



Sveučilište u Splitu
Sveučilišni studijski centar za stručne studije

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**BUSINESS
COMMUNICATION**

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REFERENCES

1. GET THAT JOB

1.1. JOB ADS

OPPORTUNITIES

FOR HIGH ACHIEVERS

The current changes in the market are creating a surprisingly large number of opportunities for successful high-achieving executives.

We have a proven record in maximising the careers of busy, top executives and a reputation for results, professionalism and confidentiality.

We stand alone in obtaining senior appointments with engineering management experts who would like to join our unique market-interactive team.

If you would like to join us, mail us your CV with recommendation and references and contact us for the meeting to e-mail address: 4highachievers@gmail.com

Join Europe's top
scientists and engineers
at the forefront of technology and
work as a patent examiner at the European Patent Office.

Our graduate engineers and scientists - drawn from over 30 different European countries - work at the cutting edge of technology, examining the latest inventions in every technical field in order to protect and promote innovation in Europe.

To find out more about what it means to be a patent examiner, and for details of our attractive benefits package, visit our recruitment pages today:

If you have a degree in physics, chemistry, engineering or the natural sciences, and a good knowledge of two of the Office's three official languages (English, French and German) with a willingness to learn the third, you too could be part of our team of patent examiners in Munich, The Hague and Berlin.

www.epo.org/job/c7

ETK/C Business Intelligence/Data Warehouse Specialist-00019050

Description

Within the ICT for Industry and Society organization there is a vacancy for the following position within the business intelligence/data warehouse field:

Business Intelligence/Data Warehouse Specialist

We offer opportunities for professional growth and stimulating work in the full life cycle of business intelligence/data warehouse projects from business requirements analysis to implementation and support.

Qualifications

- Bachelor's degree
- experience with business intelligence/data warehouse tools (SAP BW, Business Objects, Cognos)
- ability to analyze requirements and interact with users to determine the user's needs
- proactive attitude toward administrating and improving existing business intelligence/data warehouse solutions
- ability to deliver focused business intelligence reports
- ability to work both individually and as part of team
- good communication and organizational skills
- willingness for adopting to new technologies
- ability to handle multiple projects simultaneously
- fluency in English language

The following competencies will be considered as an advantage:

- previous experience with relational databases (MS SQL, Oracle, ...)
- outstanding Excel knowledge

If you have the needed competences and are willing to work in a dynamic and challenging environment, thus having the possibility for continuously developing your competences and skills send us your application with the CV in English and Croatian.

Job IT

Primary Location HR-01-Zagreb

Schedule Full-time

Number of Openings 1

ETK/C Business Intelligence/Data Warehouse Specialist

1.2. European curriculum vitae format



PERSONAL INFORMATION	
Name	[SURNAME, other name(s)]
Address	[House number, street name, postcode, city, country]
Telephone	
Fax	
E-mail	

Nationality	
Date of birth	[Day, month, year]
WORK EXPERIENCE	
• Dates (from – to)	[Add separate entries for each relevant post occupied, starting with the most recent.]
• Name and address of employer	
• Type of business or sector	
• Occupation or position held	
• Main activities and responsibilities	
EDUCATION AND TRAINING	
• Dates (from – to)	[Add separate entries for each relevant course you have completed, starting with the most recent.]
• Name and type of organization providing education and training	
• Principal subjects/occupational skills covered	
• Title of qualification awarded	
• Level in national classification (if appropriate)	
PERSONAL SKILLS AND COMPETENCES <i>Acquired in the course of life and career but not necessarily covered by formal certificates and diplomas.</i>	
MOTHER TONGUE	[Specify mother tongue]
OTHER LANGUAGES	
	[Specify language]
• Reading skills	[Indicate level: excellent, good, basic.]
• Writing skills	[Indicate level: excellent, good, basic.]
• Verbal skills	[Indicate level: excellent, good, basic.]
SOCIAL SKILLS AND COMPETENCES <i>Living and working with other people, in multicultural environments, in positions where communication is important and situations where teamwork is essential (for example culture and sports), etc.</i>	[Describe these competences and indicate where they were acquired.]
ORGANIZATIONAL SKILLS AND COMPETENCES <i>Coordination and administration of people, projects and budgets; at work, in voluntary work (for example culture and sports) and at home, etc.</i>	[Describe these competences and indicate where they were acquired.]
ADDITIONAL INFORMATION	[Include here any other information that may be relevant, for example contact persons, references, etc.]
ANNEXES	[List any attached annexes.]

VOCABULARY

Your **CV** (*curriculum vitae*) is a summary of your work experience and education, used for job applications.

A **resume** (properly written as *résumé*) is an American English term for a CV.

A **covering letter** (*or cover letter*) is a letter sent with your CV which explains details about your application to a particular company.

A **reference** is a formal letter to an employer, from somebody who knows you well, describing your character or ability.

A **referee** is a person who provides a reference for you.

Try to keep the CV on one side of paper, or use two sides if you have a lot of relevant work experience or qualifications.

Keep your sentences short and simple.

A typical section order is:

- Name
- Address
- Employment
- Education
- Other skills
- Personal details

Name

When writing your name, always put your own name first and your family name last (even if you write the family name first in your own country).

Address

Include the full postcode in your address.

Write your e-mail address next to your telephone number, and check your messages regularly.

Employment

Create two columns

Use the left-hand column for dates.

For start and end dates, use either full years (e.g. 1998-2000) or the first three letters of the month followed by the last two digits of the year (e.g. Jun 98-Sep 00)

In the right-hand column, provide information about each of your job roles.

List the most recent jobs first.

Give more detail for recent jobs.

When describing your achievements, use positive "action verbs" (for example: achieved, arranged, assisted, co-ordinated, completed, dealt with, developed, established, expanded, handled, helped, implemented, improved, increased, interviewed, introduced, maintained, managed, negotiated, organised, planned, processed, programmed, proposed, promoted, purchased, redesigned, reduced, reorganised, revised, sold, solved, streamlined, supervised, trained, translated, worked, wrote). You should not use the word "I" on your CV; this is understood. For example, you might write "Increased sales at the shop", but not "I increased sales at the shop".

Education

Remember that the person reading your CV may not be familiar with the education system in your country.

Create two columns

Use the left-hand column for the dates.

In the right-hand column, list the name of the school or university on one line, followed by further details (the course name or the number of exam subjects passed) on the next line.

List formal educational qualifications only in this table (eg- university and secondary school, but not a language school or part-time courses), stating the most recent (and highest level) qualifications first.

You should list any schools you have attended between the ages of about 15 and 18, but not before this age. You should add the label "Secondary school:" before the name of the school, or include the words "High School" in the name. If you took exams in a wide range of subjects, you may prefer to list only the number of subjects passed instead of the subject names, or if you have been to university you may choose not to list any secondary school qualifications.

Other skills

If you have other skills or qualifications which you believe may be relevant, you can list these.

For example:

English exams which you have passed (e.g. "*Passed Cambridge First Certificate of English*").

Computer skills (e.g. "Good knowledge of standard office software, including e-mail and the internet")

Typing speed (only mention this if you are applying for data entry or secretarial jobs)

An international driving licence (only mention this if you may need to drive for the job)

Personal details

Create two columns; use the left-hand column for labels and the right-hand column for information.

The exact list of personal details you want to give may depend on your circumstances and what the job requires, but the list below will give you a guide.

Write "*Date of birth*", followed by the day you were born in the second column, e.g. "*3 Feb 1980*". Note that the date can be written in British date order (day, month, year), or in American date order (month, day, year).

Write "*Nationality*", followed by your nationality e.g. "*Japanese*".

You may want to write "*Gender*", followed by "*Male*" or "*Female*", if this is not obvious to a foreign person from your name. Whether you are a man or a woman may be relevant for some jobs.

Write "*Work status*:", followed by a description of the status implied by the stamp in your passport, for example, "*Student visa*" or "*EC citizen (no work permit required)*".

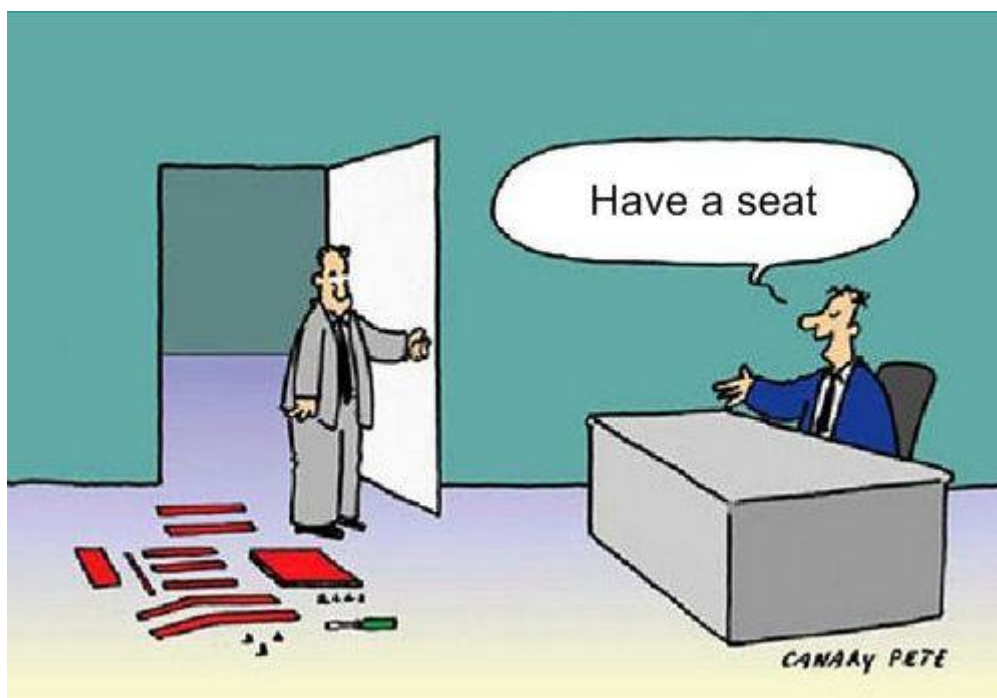
Write "*Interests*:" followed by a short list of perhaps 3 or 4 main hobbies or interests.

Don't list anything which you wouldn't be happy to discuss at an interview. Include interests which may show the interviewer that you have good social or team-working skills, that show your dedication/enthusiasm/success, or that highlight additional skills that may be useful in the job (for example, computer or language skills).

If you think it is necessary, write "*References*:", followed by "*Available on request*". You should only provide references if your employer asks for them. If you do need to give a

reference, make sure that you have asked the person beforehand. Possible referees include a teacher or previous employer.

Ever wonder what happens when you get to the Ikea job interview?



1.3. Cover Letter and Job Interview

You never get a second chance to make the first impression!

Your CV and cover letter are usually the first impression that an employer gets of you. Your CV is your visiting card, your shop window. It represents you and it has a specific purpose - to obtain you an interview. Therefore it must:

- **attract**
- **inform**
- **persuade**
- **sell**

How you format your cover letter is important from both perspectives: content (the information you include) and presentation (what your cover letter looks like). Even when applying online or via email, your cover letter needs to be properly formatted, readable, and without any mistakes.

Cover Letter Content

First of all, your cover letter needs to include your contact information (name, address, phone, email) so prospective employers can get in touch with you.

Your cover letter should include at least three paragraphs:

1. What you are applying for and where you found the job ad- First Paragraph
2. What you have to offer - Middle Paragraph(s)
3. How you will follow-up - Final Paragraph

In the first paragraph, if you are writing in response to a job ad, indicate where you learned of the position and the title of the position. More importantly, express your enthusiasm and the likely match between your credentials and the position's qualifications.

The second paragraph of your cover letter should refer specifically to the qualifications listed in the job ad and illustrate how your particular abilities, competences, skills and experiences relate to the position for which you are applying.

The final paragraph of your letter should reiterate your interest in the job and let the employer know how they can reach you and include your phone number and email address.

Cover Letter Format

Cover letter presentation matters as much as what you include. When writing cover letters it's important to use a basic font that is easy to read. Using a basic 12 point font will ensure that your cover letter is easy to read. Basic fonts like Arial, Verdana, and Times New Roman work well. Leave space between paragraphs and proof your letter before you send or upload it. Your cover letter fonts should match your resume.

Sample Cover Letter Format

This sample cover letter format includes all the information you need to include; use it as a guideline to create customized cover letters to send to employers.

Your Contact Information

Name
Address
City, State, Zip Code
Phone Number
Email Address
Date

Employer Contact Information (if you have it)

Name
Title
Company
Address
City, State, Zip Code

Salutation

Dear Mr./Ms. Last Name, (leave out if you don't have a contact)

Body of Cover Letter

The body of your cover letter lets the employer know what position you are applying for, why the employer should select you for an interview, and how you will follow-up.

First Paragraph

The first paragraph of your letter should include information on why you are writing. Mention the position you are applying for and where you found the job listing. Include the name of a mutual contact, if you have one.

Middle Paragraph(s)

The next section of your cover letter should describe what you have to offer the employer. Mention specifically how your qualifications match the job you are applying for. Remember, you are interpreting your resume, not repeating it.

Final Paragraph

Conclude your cover letter by thanking the employer for considering you for the position. Include information on how you will follow-up.

Complimentary Close

Respectfully yours,

Signature

Handwritten Signature (for a mailed letter)

Typed Signature

Cover Letter Tips

1) Send a customized cover letter with each resume you send out. Your cover letter may make the difference between obtaining a job interview and having your resume ignored. Even if an employer doesn't request a cover letter, it's helpful to send one.

2) Target your cover letter. Take the job ad and list the criteria the employer is looking for. Then list the skills and experience you have. Either address how your skills match the job in paragraph form or list the criteria and your qualifications. Your cover letter **should**

complement, not duplicate your resume. Expand on your resume and highlight your background as it relates to the job.

3) Write simply and clearly. Get right to the point and write short, targeted letters. Each letter should be one page, or less. Each paragraph should contain three or four sentences, at most.

4) Personalize your letter. If you can, address it to the individual responsible for hiring. Use email for cover letters, but, keep them short and include in the email message. Don't send as an attachment unless the employer specifically requests one.

5) Spell check and proofread. Ask someone else to read your correspondence before you send it. It's often easy not to notice mistakes in our own writing.

6) Keep copies of all your cover letters, so you know what you have sent to whom.

Sample Cover letter

34 Monday Road

Papakura

09 123 1234

18 February 2009

Reginald Farnham

ABC Organisation

85 Tuesday Road

Papakura

Dear Mr Farnham

Re: Sales Assistant Vacancy (vacancy number 40568)

I am writing to apply for the position of Sales Assistant at your company, which was advertised in the Daily Post on 14 February 2009.

I have enclosed my CV to support my application. It shows that I would bring important skills to the position, including:

- time management and strong organisational skills
- high-level customer service
- cash handling and sales ability
- motivation and dedication.

As a Sales Assistant at a busy shoe store, I have been able to build up a strong foundation of customer service skills. Though I have really enjoyed this role, I am looking for a new challenge in my career. The Sales Assistant role with ABC Organisation would offer me a chance to grow and further develop my retail career.

I would enjoy having the opportunity to talk with you more about this position, and how I could use my skills to benefit your organisation.

Thank you for considering my application. I look forward to hearing from you.

Yours sincerely

Elizabeth Bennet

Interview tips

When such opportunity appears, be ready to show why you're the candidate to employ. Here are five tips that can help job seekers make a great impression.

1) Do your homework- Find out what the company does, its main products and services, and be familiar with recent developments in the industry.

2) Know yourself- Once you know something about the employer, it's time to think about why you would be a good match. Since it is often difficult to formulate answers on the spot, practice responses at home, mainly to these questions:

- Why did you leave your last job (or why do you want to leave)?
- What are your greatest weaknesses/ strengths?
- What is the salary you are looking for?
- Describe the worst/best boss you've ever worked for.

3) Engage in, but don't take over, the interview- Employers want workers who bring positive energy to the workplace; don't answer questions with a simple "yes" or "no" rather than engaging in meaningful conversation. You should be an active participant in the interview process, but not take over the interview. It's a delicate balance, but one needs to learn when to ask questions and when to let the interviewer take charge.

4) Look the part- In the first 10 seconds of meeting a candidate, the interviewer makes a mental decision on whether you look right for the job. If your personal presentation is inappropriate, you've lost that position without saying a word. Some fields accept greater creativity, but experts generally agree on the conservative side (a business suit or blazer for men, while women should consider a jacket and skirt or a matching pantsuit).

5) Remember your manners- Finally, make sure your conduct fits the part. Punctuality shows respect for other people's time. Use of polite terminology should be standard during an interview, but it also reflects well to be equally courteous when addressing receptionists and other office workers.

1.4. PRACTICE

1) Choose the correct answer (a, b or c) to complete the article (1-12).

Most jobs are advertised as current1 _____. They appear in the local and national2 _____, trade 3_____, and specialist career publications. In addition, many professionals 4 _____ offer an appointments service which can help job seekers find a suitable5 _____ in a particular6 _____. Recruitment 7_____ hold details of a wide range of vacancies, and possibly local training 8 _____. The Internet is a valuable9 _____ - not only for vacancies but to find background information on companies.

Approximately one third of jobs is never advertised, but may be found by approaching a company directly. This is called a speculative10 _____, and is common among students starting at the bottom of the career11 _____.

Finally, don't forget to use your personal12 _____.

- | | | | |
|-----|-------------|----------------|--------------|
| 1) | a) position | b) application | c) vacancies |
| 2) | a) press | b) bodies | c) resources |
| 3) | a) contacts | b) journals | c) resource |
| 4) | a) bodies | b) contacts | c) agency |
| 5) | a) position | b) application | c) vacancies |
| 6) | a) industry | b) ladder | c) schemes |
| 7) | a) bodies | b) contact | c) agencies |
| 8) | a) industry | b) ladder | c) schemes |
| 9) | a) press | b) journals | c) resource |
| 10) | a) position | b) application | c) vacancies |
| 11) | a) industry | b) ladder | c) schemes |
| 12) | a) bodies | b) contacts | c) agencies |

2) Choose the correct answer (a, b or c) to complete the letter (1-11).

Dear Mr Jones,

I am writing to 1_____ for the position of Editorial Assistant which was 2_____ in the latest edition of The Economist.

I am currently 3_____ by a Market Research company as a research assistant, but I am keen to 4_____ a career in publishing, because I enjoy reading.

As you will notice in the 5_____ CV, I graduated in European Literature. At university I gained considerable 6_____ working on the student magazine, so I am 7_____ with editing techniques. I work well under 8_____ and enjoy working in a team. In addition, I speak English 9_____.

I would be 10___ for interview from next week. Meanwhile, please do not 11___ to contact me in case you require further information.

I look forward to hearing from you.

Yours sincerely

- | | | | |
|-----|-----------------|----------------|---------------|
| 1) | a) apply | b) ask | c) request |
| 2) | a) shown | b) advertised | c) presented |
| 3) | a) worked | b) employed | c) used |
| 4) | a) want | b) pursue | c) take |
| 5) | a) included | b) mentioned | c) attached |
| 6) | a) experiment | b) insight | c) experience |
| 7) | a) familiarised | b) experienced | c) familiar |
| 8) | a) anxiety | b) demands | c) pressure |
| 9) | a) excellently | b) fluently | c) strongly |
| 10) | a) available | b) around | c) accessible |
| 11) | a) hesitate | b) wait | c) stop |

3) The Selection Process

The following text describes a typical selection process, but the sentences are in the wrong order! Re-arrange the sentences in each section so that the whole text makes sense. The first sentence has been done for you:

- (1) Firstly, a vacancy is advertised
- (2) and suitable candidates are invited for interview.
- (3) These are sorted
- (4) and applications are received.
- (5) and applicants are interviewed.
- (6) After that, a final short list is drawn up.
- (7) Next, appointments are arranged
- (8) A job offer is made to the successful candidate,
- (9) and one of them is selected.
- (10) and finally, an employment contract is signed.
- (11) The candidates on the list are interviewed again,

1__ 2__ 3__ 4__ 5__ 6__ 7__ 8__ 9__ 10__ 11__

4) Match the abbreviation from the list on the right, with its definition on the left.

- | | |
|-------------------------------|---------------|
| 1) per week | A. (ref. no) |
| 2) thousand | B. (inc.) |
| 3) negotiable | C. (k) |
| 4) reference number | D. (p/w) |
| 5) per annum, yearly | E. (pro rata) |
| 6) stamped addressed envelope | F. (neg) |
| 7) as soon as possible | G. (c.) |
| 8) approximately | H. (asap) |
| 9) inclusive | I. (s.a.e.) |
| 10) according to time worked | J. (p.a.) |

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

5) Here are some tips relating to your appearance and body language. For each one put a correct missing word from the box.

- 1) Make sure your clothes are clean, but _____ wear obvious logos or designer names.
- 2) Don't use _____ much deodorant or perfume!
- 3) Don't wear too much jewellery. Interviewers don't _____ like nose rings!
- 4) Wear _____ that are smart, but comfortable.
- 5) Arrive well _____ the interview time.
- 6) Make eye _____ with the interviewer when you are introduced.
- 7) Give a firm handshake, and make sure you _____!
- 8) Don't _____. This will distract the interviewer from what you're saying.
- 9) Don't appear over-confident, for example by leaning too far back in your chair, but do try to _____.

smile,	too	fidget	don't	relax
clothes	contact	before	usually	

6) Match the common interview questions 1-6 with the suitable responses A-F!

- 1) Why did you choose this company?
- 2) What are your strengths/weaknesses?
- 3) How would your friends describe you?
- 4) What is your greatest achievement?
- 5) How well do you work in a team?
- 6) Where will you be in 5 years?

- A. People say I'm sociable, organised, and decisive.
- B. My aim is to have a position in the Management Team.
- C. I have excellent time management, but I can be impatient for results.
- D. Because I think I will find the work environment both challenging and rewarding.
- E. I always support my colleagues and believe we should work towards a common goal.
- F. Leading the University football team to the national Championships.

1____ 2____ 3____ 4____ 5____ 6____

7) Match the words on the left to the words on the right to make 'power phrases'.

- | | |
|----------------|----------------|
| 1) showing | A. colleagues |
| 2) presenting | B. initiative |
| 3) solving | C. ideas |
| 4) controlling | D. objectives |
| 5) achieving | E. deadlines |
| 6) motivating | F. budgets |
| 7) meeting | G. problems |
| 8) creating | H. information |

1____ 2____ 3____ 4____ 5____ 6____ 7____ 8____

8) Vocabulary check

The words in the column below are phrases that use the word career. Match each definition to the correct phrase:

- 1) Chances of future success in your career
- 2) The direction you hope your career will take
- 3) A change you make in order to progress
- 4) Time when you are not employed, perhaps when travelling or looking after children
- 5) A series of promotions towards more senior position

- A. career move
- B. career break
- C. career prospects
- D. career ladder
- E. career plan

1____ 2____ 3____ 4____ 5____

2. MEETINGS

Time is money



Whether you are holding a meeting or attending a meeting, it is important that you understand key English phrases and expressions related to meetings. A successful meeting has no surprises. With proper preparation and careful organization, a meeting can run smoothly. The most typical complaint about meetings is that they run too long. Meetings that run longer than necessary can be very costly to a company or business. As the famous business expression says: ***Time is money***. Setting goals and time limits, keeping to the agenda, and knowing how to refocus, are key components of an effective meeting.

2.1. Preparing for a Meeting

Calling a Meeting

There are a number of ways that you may call or be called to a meeting. Some meetings are announced by e-mail, and others are posted on bulletin boards. If a meeting is announced at the end of another meeting, it is important to issue a reminder. A reminder can also come in the form of an e-mail or notice. The date, location, time, length, and purpose of the meeting should be included.

Writing an Agenda

In order to keep the meeting on task and within the set amount of time, it is important to have an agenda. The agenda should indicate the order of items and an estimated amount of time for each item. If more than one person is going to speak during the meeting, the agenda should indicate whose turn it is to "have the floor". In some cases, it may be useful to forward the agenda to attendees before the meeting. People will be more likely to participate in a meeting, by asking questions or offering feedback, if they know what is going to be covered.

Welcome

Once everyone has arrived, the chairperson should formally welcome everyone to the meeting and thank the attendees for coming.

- Well, since everyone is here, we should get started.
- Hello, everyone. Thank you for coming today.
- I think we'll begin now. First I'd like to welcome you all.
- Thank you all for coming at such short notice.
- I really appreciate you all for attending today.

If anyone at the meeting is new to the group, or if there is a guest speaker, this is the time when introductions should be made. The person in charge of the meeting can introduce the new person, or ask the person to introduce himself or herself.

- I'd like to take a moment to introduce our new tour coordinator.
- I know most of you, but there are a few unfamiliar faces.
- Peter, would you like to stand up and introduce yourself?

Objectives

Some people who hold meetings prefer to pass around copies of the agenda, and others will post a large copy on a wall, or use an overhead projector. No matter which format is used, attendees should be able to follow the agenda as the meeting progresses.

2.2. Following the Agenda

Taking the Minutes

Anyone may be assigned to take the minutes at a meeting. Often someone who is not participating in the meeting will be called upon to be the minute-taker. Before a meeting the minute-taker should review the following:

- The minutes from previous meeting
- All of the names of the attendees (if possible)
- The items on the agenda

It also helps to create an outline before going to the meeting. An outline should include the following:

- A title for the meeting
- The location of the meeting
- A blank spot to write the time the meeting started and ended
- The name of the chairperson
- A list of attendees that can be checked off (or a blank list for attendees to sign)
- A blank spot for any attendees who arrive late or leave early

Watching the Time

One of the most difficult things about holding an effective meeting is staying within the time limits. A good agenda will outline how long each item should take. A good chairperson will do his/her best to stay within the limits. Here are some expressions that can be used to keep the meeting flowing at the appropriate pace.

- I think we've spent enough time on this topic.
- We're running short on time, so let's move on.
- We're running behind schedule, so we'll have to skip the next item.
- We only have fifteen minutes remaining and there's a lot left to cover.
- If we don't move on, we'll run right into lunch.
- We've spent too long on this issue, so we'll leave it for now.
- We'll have to come back to this at a later time.

Regaining Focus

It is easy to get off topic when you get a number of people in the same room. It is the chairperson's responsibility to keep the discussion focused. Here are some expressions to keep the meeting centred on the items as they appear on the agenda.

- Let's stick to the task at hand, shall we?
- I think we're steering off topic a bit with this.

- I'm afraid we've strayed from the matter at hand.
- You can discuss this among yourselves at another time.
- We've lost sight of the point here.
- This matter is not on today's agenda.
- Let's save this for another meeting.
- Getting back to item number 5...

Voting

When issues cannot be resolved or decisions cannot be easily made, they are often put to a vote. Most votes occur during meetings. Votes can be *open*, where people raise their hands in favour or in opposition of the issue. In an open vote, the results are evident immediately. Other votes, such as who should be elected to take on a certain role, are private or *closed*. During private votes, attendees fill out ballots and place them in a box to be counted. The results may not be counted until after the meeting. Here are some specific expressions used during open voting:

- All in favour?
- (Those who agree raise their hands.)
- All opposed?
- Motion to hire more tour guides, moved by Thomas.
- (Suggestions or ideas that are put to a vote are called *motions*. When a person makes a suggestion, the term to use both during the meeting and in the minutes is *moved*.)
- Motion to hire more tour guides seconded by Nolan.
- (When another person agrees with the motion, it is *seconded*.)

When a motion is voted and agreed upon it is *carried*. When it is voted and disagreed upon it is *failed*. Most often votes are put to a majority. If there is a tie vote, the chairperson will often cast the deciding vote.

Comments and Feedback

During the meeting, participants will comment, provide feedback, or ask questions. Here are some ways to do so politely:

- If I could just come in here...
- I'm afraid I'd have to disagree about that.
- Could I just say one thing?
- I'm really glad you brought that up, Tom.
- I couldn't agree with you more. (I agree)
- Jane, could you please speak up. We can't hear you at the back.
- If I could have the floor (chance to speak) for a moment...
- We don't seem to be getting anywhere with this.
- Perhaps we should come back to this at another time?

2.3. Closing a Meeting

Wrapping Up

There are different reasons why a meeting comes to an end. Time may run out, or all of the items in the agenda may be checked off. Some meetings will end earlier than expected and others will run late. The odd time, a meeting may be cut short due to an unexpected problem or circumstance. Here are a variety of ways to adjourn a meeting:

- It looks like we've run out of time, so I guess we'll finish here.
- I think we've covered everything on the list.
- I guess that will be all for today.
- Well, look at that...we've finished ahead of schedule for once.
- If no one has anything else to add, then I think we'll wrap this up.
- I'm afraid we're going to have to cut this meeting short. I've just been informed of a problem that needs my immediate attention.

Reminders

There is almost always one last thing to say, even after the closing remarks. A chairperson might close the meeting and then make a last-minute reminder.

- Oh, before you leave, please make sure to sign the attendance sheet.
- I almost forgot to mention that we're planning a staff banquet next month.
- Don't forget to put your ballot in the box on your way out.
- If I didn't already say this, please remember to introduce yourself to the new trainees.
- Could I have your attention again? I neglected to mention that anyone who wants to take home some of this leftover food is welcome to.
- If you could all return your chair to Room 7 that would be appreciated.

Thanking and Congratulations

The end of the meeting is also the time to thank anyone who has not been thanked at the beginning of the meeting, or anyone who deserves a second thank you. Congratulations or Good-luck can also be offered here to someone who has experienced something new, such as receiving a promotion, getting married, or having a baby.

- Before I let you go let's all give a big thank you to Thomas for
- Again, I want to thank you all for taking time out of your busy schedules to be here today.
- Most of you probably already know this, but

Follow Up

In the closing remarks, the chairperson, or participants may want to discuss the date and time for the next meeting, when the minutes will be available, or when a decision should be made by. This is also the time to give contact information, such as how to send a question by e-mail or who to call regarding a certain issue.

- We'll meet again on the first of next month.
- If anyone has any questions about anything we discussed today, feel free to send me an e-mail.
- The minutes from today's meeting will be posted as of tomorrow afternoon.
- I'll send out a group e-mail with the voting results.

2.4. PRACTICE 2

1) Are the following statements True or False?

- 1) The person who is in charge of the meeting is the person who takes the minutes.
 True
 False
- 2) The best way to call a meeting is to inform each participant individually by phone.
 True
 False
- 3) An agenda should outline the order and amount of time to spend on each item at the meeting.
 True
 False
- 4) Engaging in small talk throughout the meeting is an effective way to keep the focus.
 True
 False
- 5) When someone agrees with a motion it is "seconded".
 True
 False
- 6) The person who is speaking during a meeting is the person who "has the floor".
 True
 False
- 7) A polite way to indicate that you want to make a comment during a meeting is to say: "If I could just come in here..."
 True
 False
- 8) When there is a tie vote, it is customary for the chairperson to ask one participant to reconsider his/her decision.
 True
 False

9) During the closing remarks, the person holding the meeting should introduce new staff members or guest speakers.

True

False

10) Reminders are typically announced after all of the items on the agenda have been covered.

True

False

2) Vocabulary

Match the words with the same or very similar meaning:

1) adjourn

a) attendee

2) allocate

b) close a meeting

3) accomplish

c) assign

4) commence

d) compulsory

5) collaborate

e) suggestion

6) grievance

f) finish

7) mandatory

g) work together

8) motion

h) begin

9) participant

i) complaint

10) wrap up

j) succeed in doing

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

3) Complete the following sentences by choosing a word or phrase from the box below.

conference call	proxy vote	ballot	address
casting vote	designate	AOB	AGM

1) The last item on the agenda is _____.

2) I hope we won't have to _____ this matter again in the future.

3) The role of treasurer was decided based on the chairman's _____.

4) Since there are no volunteers to take the minutes, I'll have to _____ someone.

5) Please make sure I have no interruptions while I'm on the _____.

6) We always vote for a new chairperson at the _____.

7) Please fold your _____ in half before you place it in the box.

8) There must've been one _____ because there are 12 ballots but 11 attendees.

4) Find the missing words in these expressions; there is one missing word in each of them.

- | | |
|-------------------------------|----------------------------------|
| 1) Could just say something? | 5) How you mean exactly? |
| 2) Could I just comment that? | 6) What exactly do mean by ...? |
| 3) Hold on minute. | 7) Are saying? |
| 4) Sorry interrupt but | 8) So you're saying is that |

5) Word combinations with 'meeting'. Find two synonyms from the box for each phrase below.

- | | | |
|--------------------------------------|---------|---------|
| a) organize a meeting | 1 _____ | 2 _____ |
| b) make a meeting later than planned | 1 _____ | 2 _____ |
| c) not have a meeting after all | 1 _____ | 2 _____ |
| d) be in charge of a meeting | 1 _____ | 2 _____ |
| e) go to a meeting | 1 _____ | 2 _____ |
| f) not go to a meeting | 1 _____ | 2 _____ |

cancel	attend	run	set up	fail to attend	put off
delay	fix	chair	be present at	miss	postpone

6) Replace the underlined expression with the appropriate forms of the verbs from the box. More than one verb is possible in some cases.

A meeting of the Golf Club Committee 1) was organized for 7 February, but not everyone could 2) go to it. Therefore, we did not have the meeting on that day; it was 3) put back until 27 February. One member said that this was too late, so in the end it was 4) fixed for February 17. The chairman 5) ran the meeting very efficiently and we covered all the items on the agenda. All the committee members 6) were present at the meeting except for one committee member who apologized for 7) not going to the meeting due to health problems.

- | | |
|----------|----------|
| 1) _____ | 5) _____ |
| 2) _____ | 6) _____ |
| 3) _____ | 7) _____ |
| 4) _____ | |

3. NEGOTIATIONS

Negotiating is often referred to as an "art".

One of the most important skills anyone can hold in daily life is the ability to negotiate. In general terms, a negotiation is a resolution of conflict. We enter negotiations in order to start or continue a relationship and resolve an issue. Some people are naturally stronger negotiators, and are capable of getting their needs met more easily than others. Without the ability to negotiate, people break off relationships, quit jobs, or deliberately avoid conflict and uncomfortable situations.

In the world of business, negotiating skills are used for a variety of reasons, such as to negotiate a salary or a promotion, to secure a sale, or to form a new partnership.

Negotiating is often referred to as an "art". While some people may be naturally more skilful as negotiators, everyone can learn to negotiate. And, as they often say in business, **everything is negotiable**. Some techniques and skills that help people in the negotiating process include:

- Aiming high
- Visualizing the end results
- Treating one's opponent with respect and honesty
- Preparing ahead of time
- Exhibiting confidence

3.1. Preparing to Negotiate

Lack of preparation in a negotiation almost always sets a person up for failure. **First** and foremost, each party must clearly define their own goals and objectives. **Secondly**, each party must anticipate the goals of the opposition. This may require doing some background research. **Finally**, each party must come up with various alternatives to their main objectives

Here are some preparatory questions to ask yourself before beginning talks with the other party:

- What is my main objective?
- What are all of the alternatives I can think of?
- Why do I deserve to have my goals met?
- What will my opponent's counter proposal consist of?
- How can I respond to this counter proposal?
- When would I like to have this issue resolved?
- What is my bottom-line?
- What market research/homework/ do I need to do to back up my cause?
- What is my bargaining power compared to my opponent's?

Collaborative Negotiating

In business, the goal of negotiating parties should always be for mutual gain. This type of win-win negotiation is often called **collaborative** negotiating. The opposite of collaborative negotiating is called **competitive** negotiating. The goal of competitive negotiating is for one party to win and the other to lose. Dishonest practices, such as lying, manipulation, intimidation, and bribery are often used in this type of negotiation.

Main Principles of Collaborative Negotiating:

- Resolve previous conflicts ahead of time
- Deal with issues, not personalities
- Commit to listening more than speaking: The more you know about your counterpart, the more likely you will achieve your goals. You cannot convince someone of something when you do not know anything about them, or what their own needs are. A common mistake is to prepare one's next question or point while the opponent is speaking.
- Establish trust in the onset
- Develop a common goal
- Discuss a common enemy/competitor
- Take opponent's views/needs into careful consideration: Not only do you want to win this negotiation; you want your opponent to win as well, so that he or she will negotiate with you again in the future.

3.2. Preparing to Negotiate a Job Offer

Negotiating a job offer should mean more than just saying, yes. Though being offered a job is an exciting time, it is also an important time to use your negotiating skills. Here are some issues you may want to raise before you accept:

- Salary
- Promotion opportunities
- Insurance (medical, dental, accident, life)
- Holidays
- Vacation time
- Retirement/pension plans
- Stock options
- Overtime
- Expenses



**"Before putting you on the health plan,
let's see you drop and do fifty pushups."**

3.3. Coming to a Close or Settlement

There are a number of signals that indicate that negotiations are coming to a close. This may not always mean that an agreement has been reached. In many cases, there are many rounds of negotiations. The preliminary round may uncover the major issues, while subsequent rounds may be needed to discuss and resolve them. Here are some signals of talks coming to a close:

- A difference of opinion has been significantly reduced
- One party suggests signing an agreement.
- One or both parties indicate that a period of time to pause and reflect is necessary.

Beware of last-minute strong-arm tactics.

Even if you make the decision to treat your negotiating opponent with honesty and kindness, the other party may not extend you the same respect. Be prepared to stand your ground firmly, yet cordially, especially in the last few minutes of the negotiations. This is the time when manipulative parties may employ certain tactics in order to try to fool you into losing focus or lowering goals and standards. Remember that conflicts are generally resolved in the last few minutes. The theory behind last minute tactics is that one party may be more willing to give in out of fear that all of the concessions or progress made up to that point (perhaps hours or weeks of talks) might be lost. People also get tired or have other commitments that need to be met, such as making an important phone call before another business closes, or picking up children from school. Here are some last minutes tricks that negotiators often use at this time:

- Walking out of the room
- Offering a short-term bribe
- Giving an ultimatum- telling you to take it or leave it
- Abrupt change in tone (used to shock the other party into submission)
- Introducing new requests (used as to get you to concede with little thought or consideration)
- Stating generalizations without evidence (dropped without significant statistics/proof)
- Adopting the Mr. Nice Guy persona (used to try to make it look like they are doing you a favour in hopes that you will lower your expectations)

Language to use in closing

- It sounds like we've found some common ground.
- Let's leave it this way for now.
- I'm willing to work with that.
- I think we both agree to these terms.
- I'm satisfied with this decision.
- I think we should get this in writing.
- I'd like to stop and think about this for a little while.
- You've given me a lot to think about/consider.

- Would you be willing to sign a contract right now?
- Let's meet again once we've had some time to think.

Formalize the agreement/negotiation

In most business negotiations it is a good idea to get something down in writing. Even if a decision has not been made, a **letter of intent** to continue the negotiations is often used. This is a way for each party to guarantee that talks will continue. A letter of intent often outlines the major issues that will be discussed in future negotiations. In some cases a **confidentiality agreement** is also necessary. This is a promise from both parties to keep information private between discussions. When an agreement has been decided, a formal contract may be required. On the other hand, depending on the seriousness of the decision, and the level of trust between the two parties, a simple handshake and **verbal agreement** may be all that is needed. For example, an employer may offer a promotion and an employee may trust that the new salary will be reflected on the next paycheque. However, even if nothing is put formally in writing, it is wise to send an e-mail or letter that verifies the terms and puts the agreement on record, especially when a specific number is decided on.

3.4. PRACTICE 3

1) Are the following statements True or False?

1) During negotiations, one should treat an opponent with respect and consideration at all times.

- True
- False

2) In "competitive" negotiations, the two parties try to establish a common goal.

- True
- False

3) Prior to engaging in negotiations it is wise to consider one's own "bottom-line".

- True
- False

4) When in salary negotiations, employees should "low-ball" in their opening remarks.

- True
- False

5) One key to effective conflict-resolution is to deal with issues rather than personalities.

- True
- False

6) It may be possible to detect that a counterpart is lying by observing body language.

- True
- False

7) One should never admit to agreeing with an opponent during the course of negotiations.

- True
- False

8) You can intimidate your boss into accepting your terms by threatening to quit.

- True
- False

2) Vocabulary

Match the words with the same or very similar meaning:

- | | |
|------------------------|-----------------------------------|
| 1) comply | a) predominance |
| 2) conflict resolution | b) agreed by both or all |
| 3) deadlock | c) open to |
| 4) entitled | d) bargain |
| 5) haggle | e) misguide |
| 6) leverage | f) agree |
| 7) log-rolling | g) negotiations |
| 8) mislead | h) trading one favour for another |
| 9) mutual | i) deserving |
| 10) receptive | j) standstill |

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

3) Complete the following sentences by choosing a word or phrase from the box below.

bottom-line	concession	high-ball	pressure
counterpart	low-ball	dispute	bargain

- 1) We _____ on the last issue for over an hour before reaching an agreement.
- 2) I'll accept a raise of a pound per hour, but that's my _____.
- 3) Though we expected the boss to _____ the offer, he proposed a fair salary increase.
- 4) I'm planning to _____ my expectations when I start the discussion.
- 5) I wanted to avoid yesterday's _____, but Tom is still holding a grudge.
- 6) I tried to close the discussion at 11.30, but my _____ wouldn't stop talking.
- 7) He _____ me to accept the terms by using intimidation tactics.
- 8) We will offer all these _____, but not all at once.

bottom-line	the lowest one is willing to go
bargain	try to change someone's mind using various tactics
concession	a thing that is allowed or given up
counterpart	person on the other side of the negotiations
dispute	argument/conflict
high-ball	make a request much higher than you expect to receive
low-ball	offer sth much lower than you think the opponent will ask
pressure	work hard to convince sb to accept an idea

4) Match the negotiating tips (1-7) with the things replied (a-g)

- | | |
|---|--|
| 1. Be friendly. | a. I waited for the other guy to name his price. I didn't tell him what my objective was. |
| 2. Prepare carefully before you negotiate. | b. I asked him what his requirements were, who his current partners were and how long he would need to decide. |
| 3. Have a lot of options. | c. Every half hour, I tried to say what we had agreed on and what remained to be negotiated. |
| 4. Never be first to make an offer. | d. Before the negotiations, I spent days working on the figures. |
| 5. Ask a lot of questions. | e. I knew if he didn't accept my first option, we had two cheaper options to propose. |
| 6. Pay attention to the other side's body language. | f. When the customer arrived, I asked if he'd had a good flight and offered juice and coffee. |
| 7. Summarise often the points you agree on. | g. I asked if that was his final offer and he went red in the face. |

1 ____ 2 ____ 3 ____ 4 ____ 5 ____ 6 ____ 7 ____

4. PRESENTATIONS

Three most important things: preparation, preparation, preparation!

A presentation is a formal talk to one or more people that "presents" ideas or information in a clear, structured way. People are sometimes afraid of speaking in public, but if you follow a few simple rules, giving a presentation is actually very easy. This is a guide through each stage of giving a presentation in English, from the initial preparation to the conclusion and questions and answers.

Introduction

All presentations have a common objective. People give presentations because they want to communicate in order to:

- **inform**
- **train**
- **persuade**
- **sell**

A successful presentation is one of the most effective ways of communicating your message. Since English is so widely used in international business, a working knowledge of the vocabulary and techniques used in an English language presentation is a valuable asset.

4.1. Preparation

With good preparation and planning you will be totally confident and less nervous. Bear in mind that your audience will feel your confidence and your audience will be confident in **you**. This will give you control, both of your audience and of your presentation. Having control, you will be in charge and your audience will listen positively to your message.

Before you start preparing a presentation, you should ask yourself the following six questions:

1) "**Why** am I making this presentation?" Do you need to inform, to persuade, to train or to sell? Your objective should be clear in your mind. If it is not clear in your mind, it cannot possibly be clear to your audience.

2) "**Who** am I making this presentation to?" Sometimes this will be obvious, but not always. You should try to inform yourself. How many people? Who are they? Business people? Professional people? Political people? Experts or non-experts? Will it be a small, intimate group of 4 colleagues or a large gathering of 400 competitors? How much do they know already and what will they expect from you?

3) "**Where** am I making this presentation?" In a small hotel meeting-room or a large conference hall? What facilities and equipment are available? What are the seating arrangements?

4) "**When** am I making this presentation and how long will it be?" Will it be 5 minutes or 1 hour? Just before lunch, when your audience will be hungry, or just after lunch, when your audience will be sleepy?

5) "**How** should I make this presentation?" What approach should you use? Formal or informal? Lots of visual aids or only a few? Will you include some anecdotes and humour for variety?

6) "**What** should I say?" Now you must decide exactly what you want to say. First, you should brainstorm your ideas. You will no doubt discover many ideas that you want to include in your presentation, but be selective! You should include only information that is relevant to your audience and your objective. You also need to create a title for your presentation (if you have not already been given a title). The title will help you to focus on the subject. You will, also, prepare your visual aids, if you have decided to use them. Remember, in general, **less is better than more** (a little is better than a lot). You can always give additional information during the questions after the presentation.

A well organised presentation with a clear structure is easier for the audience to follow. It is therefore more effective. You should organise the points you wish to make in a logical order. Most presentations are organised in three parts, followed by questions.

Beginning	Short introduction	<ul style="list-style-type: none"> • welcome your audience • introduce your subject • explain the structure of your presentation • explain rules for questions
Middle	Body of presentation	<ul style="list-style-type: none"> • present the subject itself
End	Short conclusion	<ul style="list-style-type: none"> • summarise your presentation • thank your audience • invite questions

When you give your presentation, you should be - or appear to be - as spontaneous as possible. You should not read your presentation! You should be so familiar with your subject and with the information that you want to deliver that you do not need to read a text. Reading a text is boring! So if you don't have a text to read, how can you remember to say everything you need to say? **Notes.** You can create your own system of notes. Some people make notes on small, A6 cards. Some people write down just the **title** of each section of their talk. Some people write down **keywords** to remind them. The notes will give you confidence, but because you will have prepared your presentation fully, you may not even need them! Of course, if you are giving a **Power Point Presentation**, slides are the reminder. Some tips:

- Don't read from your slides.
- Before you start making slides, ask yourself: if my audience remembers only three things, what do I want them to be? Then make slides that explain and support these points. If people want more information, they'll ask.
- Create slides that focus on the points you want people to remember. This sounds silly, but in reality it isn't done very often. Use each slide to drive home ONE point--the bullet points should reinforce this one point.
- Remember that people can't read and listen at the same time. Plan your slides and talk accordingly.
- Define all acronyms (DAA).
- People usually speak at a rate of about 2-3 minutes per slide. If you have 30 slides to give in 15 minutes, you will not make it.

Rehearsal is a vital part of preparation. You should leave time to practise your presentation two or three times. This will have the following benefits:

- you will become more familiar with what you want to say
- you will identify weaknesses in your presentation
- you will be able to practise difficult pronunciations
- you will be able to check the time that your presentation takes and make any necessary modifications

So prepare, prepare, prepare! Prepare everything: words, visual aids, timing and equipment. Rehearse your presentation several times and time it. Is it the right length? Are you completely familiar with all your illustrations? Are they in the right order? Do you know who the audience is? How many people? How will you answer difficult questions? Do you know the room? Are you confident about the equipment? When you have answered all these questions, you will be a confident, enthusiastic presenter ready to communicate the subject of your presentation to an eager audience.

4.2. Equipment

Easily your most important piece of equipment is...**YOU!** Make sure you're in full working order, and check your personal presentation carefully - if you don't, your audience will!

The **overhead projector (OHP)** displays **overhead transparencies (OHTs or OHPTs)**. It has several advantages over the 35mm slide projector:

- it can be used in daylight
- the user can face the audience
- the user can write or draw directly on the transparency while in use.

The **whiteboard** is a useful device for spontaneous writing - as in brainstorming, for example. For prepared material, the OHP might be more suitable.

The **flipchart** consists of several leaves of paper that you 'flip' or turn over. Some people prefer the flipchart to the whiteboard, but its use is limited to smaller presentations.

The **notebook computer** is increasingly being used to display graphics during presentations. It is often used in conjunction with an overhead projector, which actually projects the image from the computer screen onto the wall screen.

Handouts are any documents or samples that you 'hand out' or distribute to your audience. Note that it is not usually a good idea to distribute handouts *before* your presentation. The audience will read the handouts instead of listening to you.

4.3. Delivery

'Delivery' refers to the way in which you actually deliver or perform or give your presentation. Delivery is a vital aspect of all presentations. Delivery is at least as important as content, especially in a multi-cultural context.

Nerves

Most speakers are a little nervous at the beginning of a presentation. So it is normal if you are nervous. The answer is to pay special attention to the beginning of your presentation. First impressions count. This is the time when you establish a rapport with your audience. During this time, try to speak slowly and calmly. You should perhaps learn your introduction by heart. After a few moments, you will relax and gain confidence.

Audience Rapport

You need to build a warm and friendly relationship with your audience. Enthusiasm is contagious. If you are enthusiastic your audience will be enthusiastic too. And be careful to establish eye contact with each member of your audience. Each person should feel that you are speaking directly to him or her. This means that you must **look at** each person in turn - in as natural a way as possible. This will also give you the opportunity to detect signs of boredom, disinterest or even disagreement, allowing you to modify your presentation as appropriate.

Body Language

What you do not say is at least as important as what you do say. Your body is speaking to your audience even before you open your mouth. Your clothes, your walk, your glasses, your haircut, and your expression - it is from these that your audience forms its first impression as you enter the room. Generally speaking, it is better to stand rather than sit when making a presentation. Be aware of and avoid any repetitive and irritating gestures. Be aware, too, that the movement of your body is one of your methods of control. When you move to or from the whiteboard, for example, you can move fast or slowly, raising or reducing the dynamism within the audience. You can stand very still while talking or you can stroll from side to side. What effect do you think these two different approaches would have on an audience?

Cultural Considerations

Because English is so widely used around the world, it is quite possible that many members of your audience will not be native English-speakers. You should try to learn about any particular cultural matters that may affect your audience. This is one reason why preparation for your presentation is so important. Cultural differences can also be seen in body language, which we have just discussed. To a Latin from Southern France or Italy, a presenter who uses his hands and arms when speaking may seem dynamic and friendly. To an Englishman, the same presenter may seem unsure of his words and lacking in self-confidence.

Voice quality

It is, of course, important that your audience be able to hear you clearly throughout your presentation. Remember that if you turn away from your audience, for example towards the whiteboard, you need to speak a little more loudly. In general, you should try to vary your voice. Your voice will then be more interesting for your audience. You can vary your voice in at least three ways:

- speed: you can speak at normal speed, you can speak faster, you can speak more slowly - and you can stop completely! You can pause. This is a very good technique for gaining your audience's attention.
- intonation: you can change the pitch of your voice. You can speak in a high tone. You can speak in a low tone.
- volume: you can speak at normal volume, you can speak loudly and you can speak quietly. Lowering your voice and speaking quietly can again attract your audience's interest.

The important point is not to speak in the same, flat, monotonous voice throughout your presentation - this is the voice that hypnotists use to put their patients' into trance!

Visual aids

Of all the information that enters our brains, the vast majority of it enters through the eyes. 80% of what your audience learn during your presentation is learned visually (what they see) and only 20% is learned aurally (what they hear). The significance of this is obvious:

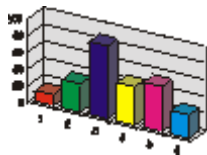
- visual aids are an extremely effective means of communication
- non-native English speakers need not worry **so** much about spoken English - they can rely more heavily on visual aids

It is well worth spending time in the creation of good visual aids. But it is equally important not to overload your audience's brains. Keep the information on each visual aid to a minimum - and give your audience time to look at and absorb this information. Remember, your audience has never seen these visual aids before. They need time to study and to **understand** them. Without understanding there is no communication.

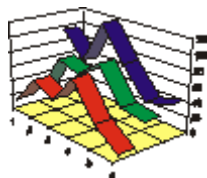
Apart from photographs and drawings, some of the most useful visual aids are charts and graphs, like the 3-dimensional ones shown here:



Piecharts are circular in shape (like a pie).



Barcharts can be vertical (as here) or horizontal.



Graphs can rise and fall.

Audience Reaction

Remain calm and polite if you receive difficult or even hostile questions during your presentation. If you receive particularly awkward questions, you might suggest that the questioners ask their questions after your presentation.

4.4. Language

Simplicity and Clarity

If you want your audience to understand your message, your language must be **simple** and **clear**.

Use short words and short sentences.

Do not use jargon, unless you are certain that your audience understands it.

In general, talk about concrete facts rather than abstract ideas.

Use active verbs instead of passive verbs. Active verbs are much easier to understand. They are much more powerful. Consider these two sentences, which say the same thing:

1. Toyota sold two million cars last year.
2. Two million cars were sold by Toyota last year.

Which is easier to understand? Which is more immediate? Which is more **powerful**? The first one is active and the second is passive.

Signposting

When you drive on the roads, you know where you are on those roads. Each road has a name or number. Each town has a name. And each house has a number. In other words, it is easy to navigate the roads. You cannot get lost. But when you give a presentation, how can your audience know where they are? How can they know the structure of your presentation? How can they know what is coming next? They know because **you tell them**, because you put up **signposts** for them, at the **beginning** and **all along the route**. This technique is called '**signposting**' (or 'signalling').

During your introduction, you should tell your audience what the structure of your presentation will be. You might say something like this:

"I'll start by describing the current position in Europe. Then I'll move on to some of the achievements we've made in Asia. After that I'll consider the opportunities we see for further expansion in Africa. Lastly, I'll quickly recap before concluding with some recommendations."

A member of the audience can now visualize your presentation like this:

Introduction	<ul style="list-style-type: none">• Welcome• Explanation of structure (<i>now</i>)
Body	<ul style="list-style-type: none">• Europe• Asia• Africa
Conclusion	<ul style="list-style-type: none">• Summing up• Recommendations

He/she will keep this image in his head during the presentation. He/she may even write it down. And throughout your presentation, you will put up signposts telling them which point you have reached and where you are going now.

The table below lists useful expressions that you can use to signpost the various parts of your presentation.

Signposting	
Function	Language
Introducing the subject	<ul style="list-style-type: none"> • I'd like to start by... • Let's begin by... • First of all, I'll... • Starting with...
Finishing one subject...	<ul style="list-style-type: none"> • That's all I have to say about... • We've looked at... • So much for...
...and starting another	<ul style="list-style-type: none"> • Now we'll move on to... • Let me turn now to... • Next... • I'd like now to discuss... • Let's look now at...
Analysing a point and giving recommendations	<ul style="list-style-type: none"> • Where does that lead us? • Let's consider this in more detail... • What does this mean for ABC? • Translated into real terms...
Giving an example	<ul style="list-style-type: none"> • A good example of this is... • As an illustration,... • To give you an example,... • To illustrate this point...
Dealing with questions	<ul style="list-style-type: none"> • I'd like to deal with this question later, if I may... • I'll come back to this question later in my talk... • Perhaps you'd like to raise this point at the end... • I won't comment on this now...
Summarising and concluding	<ul style="list-style-type: none"> • In conclusion,... • Right, let's sum up, shall we? • I'd like now to recap... • Finally, let me remind you of some of the issues we've covered... • If I can just sum up the main points...
Ordering	<ul style="list-style-type: none"> • Firstly...secondly...thirdly...lastly... • First of all...then...next...after that...finally... • To start with...later...to finish up...

4.5. Presentation

Most presentations are divided into 3 main parts (+ questions):

1	INTRODUCTION	(Questions)
2	BODY	
3	CONCLUSION	
	Questions	

As a general rule in communication, repetition is valuable. In presentations, there is a golden rule about repetition:

- 1) Say what you are going to say,
- 2) say it,
- 3) then say what you have just said.

In other words, use the three parts of your presentation to reinforce your message. In the introduction, you tell your audience what your message is going to be. In the body, you tell your audience your real message. In the conclusion, you summarize what your message was.

We will now consider each of these parts in more detail.

Introduction

The introduction is a very important - perhaps the most important - part of your presentation. This is the first impression that your audience has of you. You should concentrate on getting your introduction right. You should use the introduction to:

- 1) **welcome your audience**
- 2) **introduce your subject**
- 3) **outline the structure of your presentation**
- 4) **give instructions about questions**

The following table shows examples of language for each of these functions. You may need to modify the language as appropriate.

Function	Possible language
1) Welcoming your audience	<ul style="list-style-type: none"> • Good morning, ladies and gentlemen • Good morning, gentlemen • Good afternoon, ladies and gentleman • Good afternoon, everybody
2) Introducing your subject	<ul style="list-style-type: none"> • I am going to talk today about... • The purpose of my presentation is to introduce our new range of...
3) Outlining your structure	<ul style="list-style-type: none"> • To start with I'll describe the progress made this year. Then I'll mention some of the problems we've encountered and how we overcame them. After that I'll consider the possibilities for further growth next year. Finally, I'll summarize my presentation (before concluding with some recommendations).
4) Giving instructions about questions	<ul style="list-style-type: none"> • Do feel free to interrupt me if you have any questions. • I'll try to answer all of your questions after the presentation. • I plan to keep some time for questions after the presentation.

Body

The body is the 'real' presentation. If the introduction was well prepared and delivered, you will now be 'in control'. You will be relaxed and confident.

The body should be well structured, divided up logically, with plenty of carefully spaced visuals.

Remember these key points while delivering the body of your presentation:

- do not hurry
- be enthusiastic
- give time on visuals
- maintain eye contact
- modulate your voice
- look friendly
- keep to your structure
- use your notes
- signpost throughout
- remain polite when dealing with difficult questions

Conclusion

Use the conclusion to:

- 1) **Sum up**
- 2) **(Give recommendations if appropriate)**
- 3) **Thank your audience**
- 4) **Invite questions**

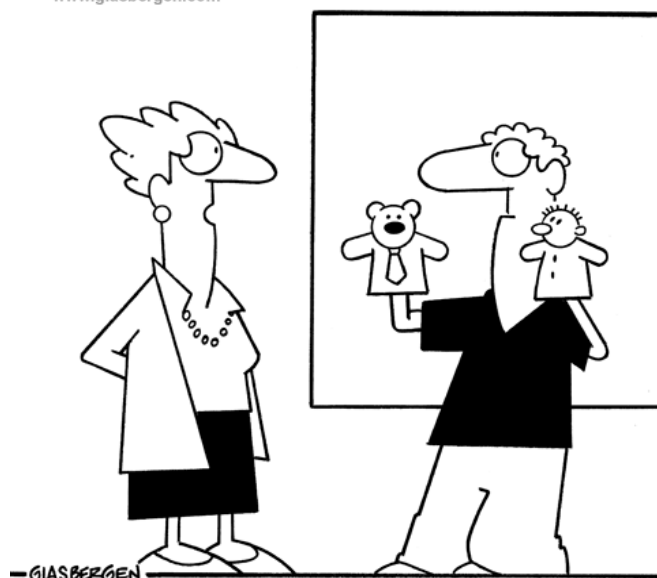
The following table shows examples of language for each of these functions. You may need to modify the language as appropriate.

Function	Possible language
1) Summing up	<ul style="list-style-type: none"> • To conclude,... • In conclusion,... • Now, to sum up... • So let me summarise/recap what I've said. • Finally, may I remind you of some of the main points we've considered.
2) Giving recommendations	<ul style="list-style-type: none"> • In conclusion, my recommendations are... • I therefore suggest/propose/recommend the following strategy.
3) Thanking your audience	<ul style="list-style-type: none"> • Many thanks for your attention. • May I thank you all for being such an attentive audience.
4) Inviting questions	<ul style="list-style-type: none"> • Now I'll try to answer any questions you may have. • Can I answer any questions? • Are there any questions? • Do you have any questions? • Are there any final questions?

Questions

Questions are a good opportunity for you to interact with your audience. It may be helpful for you to try to predict what questions will be asked so that you can prepare your response in advance. You may wish to accept questions at any time during your presentation, or to keep a time for questions after your presentation. Normally, it's your decision, and you should make it clear during the introduction. Be polite with all questioners, even if they ask difficult questions. They are showing interest in what you have to say and they deserve attention. Sometimes you can reformulate a question. Or answer the question with another question. Or even ask for comment from the rest of the audience.

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"Any chance you could learn PowerPoint before your next presentation, Jim?"

5. BUSINESS CORRESPONDENCE

The easier it is to read a letter, the better!

Business correspondence includes various types of emails, memos and letters according to their purpose, such as: Cover Letter, Welcome Email to a New Staff Member, Letter of Reference, Requesting Information, Letter of Invitation, Payment Request, Price Change Notice, Lay-off Letter, Resignation Letter, Sending Information, Internal Memo, Order Letter, Offer letter, etc.

The myth about business correspondence is that it must be formal, standardised and often terse. The writer seems to transform himself/herself from the personal to the institutional. This does nothing more than creates ineffective communication. It is important to develop a good writing style that not only reflects good grammar and sentence structure, but also gives the reader some insight into the personality of the writer. It is just as important, however, to be able to express yourself using clear, concise language so the reader knows exactly why you are writing.

Writing business letters and memos differs in certain important ways from writing reports. Keep the following advice in mind when you write and especially when you revise your business letters or memos.

State the main business, purpose, or subject matter right away. Let the reader know from the very first sentence what your letter is about. Remember that when business people open a letter, their first concern is to know what the letter is about, what its purpose is, and why they must spend their time reading it. Therefore, avoid round-about beginnings.

Keep the paragraphs of most business letters short. The paragraphs of business letters tend to be short, some only a sentence long. Business letters are not read the same way as articles, reports, or books. Usually, they are read rapidly. To enable the recipient to read your letters more rapidly and to comprehend and remember the important facts or ideas, create relatively short paragraphs of between three and eight lines long. In business letters, paragraphs that are made up of only a single sentence are common and perfectly acceptable.

"Compartmentalize" the contents of your letter. When you "compartmentalize" the contents of a business letter, you place each different segment of the discussion — each different topic of the letter — in its own paragraph.

List or itemize whenever possible in a business letter. Listing spreads out the text of the letter, making it easier to pick up the important points rapidly.

Place important information strategically in business letters. Information in the first and last lines of paragraphs tends to be read and remembered better. Information buried in the middle of long paragraphs is easily overlooked or forgotten. Therefore, place important information in high-visibility points.

Find positive ways to express bad news in your business letters. Often, business letters must convey bad news; such bad news can be conveyed in a tactful way. To convey bad news positively, avoid such words as "cannot," "forbid," "fail," "impossible," "refuse," "prohibit," "restrict," and "deny" as much as possible.

Give your business letter an "action ending" whenever appropriate. An "action-ending" makes clear what the writer of the letter expects the recipient to do and when. Ineffective conclusions to business letters often end with rather limp, noncommittal statements such as "Hope to hear from you soon" or "Let me know if I can be of any further assistance." Instead, or in addition, specify the action the recipient should take and the schedule for that action.

5.1. A few guidelines for writing a business letter in English

Plan before you write.

Look up the words you need before you start.

Note the points you want to make, and order them into logical paragraphs. Use spell check and grammar check.

Tone

Write as you would speak in a business conversation.

The tone should be friendly and polite.

Names

Make sure you check the gender of the addressee (the recipient), as well as the correct spelling of the person's name and title. Use Ms. for women and Mr. for men.

Dates

To avoid any confusion, write the month instead of using numbers (e.g. January 15th, 2007, or 15 January 2007).

Be concise and clear.

Keep sentences and paragraphs short and simple.

Use straightforward vocabulary to avoid any misunderstanding.

Ask direct questions.

Rewrite any sentence that does not seem perfectly clear.

If the recipient is not a native English-speaker, it is preferable to avoid words and expressions that are too technical or complicated.

Remember this word order principle:

Who - Does - What - How - Where - When
(Subject - Verb - Object - Manner - Place - Time)

Examples:

- A technician will install the equipment in your office on Tuesday morning.
- I will confirm the transport arrangements as soon as possible.

Avoid old-fashioned words

Although they are used in legal documents and contracts, words like 'herewith', 'hereby', 'herein', 'aforementioned', etc.

are rarely used in letters.

The following style of sentence is preferable:

"You will find more information on our products in the enclosed brochure."

Five tips for writing good business letters

- 1) Think carefully about exactly what you need to say before you write.
- 2) Give your letter a heading so that the person you are writing to can see at a glance what it is about.
- 3) Use short sentences and short words that everyone can understand.
- 4) Decide on order of importance and put each idea into a separate paragraph. Make sure it is concise: delete anything that is irrelevant or can be omitted.
- 5) Check your letter after you have written it. Will your reader understand exactly what you mean and will it create the right impression? Get the person in your organisation with the best English to read it through for any spelling or grammar or layout errors.

5.2. Using E-mail for Correspondence

E-mail has become a primary method of communication for professionals in our culture and it is subject to several simple rules of etiquette. Once an e-mail, is sent it can not be retrieved, making it imperative that your e-mails reflect you in the best possible way.

Simple guidelines to follow when writing professional or business e-mails:

- Send your e-mail from an address that is appropriate. Remember, your e-mail address is a direct reflection of you. i.e., John_Smith77@yourworld.com is appropriate, but johnnylikestoparty@funlife.com is not.
- Do not use emoticons and smileys! As a professional you should possess the writing skills which allow you to express yourself without emoticons.
- Use proper punctuation, capitalization and grammar. Again, e-mails are another testament to your writing skills.
- Your subject line should be informative and brief
- Include your contact information
- Consider how the recipient will hear your e-mail. Will it portray the tone you intended?
- Don't be afraid to save your draft and come back to it later. The above principles can be applied to most types of business correspondence.

5.3. Writing business letters - Useful phrases

Salutation	<ul style="list-style-type: none"> • Dear Mr Brown • Dear Ms White • Dear Sir • Dear Sirs • Dear Madam • Dear Sir or Madam • Gentlemen • Deleting the salutation line altogether or inserting "To Whom It May Concern" in its place, is not ordinarily a good solution either — it's impersonal.
Starting	<ul style="list-style-type: none"> • We are writing to inform you that ... to confirm ... to request ... to enquire about ... • I am contacting you for the following reason. • I recently read/heard about . . . and would like to know . . . • Having seen your advertisement in ... , I would like to ... • I would be interested in (obtaining/receiving) ... • I received your address from ... and would like to ... • I am writing to tell you about ...
Referring to previous contact	<ul style="list-style-type: none"> • Thank you for your letter of March 15 ... • Thank you for contacting us. • In reply to your request ... • Thank you for your letter regarding ... • With reference to our telephone conversation yesterday ... • Further to our meeting last week ... • It was a pleasure meeting you in London last month. • I enjoyed having lunch with you last week in Tokyo. • I would just like to confirm the main points we discussed on Tuesday . . .
Making a request	<ul style="list-style-type: none"> • We would appreciate it if you would ... • I would be grateful if you could... • Could you please send me . . . • Could you possibly tell us/let us have... • In addition, I would like to receive ... • It would be helpful if you could send us ... • I am interested in (obtaining/receiving...) • I would appreciate your immediate attention to this matter. • Please let me know what action you propose.
Offering help	<ul style="list-style-type: none"> • We would be happy to ... • Would you like us to ... • We are quite willing to ... • Our company would be pleased to ...
Giving good news	<ul style="list-style-type: none"> • We are pleased to announce that ... • I am delighted to inform you that ... • You will be pleased to learn that ...

Giving bad news	<ul style="list-style-type: none"> • We regret to inform you that ... • I'm afraid it would not be possible to ... • Unfortunately we cannot/we are unable to ... • After careful consideration we have decided (not) to ...
Complaining	<ul style="list-style-type: none"> • I am writing to express my dissatisfaction with ... • I am writing to complain about ... • Please note that the goods we ordered on (date) have not yet arrived. • We regret to inform you that our order n°--- is now considerably overdue. • I would like to query the transport charges which seem unusually high.
Apologizing	<ul style="list-style-type: none"> • We are sorry for the delay in replying ... • I regret any inconvenience caused • I would like to apologize for (the delay/the inconvenience) ... • Once again, I apologise for any inconvenience.
Orders	<ul style="list-style-type: none"> • Thank you for your quotation of ... • We are pleased to place an order with your company for ... • We would like to cancel our order n°... • Please confirm receipt of our order. • I am pleased to acknowledge receipt of your order n°... • Your order will be processed as quickly as possible. • It will take about (three) weeks to process your order. • We can guarantee delivery before ... • Unfortunately these articles are no longer available/are out of stock.
Prices	<ul style="list-style-type: none"> • Please send us your price list. • You will find enclosed our most recent catalogue and price list. • Please note that our prices are subject to change without notice. • We have pleasure in enclosing a detailed quotation. • We can make you a firm offer of ... • Our terms of payment are as follows :
Referring to payment	<ul style="list-style-type: none"> • Our records show that we have not yet received payment of ... • According to our records ... • Please send payment as soon as possible. • You will receive a credit note for the sum of ...
Enclosing documents	<ul style="list-style-type: none"> • I am enclosing ... • Please find enclosed ... • You will find enclosed ...
Closing remarks	<ul style="list-style-type: none"> • If we can be of any further assistance, please let us know • If I can help in any way, please do not hesitate to contact me • If you require more information ... • For further details ... • Thank you for taking this into consideration • Thank you for your help. • We hope you are happy with this arrangement. • We hope you can settle this matter to our satisfaction.
Referring to future business	<ul style="list-style-type: none"> • We look forward to a successful working relationship in the future • We would be (very) pleased to do business with your company. • I would be happy to have an opportunity to work with your firm.

Referring to future contact	<ul style="list-style-type: none"> • I look forward to seeing you next week • Looking forward to hearing from you • " " to receiving your comments • I look forward to meeting you on the 15th • I would appreciate a reply at your earliest convenience.
Ending business letters	<ul style="list-style-type: none"> • Sincerely, } • Yours sincerely, } (for all customers/clients) • Sincerely yours, } • Respectfully, • Regards, (for those you already know and/or with whom you already have a working relationship.) • You can design your own, but be careful not to create florid or wordy ones. Notice that only the first letter is capitalized, and it is always followed by a comma.

5.4. PRACTICE 5

1) Phrases in English Correspondence

Rearrange these words to make sentences

1) please as look matter as into possible this soon

2) with interested a would working be you us in on basis commission

3) assure we we this as as look matter possible into soon that can you will

4) future we the look in forward you with working to

5) your March 7th for you thank enquiry dated

6) by us post please your return have let of offer

7) note should end the this month invoice paid the be by of please that

8) was by department delay sales our in the a misunderstanding caused

2) WORK- Vocabulary: Match the phrases to the correct definitions!

1) all in a day's work

a) lazy, not wanting to work

2) workable

b) a person who works too much, addicted to work

3) work shy

c) money needed for carrying on a business

- | | |
|--------------------|--|
| 4) working capital | d) be confronted with a difficult task |
| 5) workshop | e) slow down production by paying exaggerated attention to the rules |
| 6) work to rule | f) total number of people employed in a firm, country |
| 7) work-out | g) a practical seminar, a course offering 'hands-on' experience |
| 8) working class | h) efficient, competent |
| 9) workforce | i) session of physical exercise |
| 10) workaholic | j) wage-earning section of the community, especially employed in manual labour |

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

3) Vocabulary Practice

- 1) Don't forget to send Mr. Miller an (invite) to our PR event.
- 2) We bought the equipment because of its performance and (rely)
- 3) Could you give us a brief (describe) of the product?
- 4) We're still trying to find a (solve) to the problem
- 5) We're organising our company excursion, and would be grateful for any (suggest) you may have.
- 6) It's a tough business, with a lot of (compete)
- 7) Welcome on board, I hope you enjoy your (fly)
- 8) The introduction of the new product caused a lot of (excite) at the exhibition.
- 9) I'm not going to speak to her until she offers me an (apologise)
- 10) The seminar participants showed their (appreciate) by applauding loudly.
- 11) Ladies and gentlemen, our next speaker really needs no (introduce) at all.
- 12) As I was late, I really had no (choose) but to take a taxi.
- 13) I'm sorry, but I can't accept that (explain)
- 14) I work for a company which produces office (equip)

- 15) In a job interview your (appear) is very important, so you should be careful about how you dress.
- 16) We have made a lot of (improve) to our range of services in the last few years.
- 17) The company decided to close its branch on the island as it had never been very (profit).
- 18) I really think that (some) should be done about the situation in this department.
- 19) Thank you very much for your (advise). It was very helpful.
- 20) It's completely up to you, it's your (decide).
- 21) I really think that you are making the wrong (assume) about them, they really are a good company.
- 22) We bought these printers on a (recommend) of an IT consultant
- 23) My boss always gives me a lot of (encourage).
- 24) No software may be installed without the (approve) of the IT department.
- 25) Although it was a brilliant design, the machine was never (commerce) successful.

4) Practice with Vocabulary Building

- 1) We often at this hotel when we're here on business.
live rest stay remain
- 2) Everyone came to the meeting Pablo and Karen.
except exclude expect apart
- 3) The conference centre is two kilometres
from here away far away from here at a distance away from here
- 4) His presentation was very unprofessional and he had no of winning the contract.
luck chance opportunity occasion

- 5) This cheque is not valid without your
 name firm sign signature
- 6) She works industrial design engineer.
 like as an as the same
- 7) You can only do your best - everyone has their
 ends limits borders edges
- 8) Send the offer by courier if the customer wishes, - just send it by normal post.
 so although despite otherwise
- 9) Her boss wouldn't her attend the seminar.
 allow let permit admit
- 10) My boss me to be in the office by 8 o'clock each morning.
 counts claims waits expects
- 11) Our company is very about punctuality and insists that we always get to work on time.
 strict precise exact straight
- 12) They started having problems at an early of the project.
 stage period part minute
- 13) We were late for the meeting and decided to a taxi.
 order command require ask
- 14) the bad economic conditions, our sales figures were very good.
 Although Despite Even However

5) Practice with Prepositions

- 1) How long have you been working this technical report ?
- 2) What do you want to talk the meeting ?
- 3) How long have you been working this firm ?
- 4) your opinion, do you think that our prices are too high ?
- 5) When was the first meeting the client ?
- 6) Were there a lot people the meeting ?
- 7) What are you working the moment ?
- 8) Who was that offer written ?
- 9) Do you think that they would be very keen a joint-venture us ?
- 10) Should our PC's be replaced new ones ?
- 11) Where shall I wait you ?
- 12) Could the research project be finished Christmas ?
- 13) Are all of our computers and equipment insured fire ?
- 14) Will there have to be another meeting the weekend ?
- 15) Do you think that there will be a lot interest our services
the exhibition Milan ?
- 16) Are you interested more technical details ?
- 17) Did you see the documentary film..... the telecom industry.....television yesterday ?
- 18) I think they are interested our offer, don't you ?
- 19) When did you last speak English the phone ?

6) Colour Idioms

Complete these sentences with the correct colour:

- 1) Do you think the boss will give you the _____ light for your project?
- 2) Millions of dollars in taxes are lost every year because of the _____ economy.
- 3) Why did she give you such a _____ look as you walked in?

- 4) I'm not sure that we can just accept their promise about the deal; shouldn't we ask for the details in _____ and _____?
- 5) They live about 5 miles from the city centre in a _____-belt area.
- 6) Suddenly out of the _____, he mentioned that he had won a million in the lottery.
- 7) That company manufactures _____ goods, - fridges, freezers, mixers, etc.
- 8) They rolled out the _____ carpet when the Queen landed at the airport.
- 9) After the fight, the boxer had some cuts on the face and a _____ eye.
- 10) I don't really know who's responsible for this; it's a bit of a _____ area.
- 11) There were a lot of _____ faces when the so-called financial experts found out that they had been tricked.
- 12) Lindström is the actual president of the company but everyone knows that Malberg is the _____ eminence.
- 13) After a series of bad investments the firm found itself 3 million in the _____.
- 14) The government plans to allocate more money to unemployment _____ spots.
- 15) I didn't want to go to the party and told a _____ lie to get out of it.
- 16) There was a strike among the _____-collar workers in the factory.
- 17) The _____ press reported in great detail about the CEO's divorce.
- 18) He's such a pessimist, he always paints everything _____.
- 19) She's usually quite calm and tolerant but when she heard that news she saw

_____ and exploded.

20) He was always the _____ sheep of the family, and always got into trouble.

7) Practice with Colour Idioms

Ask and answer these questions with a partner:

- 1) Does your company manufacture white goods?
- 2) Are there any people in your company who always paint everything black?
- 3) When did you last tell a white lie at work? (Be honest!)
- 4) Is your company currently in the black or in the red?
- 5) When did your company last roll out the red carpet?
- 6) Are there any grey areas in your job, regarding responsibility?
- 7) When did you last give (or get) the green light for something at work?
- 8) Do things sometimes happen out of the blue in your company?
- 9) Do you ever give black looks at work?
- 10) Do you ever see red at work?
- 11) Is there a real division in your company between white and blue-collar workers?
- 12) Is there a grey eminence in your company?

8) Business English Topics for Discussion

- 1) What can you say about the present economic situation?
- 2) Compare the economic situation of today with the situation 2 years ago.
- 3) Do you think that unemployment will increase or decrease in the next few years?
- 4) What can we do with people who have been laid off and who have no real chance of finding another job?
- 5) Has the computer created or killed jobs?
- 6) Describe the current business situation in your company.
- 7) Has your company ever laid off employees?
- 8) Do you have flexitime in your company? What are the advantages and disadvantages?
- 9) Which business areas have a bright future, in your opinion?
- 10) Should every European country join the European Union?

Useful Phrases:

Well, in my opinion,

There are two sides to this question,

On the one hand, on the other hand

Most people would agree that

I'm convinced that

I'm not really convinced that

6. TELEPHONING

"The telephone is the greatest nuisance among conveniences, the greatest convenience among nuisances."

Learning how to communicate well on the telephone is one of the top priorities for many students who need to use English at work. Learning the common phrases that are used on the telephone helps students know what to expect. However, what students often need most is practice, practice, and more practice. While helpful, practicing a role-play in the classroom is not always the best way to improve telephoning skills. Telephoning requires special skills as there are a number of difficulties that arise when telephoning that are specific to telephoning. The first and foremost difficulty is not being able to see the person you are communicating with. This lack of visual communication often makes students, who can communicate quite successfully in other situations, nervous and thereby hinders their communicative abilities.

Learning telephone English can be frustrating so students really need to practice their skill as often as possible in order to improve their comprehension skills. Once they have learned the basic phrases used in telephoning, the main difficulty lies in communicating without visual contact.

6.1. Telephone English - Important Phrases

There are a number of phrases and idioms that are only used when telephoning. Here is an example dialogue:

- **Operator:** Hello, Frank and Brothers, How can I help you?
- **Peter:** This is Peter Jackson. Can I have extension 3421?
- **Operator:** Certainly, hold on a minute, I'll put you through...
- **Frank:** Bob Peterson's office, Frank speaking.
- **Peter:** This is Peter Jackson calling, is Bob in?
- **Frank:** I'm afraid he's out at the moment. Can I take a message?
- **Peter:** Yes, Could you ask him to call me at ? I need to talk to him about the Nuovo line, it's urgent.
- **Frank:** Could you repeat the number please?
- **Peter:** Yes, that's, and this is Peter Jackson.
- **Frank:** Thank you Mr Jackson, I'll make sure Bob gets this asap.
- **Peter:** Thanks, bye.
- **Frank:** Bye.

The language is rather informal and there are some important differences to everyday English. Here are some key phrases used in telephone English:

Introducing yourself

This is Ken.

Ken speaking.

You don't say: 'I am Ken!'

It's Ken.

Asking who is on the telephone

Excuse me, who is this?

Can I ask who is calling, please?

Asking to speak to someone

Can I have extension 321? (extensions are internal numbers at a company)

Can you put me through to extension 321, please?

Could I speak to...? (Can I - **more informal** / May I - **more formal**)

Jack Brown in Accounts, please.

Is Jack in? (informal idiom meaning: Is Jack in the office?)

Connecting someone

I'll put you through (put through - phrasal verb meaning 'connect')

Can you hold the line? Can you hold on a moment?

The extension/line is ringing for you.

I think you've got the wrong extension.

I'll try and transfer you.

How to reply when someone is not available

I'm afraid Jack/ Mr Brown is not available at the moment

The line is busy... (when the extension requested is being used)

Mr Brown isn't in... Mr Brown is out at the moment...

I'm sorry but there is no reply.

Do you want to hold or would you like to call back later?

I'm afraid Jack is in a meeting/ on another line.

Giving and taking messages

I'm calling about.....

I wonder if you could call back later?

I'm calling to confirm.....

Can I ask who's calling?

Could you tell Jack that.....

Which company are you calling from?

Could (Can, May) I leave a message?

May/Can I ask what it's about?

Could (Can, May) I tell him who is calling?

Would you like to leave a message?

Is this a good/convenient time to call?

Could (Can, May) I take a message?

6.2. Tips for Getting People to Slow Down!!

One of the biggest problems is speed. Native speakers, especially business people, tend to speak very quickly on the telephone. Here are some practical tips to get native speakers of English to slow down!

1) Immediately ask the person to speak slowly.

2) When taking note of a name or important information, repeat each piece of information as the person speaks.

This is an especially effective tool. By repeating each important piece of information or each number or letter as they spell or give you a telephone number, you automatically slow the speaker down.

3) Do not say you have understood if you have not. Ask the person to repeat until you have understood.

Remember that the other person needs to make himself/herself understood and it is in his/her interest to make sure that you have understood. If you ask a person to explain more than twice they will usually slow down.

4) If the person does not slow down begin speaking your own language!

A sentence or two of another language spoken quickly will remind the person that they are fortunate because THEY do not need to speak a different language to communicate. Used carefully, this exercise in humbling the other speaker can be very effective.



6.3. Practice

Review phrases used in telephoning.

Review tips for getting people to slow down.

Write down notes for a telephone conversation that you could have with a native speaker. (**Example:** *Order 500 Litres of Olive Oil - Delivery: Next Friday - Payment Method: Company Account - Address: Student's Company Address - Telephone/Fax: Student's Telephone/Fax, etc*)

Another student should respond to the call for which he/she has written notes.

The students need to understand each other and take notes of everything crucial. If they do not understand they need to ask the other part to repeat, tell them to speak more slowly - anything that is needed to understand.

The students should sit chairs back to back and practice speaking on the phone, because this way they will only hear the other person's voice which will approximate a telephone situation.

It is crucial to actually use the phone, as the difficulty lies in understanding English over the phone.

7. SMALL TALK AND SOCIALISING

To break the ice, a compliment is always nice.

Socialising is an important skill for those involved in international business, whether it is dining out with a customer, entertaining foreign partners at your home or being a guest in someone else's home, meeting a new potential client for the first time or having to make small talk with clients at a restaurant.

Being able to socialise with your colleagues, partners and clients can play a big part in building effective social relationships. Therefore it is important to master the language and skills needed to use the social language, i.e. the language you need to form and develop social relationships with people you meet.

7.1. Importance of Small Talk

Small talk is the gentle art of saying something that means nothing. Essentially it refers to filling awkward silences and making your guest or customer feel relaxed. Making small talk is an essential business skill that can help you 'seal the deal'. Below are phrases that will enrich your small talk abilities

Welcoming a visitor

- Welcome to (company name)
- Did you have any trouble finding us?
- Hello (name), nice to see you again
- I'll introduce you to the team

Offering hospitality

- Would you like something to drink?
- How would you like that? Milk/ sugar?
- Please help yourself to the...

Avoid these common mistakes:

- *Welcome in our company*
- Welcome to our company
- *Are you in this location long?*
- Have you been here long?

Keeping the Conversation Going

Sometimes it can be difficult to keep the conversation going, especially if your partner is not very good at socializing. Below are some tips that will help.

- 1) When someone asks you a question, it is because they are interested, so don't just give a simple answer. Give some extra information or ask another question in return:
- 2) If someone offers extra information when answering your question, ask another follow-up.
- 3) What is small talk?

Small talk is pleasant conversation about common interests. Small talk gets friendships started and 'breaks the ice' before important business meetings and other events. However, small talk can be especially difficult for some learners because making small talk means talking about almost anything - and that means having a wide vocabulary that can cover most topics. Most English learners may have difficulties discussing topics they are unfamiliar with because of a lack of appropriate vocabulary. This lack of vocabulary leads to 'blocking'.

- 4) How to Improve Small Talk Skills

Here are some tips to improve small talk skills. Of course, making effective small talk means lots of practice, but keeping these tips in mind should improve overall conversational skills.

a) Do some research.

Spend time on the Internet, reading magazines, or watching TV specials about the type of people you are going to meet. Stay away from religion/strong political beliefs.

b) Use the Internet to gain specific vocabulary.

This is related to doing research about other people. If you have a business meeting, or are meeting people who share a common interest (a basketball team, a tour group interested in art, etc.), take advantage of the Internet to learn specific vocabulary.

c) Ask yourself about your culture

Take time to make a list of common interests that are discussed when making small talk in your own culture. You can do this in your own language, but check to make sure that you have the English vocabulary to make small talk about those subjects.

d) Find common interests

Once you have a subject that interests both of you, keep to it! You can do this in a number of ways: talking about travel, talking about the school or friend you have in common, talking about the differences between your culture and the new culture..

e) Listen

This is very important. Don't get so worried about being able to communicate that you don't listen. Listening carefully will help you understand and encourage those speaking to you. You might be nervous, but letting others state their opinions will improve the quality of the discussion - and give you time to think of an answer!

7.2. *Appropriate and Inappropriate Subjects*

Small Talk - Appropriate?

Which topics are appropriate for small talk discussions? For those topics which are appropriate, think of one interesting comment to make. For those topics which are not appropriate, be able to explain why you believe they are not appropriate for small talk.

- The latest films
- The One True Path to Eternal Life
- The local basketball team
- Cars
- A product you would like to sell to everyone
- The Death Penalty
- Your home town
- How much you make
- Your last holiday
- Your favourite movie-star
- The correct political party
- The weather
- Gardening
- Your health problems
- Your family

Here is a list of common small talk subjects.

- Sports - current matches or games, favourite teams, etc.
- Hobbies
- Weather - boring, but can get the ball rolling!
- Family - general questions, not questions about private matters
- Media - films, books, magazines, etc.
- Holidays - where, when, etc. but NOT how much!
- Home town - where do you come from, how is it different/similar to this town
- Job - once again, general questions not too specific
- Latest fashion and trends
- Celebrities - any gossip you may have!

Here is a list of topics that probably aren't very good for small talk.

- Salary - how much do you make? - That's none of your business!
- Politics - wait to you get to know the person better.
- Intimate relationships - only for you and your partner - or maybe your best friend.
- Religion - tolerance is the key!
- Death - we need to face it, but not the first time we meet someone new.
- Sales - Don't try to sell something to someone you have just met.

English Introduction Words and Phrases

- Hi/Hello, my name is ____.
- What's your name?
- Nice to meet you.
- Nice to meet you, too.
- This is ____.

Useful phrases

Talking about the weather	<ul style="list-style-type: none">• Beautiful day, isn't it?• It looks like it's going to snow.• I hear they're calling for thunderstorms all weekend.• We couldn't ask for a nicer day, could we?• How about this weather?
Talking about current events	<ul style="list-style-type: none">• Did you catch the news today?• Did you hear about that fire on Fourth St?• What do you think about this transit strike?• I read in the paper today that the Sears Mall is closing.• How about those Reds? Do you think they're going to win tonight?
At the office	<ul style="list-style-type: none">• Looking forward to the weekend?• Have you worked here long?• I can't believe how busy/quiet we are today, can you?• You look like you could use a cup of coffee.• What do you think of the new computers?
At a social event	<ul style="list-style-type: none">• So, how do you know Justin?

	<ul style="list-style-type: none"> • Have you tried those canapés? • Are you enjoying yourself? • It looks like you could use another drink. • Pretty nice place, huh?
Out for a walk	<ul style="list-style-type: none"> • How old is your baby? • What's your puppy's name? • How do you like the new park? • Nice day to be outside, isn't it?
Waiting somewhere	<ul style="list-style-type: none"> • I didn't think it would be so busy today. • The bus must be running late today. • It looks like we are going to be here a while, huh? • How long have you been waiting?

7.3. How to Start a Conversation When You Have Nothing to Talk About

The seeming inability to start a conversation when you've nothing to talk about is partly about nerves, partly about believing that you have nothing in common with the other person, and partly an unwillingness to try the new or even to put in the effort.

Overcome the nerves and the lukewarm desire to find ways of conversing with others you might never have tried before, and become a lot more comfortable around people in a conversational setting. Here are some suggestions to help.

- a) Begin by introducing yourself. It's very simple, and consists of telling the new person your name, offering your hand to shake and smiling.
- b) Feeling self-conscious when carrying on conversation with others is not unusual but it's also not productive. Try to keep in mind that everyone has these self-doubts from time to time but that it's essential to overcome them in order to engage with fellow human beings.
- c) Reassure yourself that the other person is not judging you
- d) Understand the secret to a good conversation. The secret at the heart of a good conversation is to listen and do very little of the talking, apart from encouraging the other person to open up.
- e) Make a general comment about the location or occasion. Look around and see if there is anything worth pointing out. Examples of location or occasion comments: "What an amazing room!" or "Such incredible catering!" or "I love this view!" or "Great dog!"
- f) Ask an open question and get them talking about themselves. Know how to ask an open question. Most people love to talk about themselves; it's your place as the conversation starter to get them going. An open question is a question that requires an explanation for an answer, and not just a simple "Yes" or "No" as is commonly answered to a closed question. Open questions tend to begin with: Who? When? What? Why? Where? How?

1) **A closed question:** "Do you like books?", "Have you been to university?", "Is spring your favourite season?", "Am I intruding?" "Do you come here often?"

2) **An open question:** "What sort of books do you like?", "What did you study at university?", "Which is your favourite season? Why?", "What are you doing right now?"

Put the location comment together with the open question and your conversation will be underway.

When you first meet people, it's important to keep the conversation light and simple.

Small talk is not politics, religion, nuclear disarmament or fusion, or criticizing anybody, especially not the host or the event you're both attending

Although talking about the weather is a cliché, if there's something unusual about the weather, you've got a great topic of conversation.

Synchronize. Once your partner-in-conversation has started talking, follow his or her cue to keep the conversation going smoothly. Use active listening to reflect what they're saying and to summarize their possible feelings.

- a. Say the other person's name now and then. Not only does it help you to remember them but it's a warming sign of respect and mutual like.
- b. Give encouraging feedback. You don't even have to say things a lot of the time - nod, say *ah-ha* or *wow* or *oh* or *hmm*, sigh, grunt convivially, and short encouraging statements such as "Is that so?" and "Goodness!", and "What did you do/say then?" and "That's amazing!", etc
- c. Keep your body language open and receptive. Nod in agreement, make occasional genuine eye contact without staring, and lean in toward the other person.
- d. Smile a lot, and laugh when any quip is made by the other person.

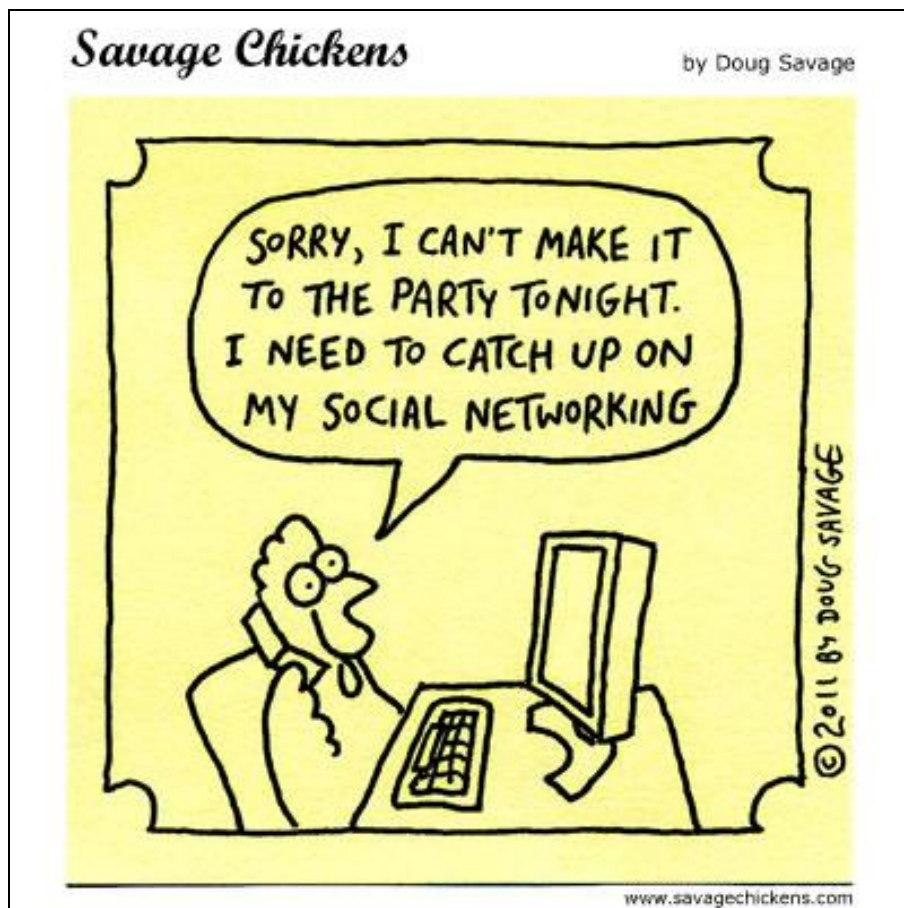
Tips

- Speak with clarity and purpose. If you're mumbling, it makes conversing a lot harder.
- Show interest.
- Reflect before speaking if it's your turn to talk and allow silence to also have its rightful place in your conversation. Don't be afraid of pauses – use them to change topics, re-energize the conversation, or to take a short breather even.
- Relax. Chances are that whatever small-talk you're making isn't going to stick out in anyone's mind a few months from now. Just say whatever comes into your head, so long as it's not offensive. If you think of something in your head while you're talking, it's probably related.
- If you're shy, it is helpful to have thought about a topic or two in advance that you feel comfortable talking about.
- Follow the lead that your listener is expressing. If he or she appears interested, then continue. If he or she is looking at a clock or watch, or worse, looking for an escape strategy, then you've been going on for too long.
- Half of an effective conversation is the way you non-verbally communicate, and not necessarily what you say. Practice better non-verbal skills that are friendly and confident.
- Remember, whoever you are talking to, you always have something in common. We all experience the weather, like good food, and enjoy a good laugh.

Warnings

- Don't be overly invasive with your questions.
- Don't ever comment negatively on the person with whom you are talking, or anyone else; you never know if there is a personal attachment to the person you are criticizing.
- Never swear, insult, disrespect, use racial, religious, sexual orientation, and gender slurs in front of others (unless you know who they are and if they have the same views on things as you).
- Never act arrogantly and pretend to be a Know-It-All when dealing with people.

- Never ever interrupt a conversation between one or more people. Wait for the conversation to stop and then say something. Common courtesy goes a long way.
- Make use of "please", "May I", "thank you", "could you" when someone is nice to you and when you want something. Being polite shows maturity and intelligence.
- Also remember that not everyone wants to talk. If the person shows signs of discomfort or loss of interest, you should not bother them.



8. KEY TO PRACTICE

PRACTICE 1:

1)

- 1) c
- 2) a
- 3) b
- 4) a
- 5) a
- 6) a
- 7) c
- 8) c
- 9) c
- 10) b
- 11) b
- 12) b

2)

- 1) (a) apply
- 2) (b) advertised
- 3) (b) employed
- 4) (b) pursue
- 5) (c) attach
- 6) (c) experience
- 7) (c) familiar
- 8) (c) pressure
- 9) (b) fluently
- 10) (a) available
- 11) (a) hesitate

3) The Selection Process

- 1) a
- 2) d
- 3) c
- 4) b
- 5) g
- 6) e
- 7) f
- 8) k
- 9) i
- 10) h
- 11) j

4) Abbreviations:

1d 2c 3f 4a 5j 6i 7h 8g 9b 10e

5) Missing words:

- 1) don't
- 2) too
- 3) usually
- 4) clothes
- 5) before
- 6) contact
- 7) smile
- 8) fidget
- 9) relax

6) Matching

1d 2c 3a 4f 5e 6b

7) Power Phrases

1b 2h 3g 4f 5d 6a 7e 8c

8) Phrases with the word career:

1c 2e 3a 4b 5d

PRACTICE 2:

1) True or False

1F 2F 3T 4F 5T 6T 7T 8F 9F 10T

2) Synonyms

1b 2c 3j 4h 5g 6i 7d 8e 9a 10f

3) Gap filling

- 1) AOB
- 2) address
- 3) casting vote
- 4) designate
- 5) conference call
- 6) AGM
- 7) ballot
- 8) proxy vote

4) Missing words

- | | |
|---|--|
| 1) Could I just say something? | 5) How do you mean exactly? |
| 2) Could I just comment on that? | 6) What exactly do you mean by ...? |
| 3) Hold on a minute. | 7) Are you saying? |
| 4) Sorry to interrupt but | 8) So what you're saying is that |

5) Word combinations with ‘meeting’

- a) set up, fix
- b) delay, postpone
- c) cancel, call off
- d) run, chair
- e) attend, be present at
- f) fail to attend, miss

6) Replacing expressions with the appropriate verb forms

- 1) was fixed, was set up
- 2) attend
- 3) postponed, delayed
- 4) set up
- 5) chaired
- 6) attended
- 7) missing

PRACTICE 3:

1) True or False

1T 2F 3T 4F 5T 6T 7F 8F

2) Vocabulary

1F 2G 3J 4I 5A 6D 7H 8E 9B 10C

3) Complete the gaps.

- 1) bargained
- 2) bottom-line
- 3) low-ball
- 4) high-ball
- 5) dispute

- 6) counterpart
- 7) pressured
- 8) concessions

4) Negotiating tips:

1F 2D 3E 4A 5B 6G 7C

PRACTICE 5:

1) Phrases in English Correspondence

- 1) Please, look into this matter as soon as possible.
- 2) Would you be interested in working with us on a commission basis?
- 3) We assure you that we will look into this matter as soon as possible.
- 4) We look forward to working with you in the future,
- 5) Thank you for your enquiry dated March 7th.
- 6) Please, let us have your offer by return of post.
- 7) Please, note that this invoice should be paid by the end of this month.
- 8) The delay was caused by a misunderstanding in our sales department.

2) Work-phrases:

1D 2H 3A 4C 5G 6E 7I 8J 9F 10B

3) Vocabulary

- | | | |
|----------------|------------------|------------------|
| 1) invitation | 6) competition | 11) introduction |
| 2) reliability | 7) flight | 12) choice |
| 3) description | 8) excitement | 13) explanation |
| 4) solution | 9) apology | 14) equipment |
| 5) suggestions | 10) appreciation | 15) appearance |

- | | |
|-----------------|--------------------|
| 16) improvement | 21) assumption |
| 17) profitable | 22) recommendation |
| 18) something | 23) encouragement |
| 19) advice | 24) approval |
| 20) decision | 25) commercial |

4) Vocabulary building

- | | |
|-------------------|--------------|
| 1) stay | 8) otherwise |
| 2) except | 9) let |
| 3) away from here | 10) expects |
| 4) chance | 11) strict |
| 5) signature | 12) stage |
| 6) as an | 13) order |
| 7) limits | 14) despite |

5) Prepositions

- | | |
|-----------------|---------------------|
| 1) on | 11) for |
| 2) about, at-in | 12) by |
| 3) for | 13) against |
| 4) in | 14) at -on |
| 5) with | 15) of, in, for, in |
| 6) of, at -in | 16) in |
| 7) on, at | 17) about, on |
| 8) by | 18) in |
| 9) on, with | 19) on |
| 10) by | |

6) Colour Idioms

- | | |
|--------------------|-----------|
| 1) green | 11) red |
| 2) grey | 12) grey |
| 3) black | 13) red |
| 4) black and white | 14) black |

5) green

6) blue

7) white

8) red

9) black

10) grey

15) white

16) blue

17) yellow

18) black

19) red

20) black

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