



## **«Business Communication: Key Aspects and Challenges»**

---



Ижевск – 2020

Министерство образования и науки РФ ФГБОУ ВО  
«Удмуртский государственный университет»  
Институт языка и литературы

**Параховская С.В.**

**«Business Communication: Key Aspects  
and Challenges»**

**Учебно-методическое пособие**

Издательский центр «Удмуртский университет»  
Ижевск 2020

УДК 811.111(075)  
ББК 81.432. 1-923.7  
С 718

*Рекомендовано к изданию Учебно-методическим советом УдГУ*

Рецензент: к. пед. н., доцент кафедры романской филологии,  
второго иностранного языка и лингводидактики  
УдГУ В.В. Вартанова.

**Параховская С.В.**

С 718 Business Communication: Key Aspects and Challenges: учеб.-  
метод. пособие. - Ижевск: Издательский центр  
«Удмуртский университет», 2020. – 96 с.

ISBN 978-5-4312-0579-8

Учебно-методическое пособие представляет собой задания и материалы к практической части курса «Английский язык делового общения: онтология и эвристика». В пособии обсуждаются особенности наиболее типичных ситуаций устного делового общения и анализируются сопутствующие им языковые средства соответствующего регистра.

Пособие предназначено для студентов, обучающихся по направлению подготовки «Лингвистика» и может быть использовано для преподавания дисциплин, связанных с изучением делового английского языка.

УДК 159.9(075.8)  
ББК 88.576я73+88.921я73

ISBN 978-5-4312-0579-8

© С.В. Параховская, 2020  
© ФГБОУ ВО «Удмуртский  
государственный университет», 2020

## ПРЕДИСЛОВИЕ

Курс «Английский язык делового общения: онтология и эвристика» предназначен для студентов продвинутого этапа обучения лингвистических специальностей. Необходимость овладения языком делового общения обеспечивается не только современным состоянием экономической ситуации и активной внешнеэкономической деятельности компаний, но и возрастающими требованиями работодателей к выпускникам языковых специальностей.

Основная цель курса – познакомить студентов с наиболее типичными ситуациями устного делового общения и проанализировать языковые средства, используемые в рамках данного регистра. Предлагаемый студентам материал рассматривается сквозь призму симбиоза двух направлений – концептуально-понятийного и лингвистического. Разъяснение основных составляющих английского языка делового общения и, шире, мира бизнеса сопровождается последовательным анализом и описанием наиболее существенных функционально обусловленных способов выражения мысли в устной речи.

На занятиях обсуждаются различные формы бизнес-общения (социализация, телефонное общение, деловые встречи, переговоры) с разъяснением специфики их формата и работы над лексикой, ориентированной на общеупотребительную терминологию языка делового общения. Филологическая направленность курса и профессиональная лингвистическая компетентность студентов позволяют выявить и скоррелировать связь ключевой терминологии делового общения с общим языком (General English) и подчеркнуть принципиальную роль семантико-грамматической обусловленности сочетаемости единиц. Предлагаемые к изучению сценарии и лексические структуры обрабатываются в разного типа ситуативно-ориентированных заданиях и бизнес-ситуациях.

Представленные задания помогут студентам сформировать представление о современном состоянии мира бизнеса и его концептуальных понятиях, о национально-культурной специфике речевого поведения зарубежных партнеров в ситуациях устного делового общения, об основных структурных особенностях типичных ситуаций делового общения и т. п. Кроме этого, выполнение упражнений поможет студентам познакомиться со структурными закономерностями функционирования лексических и грамматических конструкций языка делового общения, пополнить свой словарный запас достаточным объемом лексики делового регистра и практически использовать полученные навыки и знания в рамках своей будущей профессиональной деятельности.

**PRACTICAL ASSIGNMENT 1**  
**ENGLISH AND THE WORLD OF BUSINESS.**  
**BUSINESS ENGLISH VOCABULARY**

1. Explain the meanings of the term *business*.
2. Comment on the ways of defining Business English.
3. Explain what *a register* is and briefly characterize some basic register categories.
4. Name the layers that constitute Business English vocabulary and dwell on their peculiarities giving some examples.
5. Make up 10 sentences with the words or phrases from **Glossary** list.

***Glossary***

- Trade, commerce, e-commerce
- Core business, big business, small business, (un)profitable business, retail business, wholesale business, viable business;
- set up business, do business (with), conduct business, carry on business, go into/out of business, have/own business, manage business, run business, expand business, take over business, join business, leave business;
- **phrases:** have no business doing/to do smth *You have no business(=no right) being here.*| none of your business/no business of yours *My private life is none of your business.*| any other business (=items discussed at the end of a meeting).

## PRACTICAL ASSIGNMENT 2

### THE BASICS OF INTERCULTURAL BUSINESS COMMUNICATION

1. Read the information in Appendix 1, then follow the link <https://www.businessenglishpod.com/2006/08/22/business-news-2-cultural-awareness/>, listen to the information and take into consideration the speakers' comments. How should business people treat cultural values of people from other countries to communicate effectively? Give examples of some areas of potential cultural misunderstanding.

2. What are some of the intercultural communication issues to consider when deciding whether to accept an overseas job with a firm that is based in your own country? A job in a local branch of a foreign firm? Explain.

3. a) Find **ADDITIONAL** material about high-context and low-context cultures and state the deference between them, giving examples of some particular countries.

b) Is it True or False:

- Context is the history of the country in which communication or an event takes place.
- Russia is the country with a low-context culture.

c) Comment on the situation.

Germany is a low-context culture; by comparison, France and England are more high-context. These three translations of the same message were posted on a lawn in Switzerland: the German sign read, "Walking on the grass is forbidden"; the English sign read, "Please do not walk on the grass"; and the French sign read, "Those who respect their environment will avoid walking on the grass". How does the language of each sign reflect the way information is conveyed in the cultural context of each nation?

4. You supervise a culturally diverse team of ‘TTT’ stock clerks. You want to foster cooperation among the team members and encourage them to perform well. Use your skill in intercultural communication to choose the best response in each of the following situation. Be prepared to explain why your choice is best.

4.1. One of your Hispanic American team members, Miguel Gomez, has started making derogatory remarks about team members who are African American. Gomez is refusing to work with them and tells you that he would rather work with other team members who are Hispanic American. How do you resolve the problem?

- a) To avoid conflict, let him work with the co-workers who make him most comfortable.
- b) Tell him he has to work with whomever you assign him to. If he refuses, fire him.
- c) Schedule a time for him to sit down with you and the African American team members so that all of you can discuss cultural differences.
- d) Speak with him privately about the company’s goals regarding a diverse work force, and then sign him up for the company diversity training programme.

4.2. Amy Tam is not stocking shelves correctly: she’s stacking cans too high and mixing brands in the displays. You think language may be a problem; perhaps she does not comprehend all your instructions. How do you make sure that she understands you?

- a) Write everything down in a list so that Tam can refer to it if she has questions.
- b) Have Tam repeat what you have said. If she can repeat it, she must understand it.
- c) Speak slowly and clearly, using simple terms. Pause often, repeating or writing down phrases or instructions that Tam does not seem to understand.

- d) Get and keep Tam's attention and clarify your meaning, speak a bit more loudly and exaggerate your hand motions.
- 4.3. You have hired a new stock clerk. Nikita Vasiliev has recently immigrated from Russia. He works well alone, but he resists working together with other team members. How do you handle the situation?
- a) Stay uninvolved and let the situation resolve itself. Vasiliev has to learn how to get along with the other team members.
  - b) Tell the rest of the team to work harder at getting along with Vasiliev.
  - c) Tell Vasiliev he must work with others or he will not progress in the company.
  - d) Talk privately with Vasiliev to find out why he doesn't want to work with others. Then help him understand the importance of working together as a team.
- 4.4. Your employees are breaking into ethnically based cliques. Members of ethnic groups eat together, socialize together, and chat in their native language while they work. Some other team members feel left out and alienated. How do you encourage a stronger team attitude?
- a) Ban the use of languages other than English at work.
  - b) Do nothing. This is normal behaviour.
  - c) Have regular team meetings and encourage people to mingle and get to know each other better.
  - d) Send all of your employees to diversity training classes.

## PRACTICAL ASSIGNMENT 3

### SOCIALIZING

1. Explain the meaning of the verb *to socialize*. Why is it important to mix business with pleasure?
2. Comment on some typical situations of socializing in business environment.
3. How to keep the conversation flowing?
4. Read the information in Appendix 2. Why networking is important for business people?
5. a) When you meet business colleagues socially, you often want to talk about other things – family, holidays, hobbies, etc. Here are 12 ways to start a conversation on such topics. Match them up with their responses.

1. Are you married?	A. Yes, we're off to Florida.
2. Do you have a family?	B. Anything really, but I'm very fond of Chinese.
3. Does your wife / husband work?	C. No. I'm not actually. What about you?
4. Are your children still at school?	D. It depends really. In the city center they are, but prices have remained fairly stable for the past few years.
5. Are you having holiday this year?	E. Golf – I'm a fanatic! Four rounds most weekends. What about you?
6. What are taxes like in your country?	F. Yes, two boys and a girl – what about you?
7. Are houses expensive where you live?	G. Yes, (s)he's an architect.
8. I hate all this traveling on business, don't you?	H. Too high! Same as everywhere! No, seriously, income tax isn't too bad, but VAT is now over 20%.
9. The conference seems very well-organized, doesn't it?	I. Very well-organised, isn't it; much better than last year's.
10. What do you do when	J. Yes – sleeping. See you tomorrow.

you're not working?	
11. What kind of food do you like?	K. Yes, one's at school and the other's at University.
12. Are you doing anything later this evening?	L. Yes and no – I like seeing different countries.

b) Match the common questions about work on the left with the typical answers on the right:

1. How are things at work?	A. It's OK. It's enough to live on. It's not very good – more like slave-labour! Well, actually, I don't think it's any of your business!
2. So what exactly does your job involve then?	B. They're OK, the usual nine to five. Awful. I don't usually get home until ten! Great. I'm usually home by two or three.
3. Have you been doing it long?	C. Crazy! I've been rushed off my feet all week! Oh, we've been pretty quiet, actually. Oh, it's OK, the same as ever.
4. What are the hours like?	D. Well, I'm in charge of Accounts. I do all the marketing. I deal with all the complaints that we get.
5. What's the money like?	E. Yes, it's about ten years now, I suppose. No, I've only just started, actually. Yes, too long!

6. Kathrin Auberie, an Austrian lawyer, is visiting a company in London. Complete her parts of the dialogues with sentences (a-g) given below.

- a) Thanks so much for arranging that.
- b) And the reception area looks very nice.
- c) I managed to get some sleep, actually.
- d) Mm. You just don't get tea like this in Austria!
- e) Thanks for coming down to meet me.
- f) And maybe a glass of water too?
- g) Where are you now?

<i>Carl</i>	Kathrin, hi. Nice to see you again.	
<i>Kathrin</i>	Hi, Carl. Nice to see you too. _____	1
<i>Carl</i>	Always a pleasure! Actually, after the restructuring last year we all got moved around, so I wasn't sure you'd be able to find my office by yourself.	
<i>Kathrin</i>	Oh, really? _____	2
<i>Carl</i>	On the fourth floor. They decided to put sales and marketing together – at last!	
<i>Kathrin</i>	That does make more sense, doesn't it? _____	3
<i>Carl</i>	Yes, they finally repainted it in June. ...Oh, here's the lift now. After you. Was the driver there to meet you at the airport?	
<i>Kathrin</i>	Yes, she was. _____	4
<i>Carl</i>	It's the least could do after your early start! You must be exhausted now.	
<i>Kathrin</i>	Oh. I'm all right. _____	5
<i>Carl</i>	Here we are... . So, can I get you something to drink? How about a cup of that tea you like so much?	
<i>Kathrin</i>	That would be wonderful. _____	6
<i>Carl</i>	Coming right up. ...Here you are.	
<i>Kathrin</i>	Oh, thank you.	
<i>Carl</i>	You're welcome.	
<i>Kathrin</i>	_____	7

7. Make up 10 sentences with the words or phrases from **Glossary** list.

### Glossary

- close / establish / open / set up a branch;
- a large / local / main / overseas / small branch; a branch network / office; a branch of a bank, a branch of business/economy/industry/trade, a branch of a company;
- high / low price; fall in price; at half price; pay full price; initial price; discount / market / purchase price; retail price, wholesale price, discount price, price level ;

- a marketing budget / campaign / department / director / manager; marketing skills / strategies / techniques; marketing plan;
- affiliate, affiliated.

## PRACTICAL ASSIGNMENT 4

### TELEPHONING

1. Find the English equivalents of the following Russian definitions: **техника ведения беседы** – распространенные способы речевого общения, направленные на развитие и укрепление взаимоотношений в деловой среде; **общение по телефону в деловых целях** – осуществление предпринимательской деятельности по телефону, например, подтверждение своих намерений в общении с деловыми партнерами, заключение сделок, участие в телефонных конференциях и т.д.

2. Name some typical situations of **Telephoning**.

3. Read the information in Appendix 3 (Part 1 and Part 2). Answer the questions:

- a) How much planning do you usually do before an important telephone call?
- b) What do you usually do when you don't understand what someone is trying to say on the telephone?
- c) What information do you normally include when you leave a message for someone?

4. Read the dialogue **Making arrangements** (I-V). Fill in the gaps with the recurrent patterns that suit the functions given below.

I)

- Hello, could I speak to Rupert Carver, please?

- Speaking.
- Good morning, Rupert, it's Alison Day here, from Norwood Electronics.
- Hello, Alison. How are you?
- Fine thank you. I'm calling about the meeting we've arranged for this coming Thursday. I'm afraid I'll have to re-schedule it as something's come up that means I have to go away to our Belgian office at short notice.
- No problem at all, Alison. When would be a convenient time for you?

*Functions:*

1. Starting a telephone call: \_\_\_\_\_
2. Stating the reason for a call: \_\_\_\_\_
3. Giving unfortunate news: \_\_\_\_\_
4. Accepting a cancellation: \_\_\_\_\_
5. Making arrangements: \_\_\_\_\_

II)

- Would Tuesday morning of next week suit you for our re-scheduled meeting?
- Let me just check my diary... No, I'm afraid I can't make it then, in fact the whole of the first three days of next week are out for me. How about a week on Friday? Would that suit you?
- No, I'm afraid not. I'm off all day for a medical appointment.

*Functions:*

1. Making arrangements: \_\_\_\_\_
2. Consulting your schedule: \_\_\_\_\_
3. Declining an arrangement: \_\_\_\_\_
4. Making arrangements: \_\_\_\_\_

III)

- Well, since we can't find a day that suits both of us next week, would anytime the following week be good for you? I have a pretty clear week that week, so you could pretty much name the day.

- Yes, the following week would be much better for me too. I wouldn't be able to make it on the Monday, but from the Tuesday onwards I'm fairly free.

*Functions:*

1. Making arrangements: \_\_\_\_\_
2. Making arrangements: \_\_\_\_\_

IV)

- OK, so shall we say Wednesday the thirty first at eleven?
- Yes, that would be absolutely fine. Shall I come to you, as I did last time?
- It's entirely up to you really. I'm happy to come to your office, in fact I do have to be in town that week so it may be better if we meet at your office.
- Oh, wonderful. Well, I look forward to seeing you on the last Wednesday of the month at eleven.

*Functions:*

1. Suggesting a time: \_\_\_\_\_
2. Agreeing to a suggestion: \_\_\_\_\_
3. Leaving the decision to the other person: \_\_\_\_\_
4. Making a suggestion: \_\_\_\_\_
5. Confirming an arrangement: \_\_\_\_\_

V)

- Could you let me know your exact office address?
- Yes, of course, no problem. I'll send you an email to confirm our meeting, and I'll make sure I include our office details and how to get here.
- Thanks, well, that's all settled then. I'll see you a week on Wednesday. In the meantime, I do hope your trip to Belgium goes well.
- Thank you Rupert. I look forward to seeing you then. Goodbye.
- Bye, Alison.

*Functions:*

1. Asking for information: \_\_\_\_\_
2. Arranging to confirm details: \_\_\_\_\_

3. Confirming that it's arranged: \_\_\_\_\_
4. Closing a telephone call: \_\_\_\_\_

5. Read the dialogue **Changing Arrangements.**

*Operator:* Garston Motors Limited. Good morning.  
*Chris Ingersoll:* Good morning. IBD Industries here. I'd like to speak to someone about an order.  
*Operator:* Is it for motors, caller, or for parts?  
*Chris Ingersoll:* Both, actually.  
*Operator:* I see. I'll put you through to Mr Datta.  
*Chris Ingersoll:* Thank you.  
*Mr Datta:* Datta speaking.  
*Chris Ingersoll:* IBD Industries, Chris Ingersoll here. Morning, Mr Datta. Er ... Can I ask you to put forward our order?  
*Mr Datta:* Well, we'll see. What's the order number, please?  
*Chris Ingersoll:* Er ... d'you mean ...?  
*Mr Datta:* It's on the order acknowledgement we sent to you. It's probably a serial number starting MU and so on.  
*Chris Ingersoll:* Ah ... yes, I've got it. Er ... MU/3721.  
*Mr Datta:* Right. You ordered two KS pump motors and a series of spare parts.  
*Chris Ingersoll:* That's it. Could ... could you possibly put forward delivery to the next month? We need them sooner than we thought.  
*Mr Datta:* Next month. And ... umm ... you originally specified delivery at the end of May. I'll see what we can do. Can I ring you back, Mr Ingersoll?  
*Chris Ingersoll:* Yes, I'd be very glad if you would. Er ... we thought May would be OK, but we've been given shorter deadlines ourselves. We'd very much like to have the order in April if at all possible.  
*Mr Datta:* Right: Could you give me your telephone number? Or is it the one on the order?  
*Chris Ingersoll:* Yes. That's the number. Let me give you my extension too. It's 319. Chris Ingersoll.

*Mr Datta:* OK. You'll be hearing from me. I'll give you a call this afternoon.

*Chris Ingersoll:* Ah, that's fine. Thanks very much. Good-bye.

*Mr Datta:* Goodbye.

- a) Find in the dialogue some of the recurrent patterns.
- b) Find in the dialogue the terms for the following definitions and suggest their Russian equivalents:

- a direction to a producer of manufacture to supply a certain amount of goods
- the act or process of bringing goods to the place or person they have been sent to

Find the sentences with these terms and explain their meanings.

5. Make up 8 sentences with the words or phrases from **Glossary** list.

### **Glossary**

- *an order for smth; place an order with someone; a telephone/written order; cancel/confirm an order; an order form; complete/fill in/process an order form*
- *delivery confirmation, delivery date, delivery price, delivery terms, delivery time*

f) Practice translating the English and Russian phrases given below:

to be on order	быть заказанным; производиться или строиться по заказу
to complete an order	закончить выполнение заказа
to execute an order	выполнить заказ
execution of an order	выполнение заказа
order for goods	заказ на товар
trial order	пробный заказ
sample order	заказ по образцу

delivery notice	уведомление о поставке
place of delivery	место поставки; место доставки
express delivery	срочная поставка
delivery in full volume	поставка в полном объеме
cash on delivery	оплата при доставке
payable on delivery	с уплатой при доставке

Translate sentences into Russian.

- 1) Its inhabitants quiver with curiosity whenever the desert train discharges a consignment of tourists.
- 2) It seems, Freddie as he's been named, stowed away with a consignment of bananas from Ecuador.
- 3) The sale also included consignments from other owners.
- 4) The consignment note is not a negotiable instrument, nor is it a document of title.
- 5) Sixty eggs are removed from each consignment and tested for salmonella.

5. Read the text, then mark the sentences that follow as **True (T)** or **False (F)**.

In some countries, like Italy and Britain, conversation is a form of entertainment. There is an endless flow of talk and if you break the flow for a second someone else will pick it up. In other countries there is a higher value placed on listening – it is not only impolite to break in but listeners will consider what has been said in silence before responding. Finland and Japan are examples.

If you are talking to people who are also speaking English as a foreign language, they are likely to leave gaps and silences while they search for words or try make sense of what you have just said. So be patient and try not to interrupt, as you would home they would be patient with you.

Every country has its own codes of etiquette. For example, it is common for Anglo-Saxons to use first names very quickly, even in a letter or fax or telephone call. Such instant familiarity is much

less acceptable in the rest of Europe and Asia where even business partners and colleagues of many year's acquaintance address each other by the equivalent of Mr or Mrs and the last name or job title.

So stick to last names unless you specifically agree to do otherwise. Don't interpret the other person's formality as stiffness or unfriendliness. On the other hand, if business partners with an Anglo-Saxon background get on to first name terms straightaway, don't be surprised.

Above all, one should remember that people do not usually mind if their own codes are broken by foreigners as long as they sense consideration and goodwill. This is much more important than a set of rules of etiquette.

- a) For the British and the Italians it is normal to interrupt the other speaker during the conversation.
- b) A special importance is attached to listening in Japanese and Finnish cultures.
- c) One should interrupt and try to help speakers who may have difficulty in saying what they want to say.
- d) It is unusual for Americans and the British to use first names early in a business relationship.
- e) It doesn't matter if you break certain social rules if it is clear that you are sensitive to other people.
- f) Etiquette is the critical point in telephoning between different cultures.

## **PRACTICAL ASSIGNMENT 5**

### **BUSINESS MEETINGS: KEY AREAS AND GENERAL POINTS**

1. Read and analyse information in Appendix 4.  
Comment on the following questions:

- a) Part 1: How significant is the role of the meeting communication in the life of a businessperson and an organization, on the whole?
- b) Part 2, 3, 4: Give some examples of the most common types of business meetings and comment on their primary purposes.
- b) Part 5: What cross-cultural problems do businesspeople face when they communicate with their counterparts from other countries?

2. Find suitable words or expressions for the following types of meetings:

- a) when shareholders discuss the company's annual report
- b) shareholders meeting to discuss an urgent matter
- c) a formal meeting of a company's directors
- d) informal discussion with colleagues
- e) when employees involved in a particular activity meet
- f) where as many ideas as possible are produced

3. Match the words on the left with the ones on the right to form collocations:

- |                 |                     |
|-----------------|---------------------|
| 1. face         | a) solution         |
| 2. run          | b) a conclusion     |
| 3. weigh        | c) decision         |
| 4. close        | d) an opinion       |
| 5. put forward  | e) the deal         |
| 6. an overall   | f) the problem      |
| 7. a short-term | g) a suggestion     |
| 8. a hasty      | h) the options      |
| 9. express      | i) picture          |
| 10. reach       | j) a meeting        |
| 11. play        | k) an effort        |
| 12. make        | l) results          |
| 13. a slight    | m) factors          |
| 14. break off   | n) misunderstanding |
| 15. various     | o) steps            |

16. take

p) negotiations

17. get

q) a role

4. Suggest the missing word(s) that collocate with the words given (sometimes more than one answer is possible):

1. deal with \_\_\_\_\_

7. solve \_\_\_\_\_

2. exploit \_\_\_\_\_

8. hold \_\_\_\_\_

3. overcome \_\_\_\_\_

9. draw \_\_\_\_\_

4. agreement \_\_\_\_\_

10. clarify \_\_\_\_\_

5. payment \_\_\_\_\_

11. subsidiary \_\_\_\_\_

6. penalty \_\_\_\_\_

12. commission \_\_\_\_\_

5. Translate the sentences into Russian and give definitions to the words in bold.

1. We have a lot to **accomplish** today, so let's begin.
2. If there are no further comments, we will **adjourn** the meeting here.
3. Please forward the **agenda** to anyone who is speaking at the meeting.
4. We always vote for a new chairperson at the **AGM**.
5. I forgot to **allocate** someone to bring refreshments.
6. The last item on the agenda is **AOB**.
7. Please fold your **ballot** in half before you place it in the box.
8. The **boardroom** is reserved for a managers' meeting, so we'll have to meet in the lounge.
9. The role of treasurer was decided based on the chairman's **casting vote**.
10. If no one volunteers to take the minutes I will be forced to **designate** someone.

11. The first item on the agenda relates to a **grievance** reported by the interns.
12. I am delighted to welcome our **guest speaker** Holly, who is going to be offering some sales pitch tips.
13. The **motion** to extend store hours has been passed.
14. There must have been one **proxy vote** because I count twelve ballots but only eleven attendees.
15. From the **show of hands** it appears that everyone is in favour of taking a short break.

## **PRACTICAL ASSIGNMENT 6**

### **BUSINESS MEETINGS: INTERPLAY OF FUNCTIONS**

1. Is it difficult to chair a meeting? Name some possible functions performed by the Chairperson.
2. Go to Appendix 6, “Meetings” and give examples of some words and expressions that correspond to these functions.
3. What phrases ensure that everyone stays focused?
4. How does the Chair invite participation?
5. How does the Chair keep the meeting on target with reference to time, relevant issues (etc.) being discussed?
6. What is the function of the phrases adduced below?
  - a) May I interrupt you for a moment?  
Sorry to interrupt, but ...  
If I may just interrupt you for a moment, I’d like to ...  
I don’t want to interrupt, but ...
  - b) I wonder if I could comment on that last point?  
Excuse me, but I’d just like to point out that ...  
I’d like to add something here, if I may?

May I just draw your attention to the fact that ...  
Excuse me, but I think it's relevant to add that ...  
Before we go any further, may I point out ...

- c) What exactly do you mean when you say ...?  
Could you tell us a bit more about ... ?  
Do you mean ...?  
If I understand correctly, you think ...

7. Classify the following utterances (1 – 4) as expressing **strong agreement** (a) and **mild agreement** (b):

1. Absolutely. It's the output, not the input that counts.
2. I suppose so. They seem to arrive and then go straight out again to eat.
3. You may be right there. We're already ten percent over budget.
4. I couldn't agree more. We got our latest recruits after we won the industry award for best advertisement.

8. Classify the following utterances (1 – 4) as expressing **mild disagreement** (a) and **strong disagreement** (b):

1. I think you're wrong. The design department's costs are justified because of our high quality work. The costs of the other departments are not justified.
2. Of course not. The latest figures I've seen show that the project is within budget.
3. I'm afraid I can't agree with you there. All you financial people do is worry about costs.
4. That's not really how I see it. Everyone should be allowed to work in the way that's the best for them.

9. Focus on key business terms: **acquire** (v) – **acquisition** (n).

Learn to explain the meanings in General English: **acquisition** (*formal*) - something that someone buys, or obtains by other means; the process of learning skills or getting knowledge;

**acquisition** (приобретение; поглощение) – a company that is bought by another company; the process of buying another company or business.

Fill in the blanks in the following General English and Business English phrases and sentences using **acquire** or **acquisition**:

- 1) The company has recently \_\_\_\_\_ new offices in Central London.
- 2) Hays, the business services group, \_\_\_\_\_ a document management company.
- 3) Renault's US trucks subsidiary would make an ideal \_\_\_\_\_, but the French say the company is not for sale.
- 4) ... the group's \_\_\_\_\_ of 85 stores in California.
- 5) \_\_\_\_\_ a holding / an interest / a stake.
- 6) The museum has managed to \_\_\_\_\_ an important work by Dali.
- 7) She's \_\_\_\_\_ some very unpleasant habits recently.
- 8) \_\_\_\_\_ a good knowledge of English.
- 9) \_\_\_\_\_ a reputation for wit / dishonesty.
- 10) The company has made \_\_\_\_\_ in several EC countries.

10. Make up 5 sentences with the following expressions:

acquire for profit	приобретать что-либо для извлечения прибыли
acquisition of property	приобретение собственности
cross-border acquisition	приобретение в других странах
foreign acquisition of domestic business	приобретение отечественных предприятий иностранцами
patent acquisition	приобретение патента
acquisition of a license	приобретение лицензии

acquisition cost

первоначальная стоимость;  
стоимость приобретения

## **PRACTICAL ASSIGNMENT 7**

### **NEGOTIATING**

1. Read Appendix 5, Part 1. What important things should one take into consideration when negotiating interculturally?

2. Practice English-Russian translation:

negotiate	вести переговоры, договариваться, заключать/совершать сделку; переуступать
negotiate a price	договариваться о цене
negotiation	переговоры; ведение переговоров; обсуждение условий; переуступка
negotiable	допускающий (дальнейшее) обсуждение; переуступаемый (инструмент)
negotiating	ведение переговоров; техника ведения переговоров; процесс ведения переговоров
negotiator	ведущий переговоры; лицо, ведущее переговоры; стороны в переговорах; посредник, представитель
bilateral negotiations	двусторонние переговоры
multilateral negotiations	многосторонние переговоры

negotiation of a loan	переговоры по займу
to enter into negotiation	вести переговоры
to finalize negotiations	завершать переговоры
to resume negotiations	возобновлять переговоры
to participate in negotiations	участвовать в переговорах

3. Name different types of negotiations and comment on their peculiarities.

4. Name the stages of negotiating and comment.

5. Read the Sample of negotiating in Part 2, Appendix 5. This is the meeting between members of the French and British negotiating teams. Comment on the stage of negotiating implemented by the participants. Name the words, phrases and terms that help to convey the purport of the utterances exchanged. Single out the relevant discourse patterns.

6. Discuss the formal vocabulary typically used in the language of negotiations (Appendix 6, "Negotiation").

7. Focus on key business terms and complete the list with proper explanations (f-j):

- a) **bid** – an offer to buy something at a started price
- b) **bidder** – the offerer of the price
- c) **bidding** – an offer to buy something at a stated price; offering bids
- d) **bargaining** – discussion to reach agreement
- e) **bargaining position** – the power that a person of group has during bargaining
- f) **option(s)** -
- g) **counter proposal** -
- h) **firm bargain** -
- i) **win-win attitude** -

j) **amplify** (on someone's proposal) -

8. Fill in the blanks using one of the terms explained in task 6:

1. "TTT" shares were quoted yesterday at a \_\_\_\_\_ price of 31 cents a share.
2. Three firms \_\_\_\_\_ for the contract on the new buildings.
3. friendly \_\_\_\_\_
4. fight off a hostile \_\_\_\_\_ from
5. How many \_\_\_\_\_ (s) were there for ... ?
6. The \_\_\_\_\_ was brisk and sales went well.
7. Those countries are in a strong \_\_\_\_\_ .
8. There will be some hard \_\_\_\_\_ between the US and Europe.
9. Choosing between the available \_\_\_\_\_ (s) in mobile phones is very confusing.
10. a \_\_\_\_\_ \_\_\_\_\_ plan for key employees
11. I made a \_\_\_\_\_ for opening an office in Seoul, complete with projected costings.
12. The Senate rejected a \_\_\_\_\_ to limit the program to two years.

9. Translate sentences into Russian and give definitions to the words in bold.

1. We're better to settle this between us, because a formal **arbitration** will cost both of us money.
2. I'll accept a raise of one dollar per hour, but that's my **bottom-line**.
3. If you are willing to work ten extra hours a week we will **compensate** you by paying you overtime.
4. I'd be willing to **comply** if you can offer me my own private office.
5. It is impossible to engage in **conflict resolution** when one of the parties refuses to listen.
6. I **confronted** my boss about being undervalued, and we're going to talk about things on Monday.

7. When the discussions came to a **deadlock** we wrote up a letter of intent to continue the negotiations next week.
8. I was hoping to avoid discussing last year's **dispute**, but Monica is still **holding a grudge**.
9. We've been **haggling** over this issue for too long now.
10. I'm planning to **high-ball** my expectations when I open the discussion.
11. We have a little bit of **leverage** because we are the only stationary company in town.
12. After a bit of **log-rolling** we came to an agreement that pleased both of us.
13. He **pressured** me to accept the terms by using intimidation tactics.
14. Mary's **resentment** stems from our not choosing her to head the project.
15. His **ultimatum** was that if I didn't agree to give him the raise he asked for, he'd quit today without two week's notice.

Additional material:

- [Business English Games – Negotiation Idioms](#)
- [BEP 277 – English Idioms for Negotiations \(Part 1\)](#)
- [BEP 278 – English Idioms for Negotiations \(Part 2\)](#)

## APPENDIX 1

### The Basics of Intercultural Business Communication

When you plan to communicate with people of another culture – whether in another country or in your own country – it's important to be aware of cultural differences. *Culture* is a shared

system of symbols, beliefs, attitudes, values, expectations, and norms for behaviour. All members of a culture have similar assumptions about how people should think, behave, and communicate, and they all tend to act on those assumptions in much the same way.

By bridging cultural differences, you can successfully achieve *intercultural communication*, the process of sending and receiving messages between people of different cultures. When communicating with a person from another culture, you will be most effective if you can identify the differences between your cultures and accommodate those differences without expecting either the other party or yourself to give up your identity.

Cultural differences show up in employees' social values, ideas of status, decision-making habits, attitudes toward time, use of space, cultural context, body language, manners, and legal and ethical behaviour. Without an understanding of these differences, business people can unknowingly act improperly and unacceptable, hurting their own reputations and those of their organizations.

### **Social Values**

In fact, many societies condemn materialism, and some prize a more carefree lifestyle. As a culture, people in the United States are goal and money oriented. They want to get their work done efficiently, and they assume that everyone else does too. By and large, people in the USA assume that people from other cultures also dislike poverty and value hard work. In countries such as India and Pakistan, where unemployment is high, creating jobs is more important than working efficiently. Executives in those countries would rather employ four workers than two, and their values influence their actions as well as the way they encode and decode messages.

## **Roles and Status**

Culture dictates the roles people play, including who communicates with whom, what they communicate, and in what way. For example, in many countries women still don't play a prominent role in business, so female executives who visit these countries may find that they're not taken seriously as businesspeople. Women should be more cautious in Latin American and Eastern European countries, and they should be extremely cautious in the Middle East and the Far East.

Concepts of status also differ. The highest-ranking executives in France sit in the middle of an open air, surrounded by low-level employees. In other cultures, status is communicated in another way. Most U.S. executives send status signals that reflect materialistic values. The big boss has a large corner office, deep carpets, an expensive desk, and handsome accessories.

In the Middle East, fine possessions are reserved for the home, and business is conducted in cramped and modest quarters.

## **Decision-making Customs**

In Canada and the U.S., business people try to reach decisions as quickly and efficiently as possible. The top people are concerned with reaching an agreement on the main points, and they leave the details to be worked out later by others. In Greece, that approach would backfire. A Greek executive assumes that anyone who ignores the details is being evasive and untrustworthy. Spending time on each little point is considered a mark of good faith. Similarly, Latin Americans prefer to make their deals slowly, after much discussion.

Cultures also differ in terms of who makes the decisions. In the United States, many organizations are dominated by a single figure who says 'yes' or 'no' to the major deals. It is the same in Pakistan, where you can get a decision quickly if you reach the highest ranking executive. In other cultures, decision making is shared. In Japan, the negotiating team arrives at a consensus

through an elaborate, time-consuming process. Agreement must be complete – there is no majority rule.

### **Concepts of Time**

Differing perceptions of time are another factor that can lead to misunderstanding. German and U.S. executives see time as a way to plan the business day efficiently, focusing on only one task during each scheduled period. Because time is so limited, German and U.S. executives try to get to the point quickly when communicating.

However, executives from Latin America and Asia see time as more flexible. In those cultures, building a foundation for the business relationship is more important than meeting a deadline for completing a task. It's not surprising that people in such cultures do not observe these strict schedules. Instead, they take whatever time is needed to get to know each other and to explore the background issues. In Mexico, for example, a wait of 30 minutes is a matter of course; the workday isn't expected to follow a rigid, preset schedule.

### **Concepts of Personal Space**

Like time, space means different things in different cultures. People in Canada and the United States usually stand about five feet apart during a business conversation. Five feet is uncomfortably close for people from Germany or Japan, but for Arabs or Latin Americans it is uncomfortably far. Because of these differing concepts of personal space, a Canadian manager may react negatively (without knowing exactly why) when a Latin American colleague moves closer during their conversation. And the Latin American colleague may react negatively (again, without knowing why) when the Canadian manager unconsciously backs away, resulting in an intercultural dance across the floor.

## **Cultural Context**

According to Edward T. Hall's theory of high- and low-context culture helps us better understand the powerful effect culture has on communication in business.

Cultural context is a pattern of physical cues and implicit understanding that conveys meaning between two members of the same culture. It is the background, gestures, facial expressions and surrounding circumstances in which communication or an event takes place.

However, people convey contextual meaning differently from culture to culture. In the *high-context culture* (South Korea or Taiwan), people rely less on verbal communication and more on the context of nonverbal actions and environmental setting to convey the meaning. In the *low-context culture* (the United States or Germany), people rely more on verbal communication and less on circumstances and implied meaning. Expectations are usually spelled out in a low-context culture through explicit statements, such as "Please wait until I'm finished". In this way, a businessperson in a low-context culture not only explains his or her own actions but also cues the other person about what to do or what to expect next.

## **Body Language**

Differences in body language are a major source of misunderstanding during intercultural communication. Don't make the mistake of assuming that someone from another country who speaks your language has mastered the body language of your culture. Instead, learn some of the basic differences in the way people supplement their words with body movement. Take the signal for *no*. People in Canada and the United States shake their heads back and forth; people in Bulgaria nod up and down; people in Japan move their right hands; people in Sicily raise their chins.

Sometimes people from different cultures misread an intentional signal sent by body language; sometimes they overlook the signal entirely or assume that a meaningless gesture is

significant. An Arab man indicates a romantic interest in a woman by running a hand backward across his hair; most Westerners would not understand the significance of this gesture. An Egyptian might mistakenly assume that a Westerner who exposes the sole of his or her shoe is offering a grave insult. The most open you are to nonverbal messages, the better you will communicate in your own and other cultures.

### **Social Behaviour and Manners**

What is polite in one country may be considered rude in another. In Arab countries, it's impolite to take gifts to a man's wife but acceptable to take gifts to his children. In Germany, giving a woman a red rose is considered a romantic invitation, inappropriate if you are trying to establish a business relationship with her. In India you might be invited to visit someone's home "any time". If you are not familiar with the culture, you may be reluctant to make an unexpected visit, and you might therefore wait for a definite invitation. But your failure to take the invitation literally is an insult, a sign that you do not care to develop the friendship.

In any culture, rules of etiquette may be formal or informal. Formal rules are the specifically taught "rights" and "wrongs" of how to behave in common social situations, such as table manners at meals. When formal rules are violated, members of a culture can explain why they feel upset. In contrast, informal social rules are more difficult to identify and are usually learned by watching how people behave and then imitating that behaviour. Informal rules govern how males and females are supposed to behave, when it is appropriate to use a person's first name, and so on. When informal rules are violated, members of a culture are likely to feel uncomfortable, although they may not be able to say exactly why.

### **Legal and Ethical Behaviour**

From culture to culture, what is considered legal and ethical behaviour varies widely. In some countries, companies are

expected to pay government officials extra fees for approving government contracts. These payments aren't illegal or unethical, merely routine. However, the same payments are seen as bribes in the United States, Sweden, and many other countries, where they are both illegal and unethical.

When you conduct business around the world, you may also find that other legal systems differ from what you are accustomed to. In the United Kingdom and the United States, someone is innocent until proven guilty, a principle that is rooted in English common law. In Mexico and Turkey, someone is presumed guilty until proven innocent, a principle that is rooted in the Napoleonic code. These distinctions can be particularly important if your firm must communicate about a legal dispute in another country.

## APPENDIX 2

### Socializing

#### Networking

Business networking is the process of establishing a mutually beneficial relationship with other business people and potential clients and/or customers. The primary purpose of business networking is to tell others about your business and hopefully turn them into customers.

#### The Benefits of Business Networking

- **New contacts and referrals** - The most obvious benefit of networking is to meet potential clients and/or generate referrals which you can then follow up on to hopefully add to your client base. Networking can also help you identify opportunities for partnership, joint ventures or new areas of expansion for your business.
- **Visibility** - You need to meet and communicate with potential clients and business partners on a regular basis to maintain your business relationships. Attending business luncheons and other networking events raises your personal profile and can help keep you front and center in the minds of the right people.
- **Staying current** - In an ever-changing business climate it is important to keep up with the target market conditions as well as overall trends in your industry. Knowing the market is the key to developing a successful marketing plan. Attending seminars and networking with your peers and business associates on a regular basis will help you stay current.
- **Problem solving** - In addition to the potential of increasing your business you can often find solutions to your own

business problems or needs by networking. For example, if your business needs the services of a bookkeeper, accountant, or lawyer you may find the ideal candidate via networking, or if your business needs equity financing for startup you may be able to find an angel investor or venture capitalist through networking channels.

- **Sharing knowledge and experience** - Networking is ideal for expanding your knowledge by taking advantage of the viewpoints and prior experience of others. If for example, you are thinking of getting into the import or export business you may be able to get some valuable advice from someone else who has done similar business internationally. Taking advantage of the experiences of others before you invest time and money in a particular venture can be invaluable.
- **Confidence and morale** - Most business people are optimistic and positive. Regularly associating with such people can be a great morale boost, particularly in the difficult early phases of a new business. If you are not naturally outgoing, regularly meeting new people can also boost your confidence and on a personal basis you may form new friendships with like-minded people.

The purpose of business networking is to increase business revenue - one way or another. The thickening of the bottom line can be immediately apparent, as in developing a relationship with a new client, or develop over time, as in learning a new business skill.

### Make the Most of Your Business Networking

1) Meeting people in person seems old fashioned in the digital age, but **wherever possible you should network face-to-face**. Social media platforms such as Facebook, LinkedIn, and Twitter are excellent ways to communicate with customers and business

associates, but they do not substitute for meeting people in person. A lot of local business is still done on a handshake basis, and the best way to network with other local business owners and entrepreneurs is through business groups.

2) The best business networking groups operate as exchanges of business information, ideas, and support. The most important skill for effective business networking is listening; **focusing on how you can help the person you are listening to** rather than on how he or she can help you is the first step to establishing a mutually beneficial relationship.

3) Don't spread yourself too thin. Business networking is about cultivating relationships - you're not going to be able to do that if you're trying to be an active participant with five or six different groups. And **you need to be an active participant in whatever networking group you join**. It's contributing that will bring you the benefits of networking you're looking for, such as more business. You need to not only attend the meetings of your networking group regularly, but go prepared to offer something of value to the group.

4) **Choose the networking group that's best for you.** A strong contact referral group such as BNI, whose purpose is for members to find and exchange referrals, operates very differently than a community service club such as Rotary International whose primary purpose is to serve the community.

(<https://www.thebalancesmb.com/>)

## **APPENDIX 3**

### **Telephoning**

#### **Part 1**

##### **Telephoning across cultures**

Many people are not very confident about using the telephone in English. However, good preparation can make telephoning much easier and more effective. Then, once the call begins, speak slowly and clearly and use simple language.

Remember that different cultures have different ways of using language. Some speak in a very literal way so it is always quite clear what they mean. Others are more indirect, using hints, suggestions and understatement (for example ‘not very good results’ = ‘absolutely disastrous’) to put over their message. North America, Scandinavia, Germany and France are ‘explicit’ countries, while the British have a reputation for not making clear exactly what they mean. One reason for this seems to be that the British use language in a more abstract way than most Americans and continental Europeans. In Britain there are also conventions of politeness and a tendency to avoid showing one’s true feelings. For example if a Dutchman says an idea is ‘interesting’ he means that it is interesting. If an Englishman says that an idea is ‘interesting’ you have to deduce from the way he says it whether he means it is a good idea or a bad idea.

Meanwhile, for similar reasons Japanese, Russians and Arabs – ‘subtle’ countries – sometimes seem vague and devious to the British. If they say an idea is interesting it may be out of politeness.

The opposite of this is that plain speakers can be seen rude and dominating to subtle speakers, as Americans can sound to the British – or the British to the Japanese. The British have a tendency to engage in small talk at the beginning and end of a telephone conversation. Questions about the weather, health, business in general and what one has been doing recently are all

part of telephoning, laying a foundation for the true purpose of the call. At the end of the call there may well be various pleasantries, *Nice talking to you, Say hello to the family* (if you have met them) and *Looking forward to seeing you again soon*. A sharp, brief style of talking on the phone may appear unfriendly to a British partner. Not all nationalities are as keen on small talk as the British!

Being aware of these differences can help in understanding people with different cultural traditional. The difficulty on the telephone is that you cannot see the body language to help you.

## **Part 2**

### **How to control the telephone call and guide the conversation**

Communicating effectively on the phone is an essential skill. And whether you're talking to a client, a colleague, a supplier, your boss, or a bicycle courier, you need to make sure your purpose and the information is clear.

Good telephone communication can actually begin before you pick up the phone, with a bit of preparation. Grab a piece of paper and jot down your key questions or issues that you need to resolve. Put them in a logical order so that you're not just jumping from topic to topic. The less you have to rely on your memory, the better. Nothing's worse than hanging up and realizing that you didn't get everything you need. People are busy, and it's best to handle things with one call rather than two, or three. So, if you've got a clear purpose for your call, then you can start working down your list. And that paper and pen should be handy for taking notes as you're talking.

Okay, you've managed to get ahold of the person you want to talk to, you've got the right attitude, and you're dealing with information. Now you need to make sure everything is clear and that you've understood what the other person is saying. To do that, you need to confirm information. You can do this in a couple of ways. First off, you can repeat information back to the other person. So, if someone says "I can meet you at 4:30," you can say

“Right. 4:30.” You can also do this by asking for confirmation and restating the information in different words. So, if someone says “It’s pretty unlikely that the delivery is going to make it there on time,” you can say “Do you mean that our delivery is going to be late?” And when you do this, it’s best to restate things in the simplest and easiest language possible. Just to avoid any confusion.

Another thing you need to do with information is give feedback about it. In other words, tell the other person clearly what you think about what he or she has just said. “I can meet you at 4:30” could be followed by “4:30 is a great time for me.” Or “The delivery is going to be late” could be followed by “I understand and I’ll let everyone else here know.”

After you confirm the important points and give feedback, you can move on to another question. Remember, the person who is asking the questions is in control. By asking questions, you can direct the conversation to the topics you want.

Sometimes when you ask questions, it’s a good idea to limit options rather than leaving things open-ended. Think about the difference between these two questions: “What day is good for you?” and “How about Tuesday or Wednesday morning?” Which is easier to answer? Which will reduce the amount of discussion involved? That’s right, the second one. Tuesday or Wednesday. Whenever possible, limit the number of options to two. If neither option is acceptable, give another two.

In some cases, you won’t be able to reach the person you want to talk with and you’ll have to leave a message. Don’t forget to leave a complete message. That includes your name, your company, your purpose, and your number. Leaving out any of those pieces of information will reduce the likelihood that you’ll be called back. It will also reduce the amount of discussion needed at the beginning of the call back.

Can you see what ties all these ideas together? It’s all about clarity. Information should be clear. Any time information is not clear, time and energy is wasted. And that brings us to the end of

your phone call, when you want to guarantee that clarity. Before you bring the call to a close, confirm the basics of what you discussed. That means the what, the where, the when, and the how of any action that is required. It's pretty embarrassing to have to call someone back because you didn't understand everything.

Your telephone is one of your most important communication tools. Learning to use it is about more than just figuring out the speed dial options. Maintain a positive and professional attitude, and use the techniques we've covered today, and you won't dread that next call.

(Adapted from <https://www.mybeonline.com/category/telephone-english/>)

## APPENDIX 4

### Meetings

#### Part 1

#### Meeting Communication

**‘Groups, like individuals, have shortcomings. Groups can bring out the worst as well as the best in man. Nietzsche went so far as to say that madness is the exception in individuals but the rule in groups.’**

**- Irving Janis, Groupthink**

As professionals or business persons all of us will function in numerous small groups throughout our productive lives. We will put in hundreds of hours attending staff meetings, departmental meetings, subcommittee meetings, and unit gatherings. As we participate in groups, we will learn, form friendships, and contribute knowledge and skills vital to the task of solving the organization’s problems. Participating in a group is not the same kind of experience as dealing individually with one other person or solving the problem alone. A group is both dynamic and complex. These qualities can inspire innovative decision making, or, by contrast, create the conditions for groupthink.

Your success in any organization will be influenced significantly by your performance in group settings. Every meeting represents an opportunity for you to impress your superiors, have your ideas adopted, assert positive influence over others, and demonstrate your capabilities for greater responsibility. On the other hand, we have seen careers stalled because of group participation. Employees who frequently arrive late or unprepared, fail to talk during meetings, behave disagreeably or discourteously or who otherwise perform poorly in the group setting rapidly develop a bad reputation among their peers and superiors – one that is virtually impossible to overcome. Finally, organizations are increasingly placing emphasis on participative problem solving at

the lowest level of the hierarchy, so the opportunities for you to perform well or poorly in a group are increasing. In some countries, such as Scandinavian nations, workers are required by law to participate in industrial decision making. In American organizations, labour and management groups come together to attempt to keep companies open, to increase productivity, and to fight competition from foreign producers. For all of these reasons, then, developing skill in group participation is vital to you and your organization's short-and long-term well-being.

Some small groups, such as casual or primary groups, are informal and exist primarily to satisfy personal needs. Others are more formally structured and focus on the accomplishments of specific tasks, often involving decision making and problem solving. In general, the larger the group, the more complex the patterns of interaction and the more formalized the procedures necessary to handle the group's functioning efficiently. Studies of committees have revealed the *most* common group sizes to be five, seven and nine.

Groups in organizations do not exist as isolated units. They are embedded within the larger organizational system. Each individual typically belongs to multiple groups and is often subjected to conflicting pressures. Finally, organizational groups operate within formal hierarchies, normally function with appointed leaders and can be distinguished according to the type or purpose.

## Part 2

### Types of Meetings

<b>Inaugural meetings</b>	An inaugural meeting is held once only for the commencement of an organisation.
---------------------------	---

<p><b>Annual General Meeting (AGM)</b></p>	<p>An Annual General Meeting is held once a year to provide an account of the company's or organisation's position to members/shareholders, elect office bearers for the coming period and for ratification of critical decisions.</p>
<p><b>Extraordinary general meetings</b></p>	<p>An extraordinary general meeting is held when unanticipated events require an urgent response, to precipitate a crisis or to transact special or urgent business. An example could be an extraordinary general meeting held when the accountant has skipped off with the company funds.</p>
<p><b>Directors' or Board meetings</b></p>	<p>Directors' or Board meetings are held regularly to transact normal company business. For smaller organisations these might be called Committee or Management.</p>
<p><b>Section/Department meetings</b></p>	<p>Department meetings are generally regular meetings held to transact business of specific interest to the department.</p>
<p><b>Specific interest groups</b></p>	<p>Specific interest groups in an organisation may be cross-sectoral groups such as an Information Technology Committee or an Environmental Awareness Interest Group.</p>

<b>Conferences</b>	Conferences are meetings for receiving information, consultation and discussion. The Order of Proceedings is usually distributed in a program rather than an Agenda.
<b>Seminars and workshops</b>	Seminars and workshops are groups of people who meet together to pursue common study or research areas.
<b>Ad hoc</b>	An ad hoc committee is a group formed for a specific purpose, such as preparing a tender submission. This group may meet regularly for a specific period of time determined by the task and normally dissolves after their task is accomplished.
<b>Regular or standing committee</b>	A regular or standing committee meeting is one that may be called as part of the ongoing business of an organisation.

(Source: Janison Toolbox)

### Part 3

For more information about **Types of Meetings** <https://blog.lucidmeetings.com/blog/16-types-of-business-meetings>

## Part 4

### Formal and Informal Meetings

There are several types of meetings, including *formal, semi-formal and informal*.

#### *A Formal Meeting*

Formal meetings follow set meeting procedures that are not always used for informal meetings. The following three types of meetings are formal:

- Annual General Meetings
- Extraordinary General Meetings
- Board Meetings

They all have:

•An Agenda •A Notice of meeting •Motions are put, discussed and voted on following certain rules •Proposers and Seconders of motions have their names recorded in the minutes. •Structured Minutes are taken.

#### *Informal and semi-formal meetings*

They do not necessarily follow all the rules of formal meetings, though they usually have the same documentation, such as an agenda and minutes. Staff meetings, club meetings and any meeting which is a get-together for managing an organisation and making decisions for the group are often semi-formal or informal meetings. At informal meetings there are often no motions put and voted upon – these may be information sharing or reporting

meetings. The meeting may make decisions informally, with these recorded in the minutes, but not necessarily a proposer or seconder.

Informal meetings sometimes do not have a notice of meeting or an agenda. They occasionally do not take down minutes, but sometimes, they have all three. It often depends on the rules of the organisation that is holding the meeting. Most business meetings and meetings of registered organisations, such as sporting clubs, are required to keep records of meetings and these meetings are often semi-formal, rather than informal.

(Source: Janison Toolbox)

## **Part 5**

**A talk with Simon Winetroube (the British Council, Moscow) (abridged).**

**Subject:** *Business Meetings*

**N.:** All people that are here today are very much interested in studying what we call business communication. And they all are studying meetings. But the problem is that we have some difficulties with the materials which we can use for the research. And one of the problems they are very much interested in is various cross-cultural problems which arise when people from various language cultures get together and have business meetings. I'm sure you have quite a lot of experience of this sort.

**A:** Do you think there is any difference between the situations when a) native speakers communicate between themselves, b) natives communicate in English with non-native speakers, c) non-natives from different countries communicate in English?

**Simon:** I think you're drawing a distinction between a native speaker and non-native speaker. There's clearly one big difference just in how easily and comfortably and quickly you can speak - the language itself. So if the meeting is in all native speakers, I think it also depends whether they're all native speakers from one speech community. If, for example, you've got all native British speakers, I think there's a certain relaxation, you can use a certain kind of humour, certain kinds of exchange of humour, a slight part of exchange where everyone is confident about what they can say, it won't cause offense and the people will have the same sense of humour. So, that can lead the atmosphere to the natural relax. And clearly the speech can be much more fluent, much more colloquial. As soon as you've got somebody who is not British, even if they're another native speaker, you have to start to filter your language and it becomes, I think, a little bit less warm and friendly - not because you don't like an American, but you can't be so confident and relaxed in using the same things like humour. As soon as it's a non-native speaker, then you have to start to filter your language quite carefully and it depends on how experienced you are in dealing with non-native speakers. I spend most of my life speaking to non-native speakers, so it's quite easy for me to sort of trying to use some of the more colloquial language and moderate my speech a little bit, and other people. But then there are the inter-cultural aspects; then, I think, it's nothing to do with native speaker - non-native speaker, it's to do with British particular cultural background.

**A:** You certainly have the experience of being a chairperson. What are the functions of the chairperson?

**Simon:** I think, firstly it's to see that the meeting reaches its objectives within the time available, and that you cover the agenda, and if there are some points that are decided. I think it's important to make sure that everybody gets the opportunity to express their opinion and to give their input.

**A:** Is there a certain hierarchy between the participants?

**Simon:** It depends on the meeting. Obviously, often there is some hierarchy. If it's an internal company meeting, everybody has a certain status within the company. But very often the hierarchy will vary depending upon the subject which is being discussed, so different people will have different levels of expertise about a particular problem or a particular aspect for discussing. If I think about the British Council, clearly Tony Andrews, the director of the British Council in Russia is the most senior person if he's holding meetings here. But if we're talking about education, my colleague Elena Minskaya who is the assistant director for education is the person who is the most knowledgeable and the most authoritative in this area. And so, in one sense she is higher than him in hierarchy in this particular discussion. And I think in most companies today or most business situations today, although there's some kind of hierarchy, people's opinions are valued for their worth rather than for the position of the person who states the opinion, so everybody has the opportunity to speak and if their opinion seems to make sense and to be well argued, it's possible for them to disagree with somebody much higher in the hierarchy.

**M:** Are there any "golden rules" to make meetings successful?

**Simon:** Yes, well, I don't think they're golden rules, but I think, firstly, you need to have all the right people there. So, it's no good if somebody who is crucial to the decision is missing, and every time the discussion gets going you say, "Ah, but we need to know what Sergey thinks about this", and Sergey is not there and so the whole meeting will falter. So, you need to make sure that you have everybody there who has important information or an important part to play in the decisions that you're going to make. And you need to have very clear objectives from the start, which not just the chairperson but everybody who comes to the meeting knows -

what you're planning to do or what you want to achieve during that meeting. Ideally, you should have all the right information available - briefings, documents, and ideally they should have been circulated before the meeting. And I think you need a time-table, and an agenda, and a good chairperson to keep to that agenda.

**N:** You've got a large experience of meetings. Can you give a few illustrations from your experience in Hungary or in Russia which are interesting as culturally biased situations - where there are some differences in behaviour, style, skills, or whatever?

**Simon:** I think that the place I had to learn the most about conducting meetings was Vietnam. I don't know if that was meetings or negotiations in many cases. But there people are much slower to get down to business, and relationships have to be built over a much longer period of time before you can get down to business. And actually in a purer sense the first meeting with a potential business partner in Vietnam you would not discuss at all the subject of business. And the very first time I arrived and I was meeting a gentleman who ran a training center and I was hoping to arrange to run courses there of the English language and professional skills in his training center. And he wanted to meet me, and chat to me, and talk to me about my family, and where I came from, and my history, and so on, and he didn't expect to actually talk at all about his training center or about the courses I wanted to ran, certainly not about the money or anything like that. And of course I was expecting when I went to the meeting to discuss all these things, needing to reach an agreement, to know where I could hold these courses in a few weeks' time. And he came away very frustrated. At a typical meeting, even if it's not the first meeting, you sit and you drink tea. And the teapot is there and little cups of tea, and you pour cups of tea for each other and also the host will pour cups of tea for the visitor, and you talk about the tea, again talk about family, health and lots, lots of things - for at least twenty minutes or so before you could raise the subject of

business. Now, some modern young Vietnamese are moving very much towards the western model of business. So, it's a little bit confusing. Sometimes, once I've been there a while, I would go to a meeting expecting to sit and drink tea and I find myself with some young mobile Vietnamese, very cosmopolitan tight, young person who wanted to get down to business, while I was sitting there drinking tea. But that was quite a change. Here in Russia I find people interrupt the meeting more easily - I'm not talking about interruptions as we were talking earlier. But if I'm having a meeting with a Russian colleague and quite often it's the phone that goes in the middle of our meeting, and they're off answer the phone, then they'll talk on the phone, then they'll come back to our meeting, and then they'll remember they wanted to tell somebody something so that... And I found that very disconcerting when I first arrived here, because the British way of it is that when you're in a meeting with somebody, you're in the meeting, and don't interrupt - usually, unless there's some very urgent problem. So, I think - I don't know if you agree, - that's a difference.

**A:** Are there any things that you consider absolutely inappropriate during a meeting?

**Simon:** I think, the general rules of social interaction are similar in a meeting to anywhere else, so the things that would be "inappropriate" in any social interaction can be absolutely inappropriate in a meeting as well. I suppose, eating - I don't say that any eating or drinking is inappropriate, - but eating noisily in any way. I think, showing attention is something that is different in different cultures. In Hungary I often saw people in meetings, in staff meetings at the University where I worked looking as if they were more or less fallen asleep. And that seemed to be accepted, but in other cases they actually were listening, and if you asked them afterwards, you find out that they have been following, but they were even slumped back in their seats. That would be pretty rude in many cultures, I think, and it would be a terrible sign of

lack of interest, and so on. But Hungarians said to me that old-fashioned styled meetings went on for many hours, and it was quite normal for people to sort of shut their eyes, to switch off. But I'm not sure if that would be inappropriate in a meeting.

**M:** As far as language structures are concerned, would it be appropriate to use long sentences or it would be better to use short utterances?

**Simon:** I think, expressing your ideas directly as clearly as possible and as precisely as possible... Sometimes you can express things very clearly and precisely by using very long words, technical words, - as long as you're sure that everyone else in the room is familiar with those words. So, I don't think that you should always avoid long words, or technical words, or complex structures if that's the most appropriate way to make your point clearly and quickly. But using overformal language, overflowery language to impress people with your wit or with your ability to construct that wonderful language is generally not a good thing. A meeting is time, so every minute in a meeting is very expensive. It's a matter of people's time and you don't want to waste any of that time.

**M:** There are different kinds of meetings and the language and the style of conducting them are also different. There are brainstorming meetings, problem-solving meetings...

**Simon:** I'm not sure if it's different - a brainstorming meeting and a problem-solving meeting, but I'm sure if you analyze it. But I think that the biggest difference is in the relationships between the people who are there: how well they know each other, what is the power difference. So, if I'm having a meeting with two or three of my colleagues who I work with every day, and whom I know very well, and whom I relaxed with, then it's much less formal, the language would be much more colloquial, much closer to everyday

language. If I go and I have a meeting with somebody from the Russian Ministry of Education, whom I may not know as well, and here there are perhaps more people and the relationship between us is much more tentative, then the language is much less direct, much more formal. I'll say my bit, then you'll say your bit, there's much less interruptions and much more perhaps compliments to each other. So, I think, it has to do with who's there and what the relationship between them is, as much as what is the natural appropriacy for the meeting.

**A:** When it comes to teaching business meetings, do you think it's essential to teach students all those phrases and gambits?

**Simon:** I think it's very, very useful for people, because if they're non-native speaker and they're going to go and sit in a meeting, and they're going to want to interrupt, or they're going to want to participate. And it's these little phrases or gambits which really do help them to do that, and help them to do that without appearing rude because if they haven't got the language, if they haven't got this kind of phrases, they've got two alternatives: they stay quiet and they don't contribute or they sort of blunder into the conversation and interrupt in a way which may be interpreted as rude or at least not very professional.

**N:** I'm afraid our time is up. Thank you for what you've done for us.

## APPENDIX 5

### Negotiating

#### Part 1 *Negotiating across Cultures*

Different cultures place varying degrees of emphasis on the importance of relationship building. For example, in many Middle Eastern countries no business can be done until a relationship of mutual trust and confidence has gradually been built up between the two parties. By contrast, in Finland, a small talk before a negotiation is generally kept to a minimum, and most of the relationship building will take place afterwards, in a restaurant or sauna.

In many cultures people find it easier to build a relationship with a potential business partner in a social setting. This is particularly true of many European cultures, such as Spain, France and the UK.

The practice of immediately handing over a business card is probably most common among the Japanese. It has the advantage of helping you to remember unfamiliar names and to understand better the role and status of the members of the other negotiating team. However, in other cultures, for example, Germany, it's more common to exchange business cards at the end of a meeting.

The amount of touching which is acceptable in different cultures also shows great variation and, of course, varies within cultures depending on the gender of the participants. In general, Latin American cultures permit more physical contact between men than, for example, Anglo-Saxon cultures. The distance at which two people stand from each other also differs. In Latin American and Arab cultures, people generally stand closer together when talking than Europeans or Americans do.

It is certainly prudent to avoid controversial topics at this stage of the negotiation. However, the conventional 'taboo' topics of politics and religion may be acceptable if you concentrate on information-gathering type questions (who/what/how) rather than questions which imply comment or criticism. For example, 'How

is your President elected?’ rather than ‘Why does your President have such a long term of office?’

**Part 2**                      *A Sample or Negotiating*

**Johnson:** Good, that’s agreed then. So now we come to the question of the name of the new company. Jane, would you like to give our views on this?

**Parsons:** Certainly. As you know, we have an established reputation in the UK, and last year we also set up companies in Germany and Italy. Many of our clients are multinational companies and, in all three countries, they’re used to doing business with us under the name Clark-Maxwell. Therefore, we propose that the new company in France should also have the name Clark-Maxwell.

**Lannoy:** I see. So, if I understand you correctly, you feel that using the name Clerk-Maxwell in France too will give the new company a clear identity in the eyes of multinational clients?

**Johnson:** That’s right. And what’s more, our best-know training package, The Quality Management Programme, is associated with our name.

**Guillet:** Oh, I appreciate that. Of course multinational clients are very important. However, we shouldn’t forget that one of our objectives in forming this new company is to enter new markets. We feel that the biggest potential in France for the products and services of the new company is among medium-sized French companies. Many of these companies will never have heard the name Clark-Maxwell. It will mean nothing to them, I’m afraid.

**Parsons:** I see what you mean. Well, that’s certainly something we’ll have to take into account.

**Guillet:** And there are a couple of other points. Firstly, the name Clark-Maxwell sounds very English, and secondly, it says nothing about the type of activity the company is involved in. So our proposal is to create a completely new name which will reflect the identity and role of the new company.

**Johnson:** You mean a French name, then?

**Lannoy:** Not necessarily. It could be a name which reflects both our backgrounds.

**Johnson:** Right. Well, I take your points about our name not being known in France, and being very English, but I think there's danger in creating a completely new name. Existing clients of yours, and ours, might not appreciate the experience and know-how that we've brought to this new venture. It might appear to be a completely new and inexperienced firm. Maybe a better solution would be to combine both our names. What's your reaction to that?

**Lannoy:** Well, I'm not sure how realistic that would be. It would be very long...

## **APPENDIX 6**

### **Language for Effective Communication**

#### **Telephoning**

The following list of phrases trace a call through from beginning to end and correspond to the building blocks shown in chapter 4. They follow two patterns – firstly when making a call and secondly when receiving a call.

#### **Making a Call**

##### **Identifying yourself**

My name is ... (first introduction)

This is ... here/... speaking.

##### **Asking to speak to someone**

Could I speak to ... please?

Could you put me through to ... please?

Can I have extension 351 please?

Could I speak to someone who deals with ... ?

##### **Who's calling?**

Could you tell me what it's about?

##### **Giving more information**

It's in connection with ...

It's about ...

##### **Giving the reason for the call**

I'm calling about ...

I'm phoning to tell you ...

The reason I'm calling is ...

##### **Showing you understand**

I see/I understand.

Right / Fine / Okay

##### **Leaving a message**

Could you give him a message?

Could you ask her to call me back?

Could you tell her I'll call back later?

## **Communication problems**

Could you repeat that?

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

Could speak a little ... slower/louder?

It's a very bad line. I'll call you back.

Getting the information right

Could you spell that, please?

Could you go over that again, please?

Let me just repeat that ...

## **Pre-closing**

### **Summarise main points**

So, let me just go over the main points.

Let me just repeat what you said.

So, if I understand you correctly, the situation is ...

## **Thanking**

Thanks very much for your help./Thanks a lot.

I'm grateful for your assistance.

## **Responding to thanks**

Not at all.

You're welcome.

Don't mention it.

## **Confirming the arrangement**

I look forward to ...

... seeing you on ... (date) at .. (time)

... hearing from you soon.

... meeting you in ... (place)

## **Polite formulae**

Nice speaking to you.

You might hear:

Nice speaking to you, too.

## **Closing the call**

See you soon.

Speak to you soon.

Goodbye/Bye.

## Receiving a Call

### Identifying yourself

Harry Jones/Harry Jones speaking.

*You might hear:* (see Making a call)

Could I speak to Harry Jones?

*You can reply:* Speaking.

### Helping the caller

Can I help you?

Who would you like to speak to?

### Asking for identification

Who's calling, please?

And who's speaking, please?

### Asking for further information

What's it in connection with?

What's it about, please?

### Making excuses

I'm afraid ... is not available at the moment

I'm afraid ... is out

... is in a meeting

... is with a customer at the moment

I'm sorry but ... is on holiday

... is not in the office

... is on the other line at present.

I'm afraid his line's engaged.

Do you want to hold?

### Taking a message

Would you like to leave a message?

May I take a message?

Can I take your name and number?

Can I get him to call you back?

### Polite formulae

Thanks for calling.

*You might hear:*

Not at all. It's been nice speaking to you. You're welcome.

## **Closing the call**

Goodbye/Bye.

## **Meetings**

### **Phrases for the Chairperson**

#### **Opening the meeting**

Good morning / afternoon, everyone.

If we are all here, let's ..... get started/... start the meeting/... start

#### **Welcoming and introducing participants**

We're pleased / It's a pleasure to welcome ...

I'd like to introduce ...

I don't think you've met ...

#### **Starting the purpose / objective / aim**

We're here today to ...

Our aim is to ...

I've called this meeting in order to ...

By the end of this meeting, we need a clear recommendation.

#### **Giving apologies for absence**

I'm afraid ... can't be with us today. She is in ...

I have received apologies for absence from ... , who is in ...

#### **Reading the secretary's report of last meeting**

First, let's go over the report from the last meeting, which was held on ...

Here are the minutes from our last meeting, which was on ...

#### **Dealing with Matters Arising**

Peter, how is the IT project progressing?

Sarah, have you completed the report on the new accounting package?

Has everyone received a copy of Jeremy's report on his visit to...

So, if there are no other matters arising, let's move on to today's agenda.

#### **Introducing the agenda**

Have you all seen a copy of the agenda?  
There are three items on the agenda – firstly, ... secondly, ... and thirdly, ... .

Shall we take the points in this order?

I suggest we take item 2 last.

Is there any other business?

### **Allocating roles (secretary, participants and chairperson)**

... has agreed to take the minutes.

... , would you mind taking the minutes?

... has kindly agreed to give us a report on this matter.

... will lead point 1, ... point 2, and ... point 3.

### **Agreeing the ground rules for the meeting (contributions, timing, decision-making, etc)**

We will hear a short report on each point first, followed by a discussion round the table.

I suggest we go round the table first.

The meeting is due to finish at ...

We'll have to keep each item to ten minutes. Otherwise we'll never get through.

We may need to vote on item 5, if we can't get a unanimous decision.

### **Introducing the first item**

So, let's start with ...

Shall we start with ...?

So, the first item on the agenda is ...

Pete, would you like to introduce this item?

### **Closing an item**

I think that covers the first item.

Shall we leave that item?

If nobody has anything else to add, ...

... let's move onto the next item

The next item on the agenda is ...

Now we come to the question of ...

### **Asking for contributions**

We haven't heard from you yet, George. What do you think about this proposal?

Would you like to add anything, Anne?

Anything to add, Helen?

### **Handing over to another person**

I'd like to hand over to Mark, who is going to lead next point.

Right, Dorothy, over to you.

### **Keeping the meeting on target (time, relevance, decisions)**

We're running short of time.

Please be brief.

I'm afraid we've run out of time.

We'll have to leave that to another time.

I'm afraid that's outside the scope of this meeting.

We're beginning to lose sight of the main point.

Keep to the point, please.

I think we'd better leave that for another meeting.

Are we ready to make a decision?

Shall we vote on Mary's proposal?

### **Clarifying**

Let me spell out ...

Is that clear?

Do you all see what I'm getting at?

to clarify/to explain/to interpret/to put another way/to put in other words/to recap

### **Summarising**

Before we close, let me just summarise the main points.

To sum up, ...

In brief, ...

Shall I go over the main points?

### **Agenda completed**

Right, it looks as though we've covered the main items.

Is there any other business?

### **Agreeing time, date and place for next meeting**

Can we fix the next meeting, please?

So, the next meeting will be on ... (day), the ... (date) of ... (month) at ... (time) in the meeting room. Is that okay for everyone?

What about the following Wednesday? How is that?

So, see you all then.

### **Thanking participants for attending**

I'd like to thank Marianne and Jeremy for coming over from London.

Thank you all for attending.

Thanks for your participation.

### **Closing meeting**

The meeting is closed.

I declare the meeting closed.

## **Phrases for the Participants**

### **Getting the chairperson's attention**

(Mister / madam) chairman.

Excuse me for interrupting.

May I come in here?

### **Requesting information and action**

Please, could you ...

I'd like you to ...

I wonder if you could ...

### **Giving and seeking opinions**

I'm sure / convinced / positive that ...

I (really) feel that ...

In my opinion ...

I tend to think that ...

Are you sure / convinced / positive that ...

Do you (really) think that ... ?

Am I right in thinking that ...

### **Dealing with communication problems**

#### **Asking for repetition**

I didn't catch that. Could you repeat that, please?

Sorry, I missed that. Could you say it again, please?

#### **Asking for clarification**

I don't quite follow you. What exactly do you mean?

I don't see what you mean.

Could we have some more details, please?

### **Commenting**

That's interesting ...

Good point!

I see what you mean.

**Agreeing and disagreeing**

I totally agree with you.  
 Up to a point I agree with you,  
 but ...  
 (I'm afraid) I can't agree.

**Advising and suggesting**

Let's ...  
 We should ...  
 Why don't you ...  
 How about ...  
 I suggest / recommend that ...

**Asking for verification**

You did say March, didn't you?  
 ('did' is stressed)  
 Is it true that we'll be moving in  
 March?

**Asking for spelling**

Could you spell that, please?

**Correcting information**

Sorry, I think you  
 misunderstood what I said. The  
 move will be in March.  
 Sorry, that's not quite right.  
 We'll be here until March.

**Phrases for the Secretary****Listing the names of the participants**

Present: ... (names or initials)  
 Apologies for absence received from: ...

**Describing the topics discussed**

... (name) reported  
 On presented/considered/discussed/evaluated/proposed ...

**Giving details of arguments for and against**

... (name) pointed out/observed/stated that ...  
 ... (name) disagreed with/voiced reservations  
 about/opposed/objected to ...

**Describing the decisions made**

The meeting agreed to ...  
 It was (unanimously) agreed that we would ...  
 ... (item) was postponed until the next meeting on ...

**Describing voting details**

Three voted for the motion; two voted again.  
 The motion was carried by three votes to two.  
 The proposal was defeated by three votes to two.

### **Describing follow-up actions to be carried out (who, what and when)**

... (name) will prepare a report by ... (date)

... (name) agreed to evaluate the new software by ... (date)

It was agreed that ... (name) would present the findings to the next meeting on ... (date)

### **Showing the date, time and place of the next meeting**

The next meeting will be held on ... (date) at ... (time) in ... (place)

Next meeting ... (time) on ... (date) in ... (place)

## **Negotiation**

### **The processes**

to negotiate; to strike a bargain; to bargain; to reach an agreement; to discuss; to draft a contract; to persuade; to sign a contract; to compromise; to implement an agreement; to make a deal; to break a contract

### **The subject of negotiations**

Price; warranties and guarantees; delivery and terms; insurance; discount; quality control; payment and credit; penalties; exclusivity; legal jurisdiction; licences

### **Creating the right environment**

Language for:

- introducing yourself
- making small talk

### **Defining the issues**

### **Starting the agenda**

OK. Shall we start?

Our position is as follows:

We would like to buy ...

We are interested in selling ...

We need to reach the agreement about ...

We are keen to make a decision about ...

The aim/purpose/target/objective of this negotiation is to solve the problem over ...

### **Clarifying the agenda**

So, if we understand you correctly, you want to sell ...

So, are we right in thinking that you would like us to tell ... ?

We fully understand your views/position ...

... But what exactly do you want us to do?

... But what would you actually like us to do?

... But what precisely are you offering?

So, then, can you just confirm that your position is ...?

### **Establishing opening positions**

#### **Price**

In your proposal your asking price is ...

...you have set the price at ...

...you fixed the cost at ...

We are willing to pay ...

Our initial offer is ...

#### **Delivery and terms**

In addition, we/you can

deliver the goods on 25<sup>th</sup> July.

we can supply

the products by 25<sup>th</sup> July.

you can arrange

delivery to our warehouse from stock.

you can organize

shipment by truck to our site.

Our position is that...

...we need the goods by 20th July.

...the goods must be with us by 20th July.

Can you arrange the delivery *to our site by truck*?

Where: to our site/office/plant/premises/warehouse/shop/factory/  
workshop /supermarket.

Deliver: by post/by truck/by special postal delivery/by boat/by  
van/by ferry/biplane/by plane/by train//by airfreight.

However, you expect us to provide transport and insurance.

However,

... you are not prepared to cover transport.

... you do not agree to pay for ...

on \Monday (days of the week)

on 25th July (dates)

by 25th July (deadlines)

in July (months)

next week/month

in 2 months

### **Payment and credit**

We expect payment by bank transfer within 90 days.

... 90 days after invoice.

... 90 days after order.

Our normal payment terms are by letter of credit.

Do you accept our payment terms?

We do not accept the payment terms?

We do not normally pay ...

... in cash

... by cheque

... by bank transfer

... by letter of credit

### **Discount**

However,

... we can offer an initial discount of 5%.

... we can discount the initial order by 5%.

But we are prepared to reduce the total price by 5%.

What discount can you offer?

### **Exclusivity**

Can you offer us exclusivity?

We are looking for an exclusive agent.

We need an exclusive distributor.

We are not prepared ... to act as an exclusive representative.

... offer exclusivity.

agent  
distributor

### **Licences**

What licence can you offer?

We are prepared to offer a licence to sell the product.

We cannot grant a licence to manufacture the product.

The licence will initially be limited to 5 years.

### **Warranties and guarantees**

What warranties and guarantees do you offer?

We warrant the good for a period of 5 years.

We guarantee the product against normal defects for 3 years.

We cover all parts and labour for 1 year.

In that case,

... we will replace the goods.

... repair the equipment free of charge.

We will cover all labour costs.

We will fix the problem on site.

You must return the goods to base.

We cannot guarantee the goods against ...

... breakdown

... normal wear and tear

### **Insurance**

Will you insure the goods during transit?

We will insure the goods during transportation.

We will cover the equipment CIF.

CIF

cost, insurance and freight FOB

free on board

### **Quality control**

What quality control measures do you take?

All goods are tested before they leave the factory.

The products are fully checked for defects.

We follow a TQC programme.

We have ISO 9000.

## **Penalties**

What happens if anything goes wrong?

What compensation will you pay if ... ?

We will claim compensation if ...

...you don't deliver on time.

... the goods are delayed.

... the equipment breaks down.

## **Legal jurisdiction**

What happens if there is a dispute?

Any disputes will be settled according to French law.

We resolve any disagreements by ... arbitration.

by...	dispute	breach of
	contract	conflict
	disagreement	mediation
	law	court of law
	arbitration	international court of justice

## **Handling the offer and counter-offer**

### **Positive**

That's great.

(That's a) good/excellent/great idea.

We accept/agree.

We can accept your payment terms/delivery terms/ discount terms

We agree to follow the quality control procedures.

We are in agreement over penalty clauses.

### *Partial*

Yes, but ...

We/re on the right track.

We're getting there.

### *Negative*

That's unacceptable.

That's our of the question.

We can't accept that.

We don't agree to that.

We cannot accept your warranty terms/insurance terms.

We don't agree to follow the legal procedures.

We are not in agreement over compensation clauses.

### **Testing the other side's case**

Have you given us all the relevant facts?

On what are those Figures based?

We have heard that your normal prices are ...

normal delivery terms are ...

normal discount terms are ...

normal warranty terms are ...

Could you explain how you reach ...

We don't follow the logic of your argument.

If your normal prices are ... , then we expect ...

Could you explain how you got to those figures?

### **Strengthening your case**

If we accept your prices, then we will ...

... have to raise our prices.

... your delivery terms, then we will have to delay production.

... your payment terms, that will increase our costs.

That will not be good for our business.

If you can reduce your price by ... , then we will ...

If you are prepared to speed up delivery by ... , then we will ...

If you willing to reconsider your payment terms, then we will ...

... look at prices for our next contract.

... review delivery for the next consignment.

... discuss payment with our bank for the next order.

### **Handling stalemate**

We are very far apart on this issue.

Our positions are very different on the question of ...

I don't think we can resolve this matter now.

Let's see where we agree ...

Shall we summarise the points of agreement ...

... and then take a short break.

... and then adjourn till this afternoon.

So far, we've agreed on the following points: ...

We disagree on ...

So we'll come back to those issues after the break.

### **Clinching the deal**

We have covered a lot of ground in this meeting.

We cannot change our offer.

This our final offer.

We have reached agreement on ...

You have accepted our terms on ...

We have not reached agreement on ...

You cannot accept our terms on ...

Let me go over all the details again.

Have I covered everything?

Do you agree?

Do you accept these terms?

### **Getting it in writing**

I will draft an outline agreement.

Can you prepare a draft contract?

I will send the agreement to you for your comments.

Please send the draft contract to me for our comments.

After the contract/agreement has been signed, ...

... we can ... make the goods.

... deliver the equipment.

### **The legal aspects**

contract

insurance

indemnity

force majeure

parties to the contract

to breach a contract

to sign a contract

breach of contract

signatories to the contract

disputes

scope of the contract

damages

terms of the contract

compensation

clauses of the contract

arbitration

payment

annex

delivery

appendix

## APPENDIX 7

### MINI DICTIONARY

<b>absenteeism (n)</b>	staying away from work, especially often and without good reasons	прогулы, невыходы на работу (без уважительной причины)
<b>access (v)</b>	to be able to look at a website	иметь доступ, получить доступ
<b>accounts (n)</b>	a set of records for a business showing all the money received and paid out and how much profit has been made	бюджет, счета, расходы
<b>after-sale(s) service (n)</b>	help that is available to a customer after have bought a product	послепродажное обслуживание
<b>annual (adj)</b>	happening or done once a year	ежегодный, годичный, годовой
<b>attach (v)</b>	to include something with an e-mail or letter	прикреплять, прилагать
<b>bank clerk (n)</b>	a person who works in a bank	банковский служащий
<b>bank statement (n)</b>	a record of all the money paid into and out of a customer's bank account in a particular period	перечень банковских счетов
<b>bargain (n)</b>	something that is bought or sold at a lower price than usual	выгодная покупка, дешево купленная вещь
<b>based (adj)</b>	working or doing business in or from a particular place	основанный, обоснованный

<b>bill (n)</b>	a piece of paper that shows how much you owe somebody for goods and services	счет
<b>board (n)</b>	the group of people chosen by shareholders to run a company and decide its policies	правление, руководство, совет
<b>board (v)</b>	to get on plane, train, etc.	подниматься на борт (корабля, самолета)
<b>boarding card (n)</b>	a card that you show before you get on a plane	посадочный талон
<b>body language (n)</b>	movements or positions of your body that show what you are thinking or feeling	язык тела
<b>brainstorm (v)</b>	to think quickly of a number of possible solutions to a problem, especially as a group	быстро принимать решения
<b>brand (n)</b>	a type of product or group of products sold using a particular name	торговая марка, бренд
<b>brochure (n)</b>	a small magazine or book containing pictures and information about something or advertising something	брошюра, буклет
<b>budget (adj)</b>	low in price	низкий по цене
<b>budget (n)</b>	the money that is available to a company and a plan of how it will be spent over a period of time	бюджет, финансовая смета

<b>business card (n)</b>	a small card printed with somebody's name and details of their job and company	визитная карточка
<b>business tourism (n)</b>	traveling to a foreign country to do business; the industry related to this	туристический бизнес
<b>buyer (n)</b>	person in a company who chooses the goods, equipment or materials that the company buys	покупатель
<b>call centre (n)</b>	an office in which a large number of people work using telephones, for example doing market research or taking customers' orders and answering questions for a large company	справочный центр
<b>campaign (n)</b>	a series of planned activities to persuade people to buy or to do something	кампания
<b>career prospects (n)</b>	the chances of being successful in your job	продвижение по службе
<b>carry out (v)</b>	to do and complete a task	выполнять, осуществлять
<b>cash machine (n)</b>	a machine in or outside a bank, etc., from which you can get money from your bank account using a special plastic card	банкомат
<b>catalogue (n)</b>	a complete list of items that a company sells, often with pictures of the items and prices	каталог

<b>chain (n)</b>	a group of stores, hotels, etc. owned by the same company	система, сеть
<b>channel (n)</b>	a way in which company makes its products available	канал, средство передачи
<b>charity (n)</b>	an organization for helping people in need	благотворительность
<b>checkout desk, checkout (n)</b>	the place where you pay for the things that you are buying in a supermarket	касса в магазине
<b>cheque (n)</b>	a printed form that you can write on and sign as a way of paying for something instead of using money	банковский чек
<b>client (n)</b>	a person who uses the services or advice of a professional person or organization	клиент; постоянный покупатель, заказчик
<b>colleague (n)</b>	a person who works at the same place as you, especially in a profession or a business	коллега, сослуживец
<b>come up with (v)</b>	to find or produce an answer	находить, предлагать ответ
<b>commute (v)</b>	to travel regularly by bus, train, car, etc. between your place of work and your home	ездить на работу (в город)
<b>compete (v)</b>	to try to be more successful or better than somebody else who is trying to do the same as you	состязаться, соревноваться

<b>competition (n)</b>	1. a situation in which companies compete with each other for something that not everyone can have 2. the people who are competing against somebody	1. состязание, соревнование 2. конкуренция, соперничество
<b>competitive market (n)</b>	a market in which many companies are competing	конкурентный рынок
<b>concentrate on (v)</b>	spend more time doing one particular thing than others	сосредотачиваться на ч.-л
<b>confirm (v)</b>	to say that something is definitely true or correct	подтверждать, подкреплять
<b>contact (n)</b>	a person that you know, especially somebody who can be helpful to you in your work	знакомый (обыкн. деловой)
<b>core business (n)</b>	the most important activities that a company does	основная деятельность
<b>core customer (n)</b>	a company's main type of customer	основной потребитель
<b>co-worker (n)</b>	a person that you work with	товарищ по работе
<b>credit (n)</b>	an arrangement that you make with a bank, store, etc., to be able to buy things now and pay for them later	кредит, долг
<b>credit card (n)</b>	a small plastic card that you can use to buy goods and services and pay for them later	кредитная карта

<b>credit history (n)</b>	a record of the loans and credit that somebody has received and whether they have paid back the amounts that they owe in the right way	досье заемщика, кредитная история
<b>CRM (n)</b>	‘customer relationship marketing’ or ‘customer relationship management’: a system in which a business aims to develop a good relationship with customers, for example by keeping information about their needs	управление взаимоотношениями с клиентами
<b>crop up (v)</b>	to appear or happen, especially when it is not expected	неожиданно обнаруживаться, возникать
<b>customer care (n)</b>	the activities that a company does to make sure that customers are happy with the products and service and have any help they need	забота о потребителе
<b>customize (v)</b>	to make or change something to meet the needs of the customer or user	переделывать, подгонять
<b>data (n) (pl)</b>	facts or information	данные, факты
<b>day off (n)</b>	a day on which you do not have to work	выходной
<b>deadline (n)</b>	a time or date by which something must be done or completed	срок окончания к.-л. работы, конечный срок

<b>deal with (v)</b>	to solve a problem, carry out a task, etc.	иметь дело с к.-л., обсуждать
<b>debit card (n)</b>	a plastic card that can be used to take money directly out of your bank account when you pay for goods and services	дебетовая карта, платежная карта
<b>deliver (v)</b>	1. to take goods, letters, etc. to the person people they have been sent to 2. to produce or provide what people expect you to	1. доставлять, разносить, развозить 2. успешно справляться
<b>department (n)</b>	a section of a large company	отдел, управление
<b>designed to last (adj)</b>	strongly made and not likely to break or stop working for a long time	для длительного пользования
<b>diary (n)</b>	a book with spaces for each day of the year in which you write down things you have to do	дневник, ежедневник
<b>direct debit (n)</b>	an instruction to your bank to allow somebody else to take an amount of money from your account on a particular date, especially to pay bills	прямой дебет
<b>discount (n)</b>	an amount of money that is taken off the usual cost of something	скидка, уменьшение цены
<b>discount (v)</b>	to take an amount of money off the usual cost of something	уменьшить цену, предоставить скидку

<b>dispatch (v)</b>	to send a letter, parcel, or message somewhere	посылать, отсылать
<b>distribute (v)</b>	1. to make a product available to customers, for example, by delivering it to stores and businesses 2. to share something between a number of people	1. распространять, распределять 2. распределять, раздавать
<b>distribution (n)</b>	1. delivering a product to many stores or customers 2. sharing something between a number of people	1. распространение 2. распределение, раздача
<b>DIY (n)</b>	‘do-it-yourself’: the activity of making, repairing, or decorating things in the home yourself, instead of paying somebody to do it	«сделай сам» (о ремонте, изготовлении ч.-л. собственноручно)
<b>domestic (adj)</b>	of or inside a particular country; not foreign or international	домашний, внутренний, отечественный
<b>donor (n)</b>	a person or an organization that makes a gift of money, clothes, food etc. to a charity	даритель, жертвователь
<b>donate (v)</b>	to give money, food, clothes, etc. to a charity	дарить, жертвовать
<b>donation (n)</b>	something that is given to a charity	дар, подарок
<b>downmarket (adj)</b>	designed for or used by large numbers of customers who have less money	дешевый и низкого качества

<b>e-commerce (n)</b>	the business of buying and selling things using the Internet	Интернет-торговля
<b>economical (adj)</b>	providing good value	экономный
<b>efficient (adj)</b>	doing something well and thoroughly with no waste of time,	действенный, эффективный
<b>enquire (v)</b>	to ask somebody for some information	запрашивать, осведомляться
<b>evaluate (v)</b>	to think about something and decide whether or not it is good	оценивать, составлять мнение
<b>exchange rate (n)</b>	the relation in value between one currency and another	валютный курс
<b>exhibition (n)</b>	an event at which companies show their products to the public	выставка
<b>exhibitor (n)</b>	a company that shows its products or services at an exhibition	экспонент
<b>expenditure (n)</b>	the amount of money spent	расходование, трата денег
<b>expenses (n)</b>	money that you spend while doing a job that your employer will pay back to you later	расходы, издержки
<b>facilities (n)</b>	buildings, services, equipment, etc. that are provided for a particular purpose	средства обслуживания, услуги
<b>factory prices (n)</b>	very low prices that you would you pay if you bought goods direct from the factory	отпускная цена с завода

<b>farewell dinner (n)</b>	a dinner that is organized in order to say goodbye to a visitor	прощальный обед
<b>faulty (adj)</b>	not perfect; not working or made correctly	неисправный, поврежденный
<b>feasible (adj)</b>	that is possible and likely to be achieved	выполнимый, осуществимый
<b>feedback (n)</b>	advice, criticism, or information that is given to a company about a product or to an employee about their work in order to improve it	обратная связь, информация от потребителя
<b>field of work (n)</b>	the type of activity or business that somebody works in	сфера деятельности
<b>Finance (n)</b>	the department of a company that manages its money	Управление финансами
<b>flexible working (n)</b>	a way of organizing work in a company that is different from the traditional way and may not have fixed times or places of work	гибкий график работы
<b>flyer (n)</b>	a small sheet of paper that advertises a product or an event and is given to a large number of people	флаер, рекламная листовка
<b>foreign currency (n)</b>	money that is used in another country	иностранная валюта
<b>fund-raising (n)</b>	the activity of collection money for a charity or organization	сбор денег (на благотворительные нужды)

<b>further information (n)</b>	more detailed information	дополнительная информация
<b>gate (n)</b>	a way out of an airport through which passengers go to get on their plane	выход (в аэропорту)
<b>go ahead (v)</b>	to begin to do something after thinking about whether or not to do it	действовать на свое усмотрение; начинать (ч.-л. делать)
<b>graduate (n)</b>	a person who has a university degree	выпускник университета
<b>graduate from (v)</b>	to qualify after a course of academic study	оканчивать (высшее учебное заведение)
<b>guided tour (n)</b>	a walk around a place with somebody who takes you round and tells you what things are	экскурсия
<b>hand luggage (n)</b>	small bags that you can keep with you on a plane	ручная кладь
<b>handle (v)</b>	to deal with something	управляться, иметь дело
<b>hold the line (v)</b>	(on the telephone) wait	ждать (на телефонной линии)
<b>Human Resources (n)</b>	the department in a company that deals with employing and training people	отдел кадров, трудовые ресурсы, персонал
<b>in charge of (adj)</b>	responsible for something	ответственный за...
<b>incentive (n)</b>	something that encourages people to do something, especially to work harder, spend more money, etc.	побуждение, стимул
<b>induction programme (n)</b>	a series of activities or events that introduce you to a new job	вводная программа, ознакомительная программа

<b>information pack (n)</b>	a set of printed information that tells you all you need to know about something	набор, комплект нужной информации
<b>innovative (adj)</b>	introducing or using new ideas, ways of doing something, etc.	новаторский, передовой
<b>invest in (v)</b>	to spend money on something that will be useful in the future	вкладывать деньги, покупать
<b>ISO standards (n)</b>	a set of international standards which companies use to measure and show how good their methods and practices are	Международная организация по стандартизации
<b>issue (n)</b>	a problem or question that somebody has about something	спорный вопрос, проблема
<b>IT (n)</b>	“Information Technology”: the department of a company that is responsible for the computer system	Информационные технологии
<b>item (n)</b>	one thing on a list of things	пункт, статья
<b>itinerary (n)</b>	a plan of a trip, including the places that you will visit and times	курс, маршрут, путь
<b>job description (n)</b>	a written description of the exact work and responsibilities of a job, its position in the organization, the conditions of employment and the pay	перечень служебных обязанностей, должностная инструкция

<b>job fair (n)</b>	an event where people who are looking for a job can meet companies who are looking for new employees	ярмарка вакансий
<b>job title (n)</b>	the name of somebody's job	название должности
<b>join (v)</b>	to start working for a company	присоединяться
<b>know-how</b>	knowledge of how to do something and experience in doing it	умение, владение технологией
<b>launch (v)</b>	to make a product available to the public for the first time	выпускать на рынок
<b>launch (n)</b>	an event where a product is shown to the public for the first time	выпуск новых товаров на рынок
<b>lead time (n)</b>	the time between starting and completing a production process	время на освоение новой продукции
<b>leader (n)</b>	the head of an organization or other group of people	руководитель, лидер
<b>leadership (n)</b>	the ability to be a leader	руководство
<b>leading (adj)</b>	most important or most successful	ведущий, главный
<b>leaflet (n)</b>	a printed sheet of paper that advertises or give information about something	листочек, листовка
<b>learning curve (n)</b>	the rate at which you learn a new subject or a new skill	скорость усвоения знаний

<b>liaise with</b>	to work closely with somebody	поддерживать связь
<b>lifestyle (n)</b>	the way in which somebody lives and works	образ, стиль жизни
<b>line manager (n)</b>	a person who has a number of employees working under them and who is responsible for giving them work and checking how they develop	линейный руководитель (которому подчиняется ряд работников организации)
<b>link (n)</b>	1. a relationship between groups of people 2. words or a picture on a web page that you click with the mouse in order to go to another page	1. связь, узы 2. ссылка
<b>logo (n)</b>	a design or symbol that a company or an organization uses as its special sign	логотип, фирменный знак
<b>long-term goal (n)</b>	something that you aim to achieve over a long period of time	долгосрочный проект, долгосрочная цель
<b>look into (v)</b>	to examine a problem	исследовать
<b>loyalty card (n)</b>	a card given to costumers by a store to encourage them to shop there regularly. Each time they buy something they collect points which will allow them to have an amount of money taken off goods they buy in the future	карта покупателя (накопительная)

<b>made-to-measure (adj)</b>	made specially to suit somebody's particular needs	сделанный по индивидуальному заказу
<b>mail shot (n)</b>	advertising or information that is sent to a large number of people at the same time by mail	реклама на электронной почте
<b>maintain (v)</b>	to keep checking a website in order to keep it working well, up-to-date, etc.	поддерживать, сохранять
<b>can/can't make it (v)</b>	to be able/unable to be present at a particular time	успевать/не успевать
<b>manage (v)</b>	1. to control or be in charge of a business, a team, etc. 2. to use money, time in a sensible way 3. to succeed in doing something	1. управлять, руководить 2. расходовать экономно 3. справляться, суметь делать
<b>management (n)</b>	1. running and controlling a business 2. the people who run and control a business	1. управление, руководство 2. правление, дирекция
<b>marketing (n)</b>	the activity of presenting, advertising, and selling a company's product in the best possible way	торговля, продажа
<b>mass production (n)</b>	the production of large quantities of goods in a factory	серийное производство
<b>mission (n)</b>	the official aims of a company	поручение, командировка

<b>monitor (v)</b>	to watch and check something over a period of time in order to see how it develops, so that you can make necessary changes	наблюдать, следить
<b>navigate (v)</b>	to find where you are and where you need to go	двигаться, передвигаться
<b>network (n)</b>	1. a closely connected group of people or companies that exchange information, etc. 2. a number of computers and other devices that are connected together so that equipment and information can be shared	1. взаимосвязанная группа людей 2. сетка, компьютерная сеть
<b>network (v)</b>	to try to meet and talk to people who may be useful to you in your work	налаживать связи
<b>new recruit (n)</b>	person who has just started working for a company	новичок
<b>niche (n)</b>	an opportunity to be the only company to sell a particular product	надлежащее место, ниша
<b>notice (n)</b>	information or a warning given in advance of something that is going to happen	извещение, сообщение
<b>notice board (n)</b>	a board for putting notices on	доска объявлений
<b>organigram (n)</b>	a diagram that shows the structure of a company or an organization and the relationship between different jobs	органиграмма (блок-схема организационной структуры системы)

<b>organize (v)</b>	1. to arrange for something to happen or to be provided 2. to put or arrange things into a logical order or system	1. организовывать, планировать 2. приводить в порядок, упорядочивать
<b>out-of-town store (n)</b>	a store that is situated away from the center of a town or city	магазин, находящийся за городом
<b>overpriced (adj)</b>	too expensive; costing more than it is worth	слишком дорогой
<b>overseas (adj)</b>	connected with foreign countries, especially those separated from your country by the sea or ocean	заграничный, заокеанский, заморский
<b>overtime (n)</b>	time that you spend working at your job after you have worked the normal hours	сверхурочные часы
<b>PA (n)</b>	= personal assistant	личный секретарь
<b>package (n)</b>	1. something that is wrapped in paper or put into a thick envelope and delivered to somebody 2. a set of things that are sold together	1. пакет, сверток 2. пакет, набор, комплекс
<b>partnership (n)</b>	a relationship between two people, organizations, etc.; the state of having this relationship	сотрудничество
<b>perform (v)</b>	to do well or badly	выполнять
<b>permanent (adj)</b>	working in a company for a long time or for all time in the future	постоянный, долговременный

<b>Personnel</b>	= Human Resources	трудовые ресурсы, персонал
<b>PIN (n)</b>	a number given to you, for example by a bank so that you can use a plastic card to take out money from a cash machine	личный код счета (ПИН-код)
<b>policy (n)</b>	a plan of action agreed or chosen by a company	политика, курс, стратегия
<b>positive publicity (n)</b>	attention that is given to a company by newspapers, television, etc. which shows people how good the company is	позитивные отзывы
<b>postpone (v)</b>	to arrange for an event, etc. to take place at a later time or date	откладывать, отсрочивать
<b>premises (n)</b>	the building and land near to it that a business owns or uses	дом, владение, недвижимость
<b>prioritize (v)</b>	to put tasks, problems, etc. in order of importance, so that you can deal with the most important first	отдавать предпочтение
<b>production (n)</b>	the department in a company that produces goods or material	отдел производства
<b>productive (adj)</b>	doing or achieving a lot	продуктивный, эффективный
<b>profile (n)</b>	a description of somebody/something that gives the most important information	краткая характеристика, сведения из биографии
<b>profitable</b>	that makes or is likely to make money	прибыльный, выгодный

<b>qualifications (n)</b>	exams that you have passed or courses of study that you have successfully completed	квалификации, диплом, аттестат
<b>quality</b>	1. a high standard 2. a good thing that is part of a person's character	1. высокое качество 2. характерная черта
<b>quality control (n)</b>	the practice of checking goods as they are being produced, to make sure that they are of a high standard	контроль качества, управление качеством
<b>queue (n)</b>	a line of people waiting to do something	очередь
<b>quotation (n)</b>	a statement of how much money a particular piece of work will cost	стоимость, цена, котировка, курс
<b>R&amp;D (n)</b>	= Research and Development	научные исследования и разработки (отдел)
<b>raise (v)</b>	1. to increase the amount or level of something 2. to get money you need for something	1. поднимать 2. собирать (деньги)
<b>range (n)</b>	variety of things of a particular type	ряд, линия, цепь
<b>receipt (n)</b>	piece of paper that shows that goods or services have been paid for	товарный, кассовый чек
<b>recommendation (n)</b>	telling somebody that a thing or person is good and suitable	рекомендация
<b>recruitment (n)</b>	finding new people to join a company	набор, наем
<b>reflective (adj)</b>	involving deep thinking about something	мыслящий, размышляющий

<b>refund (n)</b>	a sum of money that is paid back to you	возвращение, возмещение
<b>refund (v)</b>	to pay somebody's money back to them	возвращать, возмещать
<b>registration (n)</b>	putting your name on an official list	регистрация
<b>regular customer (n)</b>	a customer who buys things from the same company many times	постоянный клиент
<b>reliable (adj)</b>	that you can trust or rely on	надежный, заслуживающий доверия
<b>rent (v)</b>	to regularly pay money to somebody so that you can use something	нанимать/сдавать в аренду
<b>repeat customer</b>	a customer who buys things from the same company more than once	постоянный покупатель
<b>report to (v)</b>	have somebody as your immediate manager	докладывать, представлять отчет
<b>representative (n)</b>	who works for a company and travels around selling its products	представитель
<b>responsible for (adj)</b>	having the duty of dealing with something	быть ответственным
<b>retail (n) and (adj)</b>	involving selling goods to the public	розничная торговля, розница; розничный
<b>sample (n)</b>	a small amount or example of something that can be looked at or tried to see what it is like	образец
<b>schedule (n)</b>	plan that lists all the work that you have to do and when you must do each thing	расписание, план

<b>end out (v)</b>	to send something to a lot of people	рассылать
<b>set up (v)</b>	to create something, or arrange for something to happen	основывать, организовывать
<b>share (v)</b>	to use something at the same time as somebody else	делиться, быть пайщиком
<b>ship (v)</b>	send or transport something by ship or by another means of transport	грузить, перевозить, отгружать
<b>skills (n)</b>	a particular ability or part of ability	мастерство, умение
<b>source (n)</b>	a place, person or thing that you get something from	источник, начало
<b>sponsorship (n)</b>	sponsoring somebody/something or being sponsored; money that a sponsor gives	спонсорство
<b>stable (adj)</b>	not likely to move, change or fail	постоянный, неизменный
<b>staff (n)</b>	all the workers employed in a company considered as a group	штат (сотрудников)
<b>stock (n)</b>	a supply of goods available for sale	ассортимент
<b>subsidiary (n)</b>	a company that is owned or controlled by another company	филиал
<b>supplier (n)</b>	a company or person that provides a particular product	поставщик

<b>supply (v)</b>	to provide people with something they need or want, especially regularly over a long period of time	снабжать, поставлять
<b>support (v)</b>	to help or encourage something to be successful by giving it money	поддерживать (материально), содержать
<b>target (n)</b>	a result that somebody tries to achieve	цель, задание, план
<b>temporary (adj)</b>	not permanent	временный
<b>trainee (n)</b>	a person who is being taught how to do a particular job	стажер, практикант
<b>turnover (n)</b>	the total amount of goods or services sold by a company during a particular period of time	оборот
<b>upgrade (v)</b>	to improve something and make it more modern	улучшать, усовершенствовать
<b>urgent (adj)</b>	that needs to be dealt with immediately	срочный, неотложный
<b>valid (adj)</b>	able to be accepted	действительный, имеющий силу
<b>wholesale business</b>	a business that buys goods in a large quantities and sells them to businesses, so they can be sold again to make a profit	оптовая торговля
<b>work out</b>	find the answer to something	решать, составлять
<b>workstation</b>	a desk with a computer where somebody works in an office	рабочее место

## Literature

1. Богацкий И., Дюканова Н. Бизнес-курс английского языка. – Киев: Логос, 2003. – 352 с.
2. Деловой английский = Business English : учеб. для вузов / Н. А. Андреева, М. В. Кулемекова, Л. С. Пичкова и др. ; под ред. Л. С. Пичковой. - М.: Проспект, 2009. – 998 с.
3. Слепович В.С. Деловой английский язык. = Business English: учебное пособие/ - 7-е изд. - Минск: ТетраСистемс, 2012. - 272 с.
4. Bovee C.L, Thill J.V. Business communication today. – NY: Pearson., 2016. – 672 p.
5. Bovee C.L, Thill J.V. Business communication essentials: a skills-based approach.- 6<sup>th</sup> ed., Pearson, 2014. – 483 p.
6. Ellis M., O’Driscoll N. Socializing. Longman Business English Skills. – Longman, 1995. – 93 p
7. Gore S., Smith D.G. English for Socializing. – Oxford: OUP, 2011. – 80 p.
8. Huges J., Malett A. Successful Meetings. – Oxford: OUP, 2016. – 80 p.
9. Nazarova T. Business English. – Moscow: Dialogue-MSU, 2000. – 163 p.
10. Nazarova T. Business English. A Course of Lectures and Practical Assignments. – Moscow: AST, 2009. – 272 с.
11. D.G.Smith. English for Telephoning. - Oxford, OUP, 2016. – 64 с.
12. O’Connor Ph., Pilbeam A., Scott-Barrett F. Negotiating. Longman Business English Skills. – Longman, 1992. – 96 p.

## СОДЕРЖАНИЕ

ПРЕДИСЛОВИЕ .....	3
PRACTICAL ASSIGNMENT 1. ENGLISH AND THE WORLD OF BUSINESS. BUSINESS ENGLISH VOCABULARY .....	5
PRACTICAL ASSIGNMENT 2. THE BASICS OF INTERCULTURAL BUSINESS COMMUNICATION .....	6
PRACTICAL ASSIGNMENT 3. SOCIALIZING .....	9
PRACTICAL ASSIGNMENT 4. TELEPHONING .....	13
PRACTICAL ASSIGNMENT 5. BUSINESS MEETINGS: KEY AREAS AND GENERAL POINTS .....	19
PRACTICAL ASSIGNMENT 6. BUSINESS MEETINGS: INTERPLAY OF FUNCTIONS .....	21
PRACTICAL ASSIGNMENT 7. NEGOTIATING .....	24
APPENDIX 1. The Basics of Intercultural Business Communication .....	28
APPENDIX 2. Socializing .....	34
APPENDIX 3. Telephoning .....	37
APPENDIX 4. Meetings .....	41
APPENDIX 5. Negotiating .....	53
APPENDIX 6. Language for Effective Communication .....	56
APPENDIX 7. Mini Dictionary .....	71
Literature .....	93

**Учебное издание**

Параховская Светлана Владимировна

**BUSINESS COMMUNICATION: KEY ASPECTS AND  
CHALLENGES**

Учебно-методическое пособие

Отпечатано в авторской редакции  
с оригинал-макета заказчика

Издательский центр «Удмуртский университет»  
426034, Ижевск, Университетская, д. 1, корп. 4