refine or improve an idea

final check - a review of key points and details to confirm mutual understanding and accuracy before proceeding further in the negotiation

financial documents - written records that detail a company's financial transactions, performance, and position, including balance sheets, income statements, and cash flow statements

financial management - overseeing and controlling the financial aspects of a project, including budgeting and expenditures

finding things in common - the practice of identifying shared interests, experiences, or values with another person, which helps build rapport and makes business interactions more personal and relatable

first names - the given names of individuals, as opposed to their family or last names

flattery - the act of saying nice things about someone or their organization to create a positive impression, often used in business to build rapport, but it must be sincere to be effective

flexibility in negotiations - the willingness to adapt or make changes during a negotiation to accommodate the other party's needs or to reach a satisfactory agreement

flexible leadership style - an approach to leadership that adapts to the needs of the team, balancing focus on tasks with building strong relationships among team members

focus on the agenda - staying on topic and following the predetermined list of discussion points during a meeting

formal - a style or manner that adheres to established conventions and standards

formatting - the arrangement and appearance of text and sections in the cv to ensure a polished and professional look

foundation of trust - a basis of mutual respect and reliability that supports ongoing relationships and future negotiations

framework - a basic structure or outline that guides the negotiation process, ensuring that discussions remain organized and focused

future negotiations - upcoming discussions or agreements, where a positive collaborative approach can set a strong foundation for success

G

gaps in employment - periods of time not covered by work experience in the CV, which should be addressed

generosity - the quality of being kind and giving, such as offering a small gift or gesture; in business, it creates a positive atmosphere and can lead to reciprocal actions

gesture origins - the historical beginnings or development of specific hand movements used for communication

give-and-take - the process of mutual concessions in a negotiation, where each party gives up something to gain something else of value

global business community - the network of companies and professionals involved in international trade and commerce

goal setting - the process of defining and planning objectives to achieve desired outcomes

goods delivery - the act of transporting and handing over products or materials from a supplier to a customer, ensuring that they reach the intended destination

gossip - informal talk about other people's private affairs

gratitude - the expression of thanks or appreciation, particularly in response to someone's kindness or generosity; in business, showing gratitude can strengthen relationships and encourage future cooperation.

ground crew - airport staff responsible for managing flight operations on the ground

H

hand gestures - movements made with the hands to communicate nonverbally

handshake - a gesture of greeting, agreement, or respect involving clasping and shaking hands

hard skills - specific, teachable abilities that are often measurable, such as coding, data analysis, or machine operation

high five - a gesture of celebration or greeting involving slapping the open palm of one hand against another

high-speed computers - advanced computing devices with fast processing capabilities, used in businesses to handle large amounts of data and perform complex tasks quickly

hijack threads - to take over or dominate a conversation or discussion thread in an online forum or email chain, often diverting it from its original purpose

hinder working relationships - to obstruct or create barriers that negatively affect the ability to collaborate and interact effectively with colleagues

hiring managers - individuals responsible for evaluating job applicants and making hiring decisions

historical references - accounts or evidence from history that provide context or details about past events or practices

home computers - personal computers located at an employee's home, often connected to the company's network or intranet, enabling remote work and access to company resources

honest negotiation - a process of reaching agreements without deceit or manipulation, focusing on mutual benefits

I

idea generation - the initial stage of coming up with new concepts or proposals

implementation - the process of executing and integrating a new idea or innovation into practice

incremental innovation - gradual improvements or changes to existing products, services, or processes

informal - a more relaxed and conversational style or manner

information technology - the use of computers, networks, and other electronic systems to store, process, and transmit information, often critical for modern business operations

informational meeting - a meeting designed to convey important information to employees or team members, such as updates on policies, company events, or new projects, and allows for questions and discussion

informed decisions - choices made during a negotiation based on thorough preparation, research, and understanding of both parties' needs and positions

innovation - the process of creating new ideas, products, or methods that improve or replace existing ones

instant feedback - immediate responses or reactions to a message or action, often used in communication to confirm understanding or to make quick decisions

intangible skills - non-technical abilities related to personal attributes and interpersonal interactions, such as communication, leadership, and emotional intelligence

interests and needs - the underlying goals and requirements of each party in a negotiation, which should be explored to find satisfactory solutions

internal communications - the exchange of information within a company, among employees, management, and different departments, to ensure that everyone is aligned and informed about the business's objectives and operations

international borders - boundaries between countries that are crossed in global business transactions

international project - a project involving team members from different countries or regions

internet service provider (ISP) - a company that provides individuals and businesses with access to the internet, allowing them to connect to online services, websites, and resources

interpersonal differences - variations in personal styles, communication methods, and work habits among team members

interrupt - to break into someone else's speech or action

intranet - a private, internal network used by a company to share information, documents, and resources among its employees, typically accessible only to authorized users

J

jargon - specialized language used by a particular group that may be difficult for outsiders to understand

job application - the process of applying for a position, typically involving submitting a CV and other required documents

job specification - a detailed description of the requirements, responsibilities, and qualifications for a particular role

judgements - evaluations or opinions about others' actions or intentions, which can impact the development of trust

K

key deliverables - important outcomes or outputs that need to be produced or achieved in a project

key stakeholders - individuals or groups who have a significant interest or investment in a project or decision

keywords - specific terms or phrases related to skills and qualifications that are often used to match a CV with a job description

KISS (Keep It Short and Simple) - a principle that emphasizes the importance of writing clearly and concisely, using simple language to convey messages quickly

L

landline - a traditional telephone system that uses physical cables for voice communication, as opposed to mobile or digital communication methods

language skills - proficiency in additional languages, which can enhance job prospects and competitiveness

layout - the arrangement and organization of information on the cv, including spacing, bullet points, and font choice, to ensure clarity and readability

legal ramifications - the potential legal consequences or implications that arise from certain actions or decisions

line manager - a supervisor responsible for managing the performance and development of employees

local regulations - rules and laws specific to a particular geographic area or country

long-term business relationship - an ongoing partnership between businesses that is built on trust, mutual benefit, and successful past negotiations

low five - a hand gesture similar to the high five, involving slapping each other's lower hands

M

malware - malicious software designed to disrupt, damage, or gain unauthorized access to computer systems and data

manoeuvre - the ability to adjust strategies or tactics in response to the other party's statements or actions, aiming to achieve a favorable outcome

market disruption - the effect of new innovations that alter the existing market dynamics

market research - the process of gathering and analyzing information about market needs and preferences

marketing - the business activities involved in promoting and selling products or services, including market research, advertising, and customer relationship management.

marketing and PR course - educational training related to marketing and public relations strategies and techniques

meeting recap - a summary of the main points and outcomes of a meeting, often sent to participants after the meeting to reinforce key information and action items

memoranda (memos) - brief written messages used within an organization to communicate information, instructions, or updates to employees or departments, often less formal than letters

misconception - a mistaken belief or understanding about a concept, such as negotiation being solely about insisting or compromising

mobile devices - portable electronic devices such as smartphones and tablets

mobile phones - portable communication devices that allow users to make calls, send messages, and access the internet from virtually anywhere, increasingly used for business communication.

modern business communication - the contemporary style of writing and interaction in the business world, characterized by informality, simplicity, and directness

modern terminology - contemporary language that is straightforward and easy to understand, avoiding outdated jargon or complex terms

morale and motivation - the overall attitude, satisfaction, and enthusiasm of employees within an organization, which can impact productivity and job satisfaction

morale of a workplace - the overall mood, confidence, and satisfaction of employees in a work environment, which affects productivity and job satisfaction

multimillion-dollar deal - a business transaction involving a significant amount of money, requiring complex negotiation

N

negotiation - a process of discussion aimed at reaching an agreement between parties

negotiation preparation - the process of gathering information, defining objectives, and planning strategies before entering a negotiation to ensure effective and informed decision-making

negotiation process - the structured sequence of actions and discussions that take place during negotiations, including preparation, bargaining, and closing

negotiation skills - abilities that help individuals effectively discuss and reach agreements, including motivating others, achieving favorable outcomes, and enhancing profitability

negotiation stages - the different phases of a negotiation, from preparation and initial discussion to bargaining and final agreement

negotiation strategies - planned approaches and techniques used during negotiations to achieve desired outcomes, such as focusing on interests or using BATNA

netiquette - guidelines for appropriate and respectful behavior in online communications, including email and social media

network - a system of interconnected computers that share resources and information, often used within businesses to enable communication and collaboration between employees

non-verbal cues - forms of communication that do not involve spoken or written words, including body language, facial expressions, gestures, and tone of voice, used to convey messages or emotions in a business setting.

O

objectives - specific outcomes or goals that one aims to achieve in a negotiation

obnoxious ringtones - disturbing or annoying sounds used as alerts on mobile phones that can disrupt others in professional or social settings

online communication - interactions conducted through digital platforms such as email, social media, and other online channels

online survey tool - a digital platform used to create and distribute surveys and collect responses

open communication lines - maintaining regular and accessible ways for team members to share information, updates, and ideas, which is crucial for effective teamwork.

open plan offices - office layouts characterized by large, open spaces without individual offices or cubicles, promoting collaborative work but potentially causing noise and privacy issues

opening position statement - the initial presentation by a party outlining their terms, demands, and goals at the start of a negotiation

oral communication - the process of verbally exchanging information, ideas, or instructions between people, commonly occurring in face-to-face conversations, meetings, or phone calls

overall strategy - a company's comprehensive plan that outlines its long-term goals and the methods it will use to achieve them, including marketing, operations, and financial planning

overall value proposition - the comprehensive benefit or value that a product or project offers to customers or the organization

overloaded - having too many tasks or responsibilities to manage effectively

P

parking ideas - temporarily setting aside off-topic or less urgent ideas to address them later

participation - the act of contributing to discussions and activities during a meeting

passive phrases - expressions where the action is performed by someone or something unspecified, often making sentences longer and less direct. For example, "The error was made" instead of "We made an error."

passive voice - a writing style where the subject is acted upon by the verb

perceive - to become aware or conscious of something through observation or experience

permanent record - a lasting or enduring documentation of communication or information, which can be referred back to in the future, often found in written formats such as reports or letters.

personal computers - individual computing devices used by employees in a business to perform tasks such as word processing, data analysis, and communication.

personal details - information about yourself that may include contact information, photo, nationality, etc., which varies by country

personal hygiene - the practice of maintaining cleanliness and grooming, which is important for professional appearance and health in the workplace

personal interest - hobbies or activities listed on the cv that can provide insight into the applicant's character and personality

personal interests - hobbies or activities that reflect your personality and can help build a connection with potential employers

personal social media accounts - online profiles where individuals share information and updates, which should be managed carefully to avoid negative impacts on professional reputation

personal space - the physical area around an individual that they consider their own

personal statement - a brief summary at the beginning of a CV that highlights key skills, experience, and career goals

personal touches - actions or details that show you are treating the other person as an individual, such as remembering their name, preferences, or organizing something special based on their interests

persuading - the act of convincing others to agree with your point of view or take a specific action

piercings - body modifications involving the insertion of jewelry into the skin, which can be more or less acceptable depending on the workplace culture

pigeonhole - to categorize or stereotype individuals in a limiting or unfair manner based on their background or characteristics

pompous - characterized by excessive self-importance or grandeur, often using elaborate or pretentious language. This style is considered outdated in modern business writing

pompous - showing excessive self-importance or arrogance, particularly in the context of titles or forms of address

position statement - a declaration of a party's stance or proposals during a negotiation, which serves as a basis for discussion and bargaining

positional bargaining - a negotiation approach where each party holds firmly to their stated position, often leading to a more rigid and less flexible process

positive conditions - an environment or situation that supports and encourages trust and effective relationships, often created by assuming the best intentions and being generous in judgments

preparation - the process of planning and organizing all aspects of a meeting, including setting the agenda, preparing materials, and arranging logistics to ensure a smooth and effective discussion

presentation - a structured delivery of information or proposals during a meeting, often supported by visual aids, to communicate key points and facilitate discussion

prioritize - to arrange tasks or goals in order of importance to manage workload effectively

privacy - the concept of keeping personal information secure and confidential, particularly in online environments where it can be more easily exposed

problem-solving meeting - a type of meeting focused on identifying and addressing issues or challenges within a company, where participants brainstorm solutions and evaluate options

procedural stage - the step in the negotiation process where the process and structure of the negotiation are established, often involving setting the agenda and procedures

product development - the process of designing, creating, and marketing new products

product dispatch - the process of sending goods from a company's warehouse or production facility to customers or retailers

profane language - offensive or vulgar language that should be avoided in professional communication to maintain respect and professionalism

professional appearance - the way you present yourself in a work setting, including dress, grooming, and general presentation, that meets the expectations of the workplace

professional attitude - a demeanor that reflects respect, responsibility, and appropriate behavior in a business setting

professional collaboration - the ability to work effectively with others in a business setting, demonstrating competence and positive intent

professional life - aspects of one's career and job-related activities that should be managed to reflect a positive and competent image

professional qualifications - certifications or credentials obtained that are relevant to the job

professional relationships - connections formed in a work environment that are characterized by mutual respect, collaboration, and shared goals

professional skills - competencies related to job performance, including both hard skills (specific, teachable abilities) and soft skills (interpersonal skills)

professional-looking font - a clean, readable typeface used in the CV to enhance presentation (e.g., arial, size 12)

professional-looking photo - a high-quality, appropriate photograph of yourself that may be included in a cv depending on the country's norms

project charter - a formal document outlining the objectives, scope, and rules for a project

project language - the primary language used for communication within a project, especially in international teams

project management tools - software or platforms like Microsoft Teams or Slack that facilitate team collaboration by organizing tasks, sharing information, and maintaining communication

proofread - to review and correct written material to ensure it is free from errors and typos

protocol - the established procedures or rules governing professional behavior and interactions

prototype - an early sample or model of a product used to test and validate ideas

public settings - environments outside the office where professional behavior and etiquette still apply

R

radical innovation - completely new ideas that create new markets and potentially render existing ones obsolete

raise - an increase in salary or wages

reassure - to provide confidence and comfort to others, often to alleviate concerns or doubts

rebooking - arranging a new reservation for a flight or other service

reduction in targets - a decrease in the quantity or level of goals that need to be achieved

redundancies - unnecessary repetitions of words or phrases that do not add value to the message; modern business writing aims to eliminate these for clarity and efficiency

redundant phrases - words or expressions that are repetitive and do not add additional meaning to the message

relevant points - specific details that directly relate to the job being applied for

research in negotiations - the act of gathering relevant information before a negotiation to understand both parties' needs, positions, and potential outcomes

research on smiles - studies examining how different cultures perceive and interpret facial expressions

respect - showing consideration and regard for others

resume - a brief summary of an applicant's qualifications and experience, often used interchangeably with CV

roles and responsibilities - specific duties and functions assigned to individuals within a project or organization

S

salute - a gesture of respect or greeting, often associated with the military

self-awareness - the ability to recognize and understand your own behavior and its impact on others, crucial for maintaining appropriate conduct

senior leaders - high-level executives or decision-makers in an organization

sense of community - the feeling of belonging and connection among team members, often fostered through social activities or shared experiences that strengthen relationships

sensitive to underlying issues - being aware of and addressing any hidden concerns or emotions in participants

separate the people from the issue - distinguishing between personal relationships and the substantive content of the negotiation to remain objective and manage emotions

service design - the process of planning and organizing a business's resources to improve the customer experience

settled - agreed upon or resolved

shared interests - common goals or desires between negotiating parties that can serve as a basis for collaboration

shared vision - a common understanding and agreement on future goals and objectives

show up for work - to arrive at the workplace at the expected time, demonstrating reliability and commitment

showing an interest - actively listening and engaging with what another person is saying, demonstrating genuine curiosity and concern about their life or opinions, which helps build a stronger connection

skills - abilities or competencies relevant to the job, including languages spoken, software proficiency, and other professional skills

SMART goals - a framework for setting objectives that are Specific, Measurable, Achievable, Relevant, and Timely

social settings - environments or events where business professionals interact outside the formal office, such as business lunches, conferences, and networking events

soft skills - non-technical abilities, such as communication, teamwork, and problem-solving

spell check - a tool used to identify and correct spelling errors in written documents

spirit of community - the collective energy and camaraderie among team members that encourages collaboration and support, often built through both formal and informal interactions

sportsmanship - fair and respectful behavior in sports and competitive activities, often expressed through gestures such as handshakes

stakeholders - individuals or groups with an interest in the success of a project or idea

statistical and financial information - data and reports that present numerical and financial details about a company's performance, required for decision-making and regulatory compliance

status update meeting - a meeting where progress on ongoing projects or tasks is reported and reviewed, typically to ensure alignment and address any issues

strong teamwork - the result of effective collaboration where team members work well together, leveraging each other's strengths to achieve shared objectives

subtlety - the quality of being nuanced or understated

summarise - to present the most important information concisely, avoiding unnecessary details

supply chain communication - the exchange of information between a company and its suppliers, ensuring that products and materials are delivered on time and according to specifications

supporting - providing assistance or help to someone in their work or tasks

T

tailor your CV - customizing your CV to match the specific requirements of the job you are applying for

take a cue from - to observe and follow the example or behavior of someone else in a given situation

targets - specific goals or objectives that need to be achieved within a set timeframe

task-focused - a leadership approach that prioritizes the achievement of specific goals and the completion of tasks within a team, often at the beginning of a project

tattoos - permanent body art that may be acceptable or frowned upon in professional settings depending on visibility and content

team leaders - individuals who guide and support a team, often responsible for setting goals, assigning roles, and creating a collaborative and positive work environment

team members - individuals who are part of a team, contributing their skills, knowledge, and efforts towards achieving the team's goals

team-building - activities or strategies aimed at strengthening relationships among team members, improving communication, and fostering a sense of trust and collaboration

team-building meeting - a meeting aimed at improving relationships and morale among team members, often through activities or social interactions outside of the usual work environment

technical skills - specific abilities related to technical or specialized tasks, such as software proficiency or technical expertise

technical support - assistance provided by a company to its customers or employees in solving technical problems with products, services, or systems

technology - tools or systems used to create new solutions or improve existing ones

technology transfer - the process of moving technology or knowledge from one organization or industry to another

telephone communications - the exchange of information and ideas between individuals or groups over a telephone line, which can include voice calls, conference calls, or voicemail messages

telephone conferencing - a communication method that allows multiple participants to engage in a conversation over the telephone, often used for business meetings where participants are in different locations

telephone etiquette - proper manners and practices when using the phone for business calls, including attentiveness, clarity, and professionalism

text etiquette - rules for proper and respectful communication via text messages, including clarity, appropriateness, and response time

thumbs up - a gesture of approval or agreement, typically by extending the thumb upward

time zones - geographic regions that have the same standard time, impacting scheduling and coordination

timelines - schedules or deadlines by which tasks or milestones need to be completed

to put someone on the spot - to place someone in a challenging or uncomfortable position by forcing them to answer a difficult question or make a decision without preparation or warning

tone - the attitude or emotional quality conveyed through words

tone adjustment - the process of modifying the tone of a message to suit the context, recipient, and purpose of the communication

top customers - the most important or highest value clients of a business

trading concessions - the exchange of concessions between negotiating parties, where each side gives up something to gain something else of value

traditional business writing - older style of writing characterized by formal, lengthy, and elaborate language, which has been largely replaced by more modern, concise styles

transitions - words or phrases that help to connect different ideas or sections in writing

trust - a key component in successful business relationships, characterized by confidence in the reliability, integrity, and abilities of others

trust in negotiations - the confidence that each party has in the other's integrity and reliability, which is crucial for building effective relationships and achieving successful outcomes

trust-building efforts - actions taken to develop and strengthen trust with others, tailored to the specific expectations and cultural norms of the individuals involved

U

underlying interests - the fundamental needs or desires that drive a party's position in a negotiation, often more flexible than their stated positions and key to finding creative solutions

undermine business relationships - to weaken or damage the trust and cooperation between professional contacts, often through inappropriate behavior or communication

unified communication features - integrated tools and systems that allow seamless interaction across various communication methods, such as voice, video, and messaging

uniform - a standard set of clothing worn by individuals in a particular profession or organization, which can also refer to the general dress code in a workplace

unproductive - meetings that fail to achieve their objectives or make meaningful progress

unprofessional - behavior or conduct that does not meet the expected standards of professionalism in a business setting

utensils - tools used for eating, such as forks and knives, which are important to use correctly in formal dining settings

V

verbosity - the use of more words than necessary

videophones - a device or system that allows users to make video calls, enabling both audio and visual communication between people in different locations

virtual meeting - a meeting conducted using video conferencing technology or software, allowing participants to join and interact remotely rather than in a physical location

virtual team - a group of people working together from different locations through digital communication tools

voicemail - a system for recording and storing voice messages

volatile topics - subjects that are likely to provoke strong or emotional reactions, which can lead to conflict or controversy in professional discussions

W

win-lose scenario/situation - a negotiation outcome where one party benefits at the expense of the other

win-win outcome - a result where all parties involved benefit or achieve their objectives

win-win outcome/situation - a negotiation outcome where both parties achieve their objectives and are satisfied with the result, often reached by understanding and addressing underlying interests.

work experience - a section detailing previous job roles, companies worked for, job titles, responsibilities, and achievements

workload - the amount of work assigned to or expected from a person or team

workplace culture - the environment and social dynamics of a work setting

workshop - a type of meeting or training session where participants actively engage in discussions, activities, and exercises to develop skills or address specific issues

writing style - the manner in which written communication is presented, including tone, formality, and structure

written communications - the transmission of information through written forms such as letters, emails, memos, or reports, providing a permanent record of the exchange

TYPES OF FLEXIBLE WORK ARRANGEMENTS

The popularity of flexible work arrangements is growing significantly, especially as many workers now regard a good work/life balance almost as highly as a good salary, while employers are also becoming increasingly aware of the benefits. But flexible work has numerous variations, each with its own set of pros and cons for employer and employee.

Hybrid work. While definitions can vary, hybrid work can be defined as a working arrangement where some staff will work on-site, some will work off-site via telecommuting or remote working, and others will have the freedom to work on-site on some days and off-site on others, based on circumstances, objectives, and personal preferences.

Hybrid work is one of the most flexible work arrangements, completely removing the concept of location by placing the importance on how employees work instead of where they work. Organizations that embrace the hybrid work concept will generally provide a variety of work arrangements for different employees within the same company, with a goal of creating a happier, harder-working workforce through greater autonomy and better well-being.

In some settings, this may also mean flexibility in terms of when work is done, as long as it is done before the agreed deadline. This can be especially useful for workers who feel at their most productive outside of the conventional working hours, those who prefer to perform high-focus tasks away from office distractions, or those who balance working life with other responsibilities such as care duties.

Telecommuting is the practice of working from outside of the employer's office or physical workplace. Often it will mean working from home, but it could equally mean working from a public library, co-working space, coffee shop, or anywhere else with public WI-FI, depending on the devices available and the individual company policy.

For employers, the main challenge is providing access to the technology needed to carry out work and connect with colleagues while maintaining security and productivity. However, telecommuting can be an extremely effective arrangement and potential benefits include reduced absenteeism and improved morale.

One important thing to note is that, according to many definitions, while someone telecommuting will not be working from the physical workplace, they may still need to attend the workplace on occasions, such as for meetings or catch-up sessions. For this reason, telecommuting typically describes off-site work for people who live nearby.

Remote work. The terms remote work and telecommuting are often used interchangeably, and there are no strict definitions separating the two concepts. However, remote work can differ from telecommuting in terms of whether

physical attendance is ever required and whether employees need to live in close proximity to the workplace.

As a blog post from Glassdoor explains, a remote worker will be able to do their job from anywhere in the world, as long as they have the necessary equipment and technology, such as a computer and access to the internet. Often, companies employing remote workers will have staff located in different countries.

Remote workers are not usually required to attend team-building sessions or office-based meetings, although they may participate through video conferencing. However, not all companies are aware of the distinction between remote work and telecommuting, so jobs are sometimes advertised as being remote, even if they do not meet the criteria.

Condensed workweeks. A condensed workweek, also known as a compressed workweek, is an arrangement where the standard full-time working hours are still worked, but they are condensed down into fewer days than normal. Most often, this will result in a four-day working week rather than a five-day working week, although the exact arrangement may vary.

One common reason why employees might prefer this arrangement is because it allows for an extended three-day weekend rather than simply having two days off. Nevertheless, some employees might instead opt to have a day off in the middle of the week, allowing them to break the working week up or fit in other tasks.

An article for The Balance Careers highlights the fact that condensed workweeks can allow for a better work/life balance. The arrangement can also allow employers to retain staff who might otherwise look elsewhere for the flexibility they need. At the same time, it does also mean each individual day will be longer, which may not suit everyone.

Flexitime. As a basic definition, flexitime – also known as flexitime – refers to flexible working arrangements where employees are given the freedom to select when their working day begins and ends, as long as they work their contracted number of hours. Most commonly, this means simply adjusting precisely when their daily working hours take place.

So, for example, rather than working from 9 am to 5 pm each day, an employee may opt to work from 11 am to 7 pm on one day, and from 8 am to 4 pm on another. In some arrangements, workers may also extend their hours on one day to reduce their hours on another, as long as their weekly or monthly contracted hours are met.

Flexitime can be especially useful for employees who might need to fit work around other commitments, such as dropping kids off at school or studying a college course. In some cases, the ability to adjust start and finish times can also assist with their commute, making it easier to access public transport, or avoid rush hour traffic.

Part-time work. Part-time work describes any form of employment that provides fewer weekly hours than a full-time job. Although the definition of what

constitutes full-time work varies from location to location, a common cut-off point is 30 hours per week. In the United States, part-time work is defined as anything ranging from one hour to 34 hours per week.

For employers, part-time positions can be useful, allowing them to employ people to carry out work that will not take up sufficient time to justify a full-time position. For employees, part-time work can often be desirable, allowing them to earn money alongside other responsibilities, such as studying or raising children.

In certain industries, there may be ‘off-season’ periods during the year, but employers may still need some staff to continue to keep the business operational, and this may be another good example of when part-time employment can be beneficial. Part-time workers are usually not entitled to the same employee benefits as full-time staff.

Shift work. Shift work describes an arrangement where the working day is divided into different shifts, which are then allocated to employees, meaning different groups of workers will be carrying out their duties at different times of the day. It is an especially common approach for employers who operate 24-hours a day, seven days a week.

As a result, employees may be asked to work hours which differ from conventional 9 to 5 working hours, and they may also have to work different hours from one day to the next or from one week to the next. For some employees, there may also be the option of working night shifts rather than day shifts.

For employers, shift work offers advantages in ensuring work can be carried out at all times of the day. However, shift work has also been linked with a variety of negative side effects related to employee well-being, which means it needs to be carefully managed in order to avoid putting undue stress on the workforce.

Job sharing. Finally, job sharing is another flexible work arrangement, where two people are employed on a part-time basis, combining to carry out the work that would otherwise be done by one person employed on a full-time basis.

For employees, the appeal of job sharing is similar to the appeal of a part-time job, allowing greater flexibility to work alongside other commitments. For employers, it may sometimes be easier to find two people willing to work part-time hours, and theoretically, the amount of work done is the same as if a full-time employee were hired. It can also be beneficial in instances where one employee takes leave, meaning the role can still be fulfilled in some capacity.

Successful job-sharing arrangements rely on work being divided up cleanly so that everyone knows what they are doing at all times. Good communication between the employees sharing the role – and between the employees and the employer – is also necessary. Aside from greater flexibility, the reduced hours can have benefits in terms of reducing absences and improving well-being, especially in stressful roles.

The global workforce is changing rapidly and demand for flexibility in the workplace is growing, especially as remote work and telecommuting have become more viable and as people have become more aware of the importance of

achieving a good work/life balance. For employers, the key is finding which of the flexible work arrangements will provide sufficient flexibility to keep workers happy without suffering a negative impact on productivity or work quality.

BUILDING TRUST

Successful business relies on collaboration and teamwork, both of which require trust. However, the way people build trust varies across cultures and individuals. Understanding these differences is crucial to fostering trust in professional relationships.

For instance, sharing personal details may seem like a good way to connect, but it can be viewed as unprofessional in certain contexts. What is intended as openness, such as talking about family life, might create discomfort rather than trust. Similarly, highlighting personal achievements to make a strong impression might be seen as boasting, especially by those who value humility. Emphasizing past successes may also be seen as irrelevant if the audience expects focus on present tasks.

These situations show that trust-building approaches can lead to misunderstandings. The methods used to build trust depend on the relationship, cultural background, and personal preferences. When these methods don't align with others' expectations, trust can be weakened rather than strengthened.

A helpful framework for understanding trust-building is Richard Barrett's model, which divides trust into two components: character and competence. Trust based on character emphasizes fairness, honesty, and openness, often built through personal integrity. Competence-based trust focuses on demonstrating capability, experience, and results.

Both types of trust are important in professional settings, but the emphasis can change depending on the situation. For instance, in a job interview, it may be more effective to focus on competence by showcasing qualifications and experience. In a team setting, building trust through character—by being reliable and open—may be more appropriate. Being mindful of how others respond to these efforts helps us adapt our approach.

When evaluating work relationships, it's useful to consider the balance between character and competence. Is the trust built on shared values, or on demonstrated expertise? Reflecting on this can help identify areas for improvement and show how trust might be developed further.

Building trust is also a two-way process. Quick judgments about someone's trust-building approach can block the development of positive relationships. Rather than dismissing behavior as inappropriate or irrelevant, assuming good intentions and being generous in judgment creates a more positive environment for trust to grow.

Ultimately, there is no single correct way to build trust. Each professional relationship is unique, and trust-building methods should be adapted to the needs

and expectations of the people involved. By becoming more aware of how trust is formed, we can create stronger, more productive relationships in the workplace.

MEETING AND GREETING ETIQUETTES IN DIFFERENT CULTURES

Every culture has its distinct customs and traditions. Much of the thrill of travelling comes from steeping yourself in a foreign culture whose customs and traditions may be vastly different from the ones you're used to back home.

United Kingdom. The British are reserved, which may cause them to appear cool and indifferent or overly formal. In fact, they are very friendly and helpful to foreigners.

DON'T bring a gift. It is usually not a part of doing business in England.

Shake hands with everyone present — men, women, and children — at business and social meetings. Shake hands again when leaving.

DON'T rush a business decision. Business decision-making happens much slower in England than in the U.S.

Handshakes are light — not firm. Women should extend their hand to men first.

DON'T sit with your arms folded during a meeting. This could send the message to your colleagues that you are disinterested in the meeting.

DON'T be late. Always call if you expect to be more than five minutes late.

Use last names and appropriate titles until specifically invited by your British hosts or colleagues to use their first names.

United States. American greetings are generally quite informal. This is not intended to show lack of respect, but rather a manifestation of the American belief that everyone is equal.

Although it is expected in business situations, some Americans do not shake hands at social events. Instead, they may greet you with a casual “Hello” or “How are you?” or even just “Hi.” In larger groups, many may not greet you at all. In social situations, Americans rarely shake hands upon leaving.

“See you later” is just an expression. People say this even if they never plan to see you again.

Stand while being introduced. Only the elderly, the ill and physically unable persons remain seated while greeting or being introduced. Use professional titles when you are introducing people to each other. Example: “Judge Susan Olson, meet Dr. John Harmon.” If you are introducing yourself, do not use your professional title. Handshakes are usually brief. Light handshakes are considered distasteful. Use a firm grip. Eye contact is important when shaking someone's hand.

Germany. Greetings generally differ in formality depending on whether a German knows the other person well or not.

The most common greeting is a handshake with direct eye contact.

Men usually greet women first and wait for them to extend their hand.

Close friends may hug to greet and younger people may kiss one another on the cheek.

“Guten Tag” (Good day) or “Hallo” (Hello) are the most common verbal greetings used in Germany. In the South, some people may say “Grüß Gott” (literally translating as ‘Greet God’).

In formal situations, one should address another person with their title and last name, “Herr” (Mr.) for men and “Frau” (Mrs.) for women. It is polite to continue to use formal titles until the person invites you to move on to a first-name basis.

India. In many parts of India and during formal occasions, it is common for people to greet with the traditional Hindu greeting of “Namaste” (‘I greet the divine within you’). This is accompanied with a nod of the head or a bow depending on the status of the person you are greeting.

A common gesture when greeting is pressing the palms together with the fingertips facing upwards (i.e. in a prayer position). This greeting is sometimes accompanied with a slight bow.

Muslims may greet by shaking the hand of their counterpart accompanied by the phrase, “Salaam”.

It is generally appropriate for men and women to shake hands. However, it is advisable to wait for a woman to extend her hand first. Some Muslim or Hindu men and women may not wish to touch a person of the opposite gender.

Avoid greeting someone with a hug or a kiss unless you know the person well.

Indians expect people to greet the eldest or most senior person first. When greeting elders, some Indians may reach down and touch the ground or the elder’s feet as a sign of respect. It is advisable to address people by their title (Mr, Mrs, etc.) and last name until they have indicated that you may move on to a first-name basis.

China. Handshakes are accepted but it is probably best to wait to see if your Chinese associate initiates the handshake. DO shake hands upon greeting someone. When shaking hands with a Chinese woman, only give a light handshake. Aside from that, people in China tend to prefer not to be touched, especially older people.

During greetings and introductions, a lack of expression and a gentle or timid handshake are to be expected and should never be interpreted as shyness or weakness.

When introduced to a Chinese group, they may greet you with applause. Applaud back. Senior persons begin greetings. Greet the oldest, most senior person before others. During group introductions, line up according to seniority with the senior person at the head of the line.

Japan. Greetings are very context-dependent in Japan. The formality and social context of a situation dictates what gestures and phrases are used to greet people. Thus, there are a variety of greetings used.

In Japan, the most common gesture when greeting is a bow. The depth, length and style of bow depends on the social context. Bowing takes place in many instances where handshakes would be common in the English-speaking West. Nonetheless, many Japanese are understanding and are likely to shake hands when meeting non-Japanese people.

The type of honorific title used when greeting someone depends on their age and gender. The most common title used when greeting someone is ‘-san’. This suffix implies a level of familiarity and can be used to address both females and males. This form of address can also be used with either the person’s given name or surname (e.g. Haruki-san or MURAKAMI-san), as well as with the title of their occupation (e.g. hon’ya-san would mean ‘Mr/Ms Bookseller’).

THE MOST FAMOUS BUSINESS HOTELS IN THE WORLD

InterContinental Dubai Festival City, an IHG Hotel (Dubai, UAE)

InterContinental Dubai Festival City boasts a convenient location merely a 10-minute drive from Dubai airport and in close proximity to many places of interest, making it an ideal destination for business travellers. The hotel also offers Executive rooms and suites with all the amenities for a comfortable stay, as well as 19 spacious and lavish venues for business meetings, corporate events and conferences.

Price of twin room per night \$ 838.

Lotte Hotel World (Seoul, South Korea)

This luxurious business hotel features a spacious and fully-equipped business centre at the lobby floor, which offers translation/interpretation services, workstations with computers, internet access, conference rooms with capacity of up to 11 guests, printing and fax services and many more. The business centre is open on weekdays from 8:30 to 20:00 and on weekends and holidays from 9:00 to 18:00.

Price of twin room per night \$ 485.

Trump International New York (New York NY, United States)

Located in an impressive skyscraper building, just a few steps away from Central Park and the Fifth Avenue, Trump International New York is an ideal hotel for all business travelers. It features comfortable and elegant rooms and suites with workspace for those who visit New York for business purposes, as well as spacious meeting venues where you can organize the most successful business meetings and events.

Price of twin room per night \$ 1149.

Shangri-La Tokyo (Tokyo, Japan)

This luxury hotel boasts a privileged location right in the heart of Tokyo, while also offering a sophisticated and tranquil atmosphere, ideal for business travellers and corporate events. Private meeting rooms and larger venues are available at the hotel's 27th floor, along with expert staff who can guide you throughout the planning of your business event. Business guests can choose one of the hotel's Presidential Suites, which are spacious and lavish, with plush bedding and sprawling views over the city.

Price of twin room per night \$ 2 131.

Grand Hyatt Hong Kong (Hong Kong, Hong Kong)

Apart from a convenient location facing the famous Victoria Harbour, Grand Hyatt Hong Kong is an ideal choice for business travellers who want to combine work with a luxurious stay. The hotel offers modern and elegant rooms and venues for business meetings and corporate events, some of which have floor-to-ceiling windows with sweeping views. All rooms are fully equipped with the latest technological equipment, allowing guests to seamlessly conduct their business.

Price of twin room per night \$ 630.

THE MOST FAMOUS INTERNATIONAL AIRPORTS IN THE WORLD

Hong Kong International Airport (HKG)

Hong Kong's international airport offers fast connections to the city via an Airport Express that whisks travelers from terminal to city center in 24 minutes. It's also a top connecting hub with service to dozens of destinations in mainland China. Passengers on layovers appreciate the premium lounges, nap rooms, and the Regal Airport Hotel, consistently ranked by Skytrax as one of the world's best airport hotels. Beyond convenience, the Regal features seven bars, restaurants, and patisseries, as well as the Thai-inspired OM Spa, offering treatments like an aromatherapy massage with blue chamomile, ylang ylang, and rosemary.

Dubai International Airport (DXB)

Dubai International Airport is so staggeringly enormous that its Terminal 3 alone covers 18.4 million square feet, ranking it the second-largest building in the world by floor space. Unsurprisingly for a city that loves luxury, the airport also houses one of the world's biggest duty-free shopping centers, and over the years it's hosted such attention-grabbing amenities as a resident DJ program. As the base for flag airline Emirates, a Readers' Choice favorite, it is also served by scores of international airlines, and it's long been a popular stopover destination for North American travelers heading to East Asia or the South Pacific. Amenities like zen gardens and nap pods help pass the time on a stay of any length.

Abu Dhabi (AUH)

With boutiques like Coach, Fendi, Burberry, and Rolex, the home airport of Etihad Airways is a posh – if dangerously tempting – place to spend a layover, though there’s also a luxury wellness spa if your tastes run more toward massages and manicures than retail therapy. If you aren’t flying first or business class, the Al Dhabi Lounge in Terminal 1 offers surprisingly reasonable walk-in rates (about \$57 for 3 hours or \$100 for 6 hours), which gives you access to a hot buffet, showers, a work station, movies, and more. For those traveling elsewhere in the United Arab Emirates, Etihad offers complimentary coach service to the airport from Dubai and Al Ain.

Zurich Airport (ZRH)

As Switzerland’s largest international airport, Zurich is also the main hub for Swiss, which operates business-class and first-class lounges – and those clubs are no joke, thanks to champagne and whiskey bars. Looking for a place to buy some duty-free chocolate? There are dozens of shops here to browse. Travelers also like the variety of restaurants and bars, and if the weather cooperates, there’s an outdoor observation deck with sweeping views of the action on the runways.

Seoul Incheon International Airport (ICN)

Seoul’s main international airport opened 21 years ago on reclaimed land in the port city of Incheon and has been expanding ever since: A second passenger terminal debuted in 2018, part of the airport’s aim to double its capacity to 100 million passengers annually. Primarily serving the country’s two main airlines, Korean and Asiana, Incheon International also earns points for its spacious VIP lounges and amenities, including an indoor skating rink, a *спча*, and a “Cultural Street” with local cuisine and dance performances. While it’s 30 miles from the capital, a high-speed rail link makes the trip from terminal to city center in 43 minutes.

Singapore Changi Airport (SIN)

Changi may have fallen one spot since last year, but it’ll always be a Readers’ Choice Awards mainstay, given that it’s home to your favorite carrier, Singapore Airlines. In addition to being an ideal gateway to dozens of locations in the region, Changi has emerged as a destination in its own right: In 2019, the airport debuted the Moshe Safdie-designed Jewel, which includes indoor forests and waterfalls and the 14,000-square-foot Canopy Park, all under a massive glass dome. Elsewhere, you’ll find open-air decks, the world’s first airport butterfly garden, a free 24-hour movie theater, and even a rooftop pool and hot tub overlooking the runways.

Istanbul Airport (IST)

For centuries, Istanbul has sat at the crossroads of international trade and travel, so it’s only natural that the Turkish city has finally stepped into its position as a global transport hub in the age of air travel as well. Opened in 2018 amid

great fanfare – and bold ambitions to become the world’s biggest airport – the new IST gets praise for its modern design by Grimshaw Architects, which has netted awards for its emphasis on efficiency and sustainability. With high-tech touches like a fleet of robots to direct passengers through the 818-million-square-foot hub and runway capacity to move a total of 90 flights per hour, the airport is poised to take off as a major global player.

Tokyo Haneda Airport (HND)

For years, Tokyo’s Haneda was primarily a domestic airport, but it's gaining long-distance flights – and a strong international following. What accounts for its popularity? Simply put, it’s not Narita, the country's bustling international hub that's a 45-mile drive from the capital, notorious for, among other things, the \$200 cab fare it takes to get there. Haneda, by contrast, is just ten miles from the city center, but it's not just proximity that wins over fliers: Haneda gets high marks for the comfort and cleanliness of its terminals, a wide array of shopping and dining options, and fast and efficient transportation links to downtown Tokyo.

Munich Airport, Germany

Munich Airport is Europe’s only airport to be rated five-stars by air transport ranking organisation Skytrax, maintaining its high quality from the first award in 2015 to its renewal in March 2017. A number of activities are on offer for passengers spending their time at the airport, including mini-golf, a stationary surf wave, a brewery, and Napcabs, as well as a Christmas market. The airport has a Visitor’s Park with its own railway station for sightseers. It features a Visitors Hill for a view of the apron, as well as a display of three historic aircraft. On the roof of Terminal 2, there is a Visitor’s Terrace with a balcony and seating areas for both passengers and the public.

THE MOST FAMOUS INTERNATIONAL RAILWAY STATIONS IN EUROPE

Gare Du Nord Train Station, Paris

Gare du Nord in Paris (Gare word meaning in French is Train Station, Nord in French is North) is the busiest train station in Europe. There are close to 700,000 passengers that pass through the train station daily. The train station is located close to the 10th arrondissement in the North of Paris, so most of the passengers are Parisians. Only 3% of the train’s passengers are tourists that arrive from or to the UK by Eurostar train.

The busiest train station in Europe was built in 3 years, between 1861 and 1864. The architect designed 9 remarkable statues that decorate the train station inside and 23 statues decorate the station’s facade. The statues represent the main European cities that the train connects to Paris.

The remarkable train station was expanded twice over the years and is expected to be expanded again due to the growing number of passengers and rail lines.

Paris-Nord is the train station for traveling to Northern France and international destinations, for example, Germany, London, and Amsterdam. Thus, this busy train station will provide you with all the travel essentials for your holidays in France. There are shops, a tourist information center, coffee shops, and baggage lockers if you want to explore Paris comfortably for a few hours before your train departs.

Hamburg Hbf, Germany

More than 500,000 passengers pass through Hamburg Hbf (Hbf is the short word for Hauptbahnhof which translates to Central station) train station in Germany. Thus, it is the second busiest train station in Europe.

The train station was built in 4 years and the architects Heinrich Reinhardt and Georg Subenguth designed it. The train station was opened in 1906 and in 1991 a shopping center was added to the northern bridge, where there are restaurants, kiosks, a pharmacy, and service centers.

If you are planning to train travel to Germany, you could enjoy classical music. So, while you are shopping for last-minute souvenirs, travel essentials, and grabbing a bite to eat, you are most welcome to listen and enjoy Vivaldi's Four Seasons.

Zurich HB Central Railway Station, Switzerland

The largest train station in Switzerland is in Zurich. The Zurich HB (HB is like Hbf and it means Hauptbahnhof = Central Station) train station is one of the busiest railway stations in Europe. The busy Swiss train station connects Switzerland with cities across the country and with neighboring countries. There are 13 platforms and 2,915 trains depart to Germany, Italy, France, and Austria daily. Therefore, the Zurich railway station is one of the busiest train stations in the world.

Another thing that makes this train station the busiest in Europe is that there is actually hustling & bustling city life inside the station. For instance, depending on your time of travel, you could enjoy Christmas markets and street parades.

The Zurich train station is located in the Old Town of Zurich. The Sihl river passes through the station, this means that there are railway tracks above and below it.

Also, the Zurich train station connects Switzerland to France, Germany, Italy, Czech Republic, and Austria.

Similar to the other international train stations, there is a currency exchange office, ticket office, luggage storage, tourist information center, and Wi-Fi internet in Zurich's train station. So, in case you have forgotten to pack something

for your vacation in Switzerland, no worries because at the station you can find everything.

Rome Termini Train Station, Italy

Up to 150 million passengers arrive and depart the Rome railway station every year.

Rome railway station connects Rome Termini with other cities in Italy via Trenitalia. In addition, the rail station connects Italy to neighboring countries via 29 platforms. For example, from Rome Termini, you can travel to Geneva in Switzerland, Munich in Germany, and Vienna in Austria.

Rome train station has everything a traveler might need to train travel in Europe or Italy. Therefore, at the entrance hall, you will find a currency exchange office, restaurants, taxi services, and luggage facilities. Everything is planned and designed to make your travels go as smoothly as possible.

Munich Hauptbahnhof Train Station, Germany

Today there are 32 platforms in one of the busiest train stations in Europe. In addition, there are InterCity and EuroCity train services to most of Germany, and Italy, France, Switzerland, and Austria. From Munchen Hauptbahnhof railway station you can travel to Berlin, Frankfurt, Vienna or take a train to Venice and Rome in Italy, Paris, and Zurich.

Around 127 million passengers visit the Munich train station annually. This outstanding number makes the station one of the busiest train stations in Europe.

Similar to the other train stations mentioned above, the Munich train station offers many facilities and services to travelers. For instance, you can find food shops, gift shops, and even a children & youth museum in the train station.

Outside of the station, you will find the U-Bahn underground metro, taxi services, and tram lines that will take you anywhere in Munich.

St. Pancras station, London

St. Pancras railway station, also known as London St Pancras or St Pancras International is a central London railway terminus on Euston Road in the London Borough of Camden. The station is the London terminus for Eurostar's high-speed trains to Paris, Brussels, Amsterdam and Lille via the Channel Tunnel.

St. Pancreas station was opened in 1868 and is one of the wonders of Victorian engineering. Along with the former Midland Grand Hotel, it is a masterpiece of Victorian Gothic architecture and one of the most elegant stations in the World.

The station has an impressive range of shops including Fortnum & Mason, Calvin Klein, Chanel, Hamleys, Marks & Spencer, Paperchase and the White Company. There are also a selection of fantastic bars and restaurants like The Booking Office, Prime Burger, Yo! Sushi, and Searcys Brasserie & Champagne Bar.

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Навчальний посібник «Business English» призначений для здобувачів магістерського рівня вищої освіти, які вивчають дисципліну «Ділова іноземна мова». Навчальною метою видання є формування іншомовних комунікативних умінь та мовної компетенції майбутніх фахівців у професійному середовищі. Навчальний матеріал подано за тематичним принципом. Кожен з шести блоків містить бізнес-орієнтовані тексти для аналітичного читання, аудіювання та обговорення. Тексти супроводжуються вправами та завданнями, спрямованими на розвиток активної пізнавальної діяльності студентів, їх самостійну творчу роботу та вміння розв'язувати задачі. Запропоновані вправи дозволяють розвивати іншомовні комунікативні навички через ситуативну діяльність та комунікативну роботу.

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