

Міністерство освіти і науки України  
Чорноморський національний університет імені Петра Могили

**Ю. В. Стодолінська**

**МЕТОДИЧНІ РЕКОМЕНДАЦІЇ**  
**ДО КУРСУ «МІЖКУЛЬТУРНА ДІЛОВА КОМУНІКАЦІЯ**  
**ТА ПЕРЕКЛАД ДІЛОВИХ ПАПЕРІВ»**

**Випуск 295**



Миколаїв – 2020

УДК 811.111'276.6'271'25(076)

С 81

*Рекомендовано до друку вченою радою Чорноморського національного університету імені Петра Могили (протокол № 9 від 28 травня 2020 р.).*

**Рецензенти:**

**Белсхова Л. І.**, доктор філологічних наук, професор, Херсонський державний університет;

**Мозолевська А. С.**, кандидат філологічних наук, доцент, Чорноморський національний університет імені Петра Могили.

С 81

**Стодолінська Ю. В.** Методичні рекомендації до курсу «Міжкультурна ділова комунікація та переклад ділових паперів / Ю. В. Стодолінська. – Миколаїв : Вид-во ЧНУ ім. Петра Могили, 2020. – 80 с. – (Методична серія ; вип. 295).

Методичні рекомендації до курсу «Міжкультурна ділова комунікація та переклад ділових паперів» спрямовані на допомогу студентам та магістрантам у питаннях удосконалення умінь та навичок з усного та писемного англійського мовлення у діловій сфері міжкультурного спілкування. У рекомендаціях визначені ключові питання лекційних занять з курсу, які сприяють оволодінню студентами базовими поняттями та термінологією з основних тем та проблем міжкультурної ділової комунікації; викладені завдання для розвитку вмінь коректної інтерпретації комунікативної поведінки в різних англомовних культурах та рідній культурі. Крім того представлені матеріали для ознайомлення студентів з сучасними вимогами до логічної структури, композиційної побудови і формату ділових паперів та їх перекладу, а також подано список рекомендованої літератури.

УДК 811.111'276.6'271'25(076)

ISSN 1811-492X

© Стодолінська Ю. В., 2020

© ЧНУ ім. Петра Могили, 2020

## *Contents*

---

Introduction .....	4
1. Worksheets to the Lectures.....	5
2. Intercultural Business Communication Tasks.....	14
2.1. Business Communication across Cultures .....	14
2.2. Effective Business Writing .....	25
2.3. Management and Teamwork.....	38
3. Assignments for Independent Work .....	51
Bibliography .....	53
Appendix A. The Structure and Timing of a Presentation .....	54
Appendix B. Individual Writing Tasks .....	55
Appendix C. Business Report Requirements .....	77

## *Introduction*

---

The manual for the course Intercultural Business Communication and Translation of Business Documents is designed for Master's students perceiving a degree in Philology, Business, Management, Communication, or other fields of study. The materials are aimed at helping students to improve their oral and written English language skills in the field of intercultural business communication.

The manual consists of three parts. The first part «Worksheets to the Lectures» identifies the basic concepts, terminology, key issues of intercultural business communication and translation.

The second part contains a set of exercises on Business Communication across Cultures, Effective Business Writing, Management and Teamwork.

The third part «Assignments for Independent Work» provides the guidelines for completing a group project and an individual book report based on the knowledge gained during the course.

# ***1. Worksheets to the Lectures***

---

## ***Lecture 1***

### ***Intercultural Business Communication in the Globalized World***

**Trends in the new world of work** \_\_\_\_\_

**Employability Skills of the 21st Century** \_\_\_\_\_

**Communication** \_\_\_\_\_

**Successful communication** \_\_\_\_\_

#### **Process of communication**

*Sender/ transmitter* \_\_\_\_\_

*Message* \_\_\_\_\_

*Encoding* \_\_\_\_\_

*Communication channel* \_\_\_\_\_

*Decoding* \_\_\_\_\_

*Feedback* \_\_\_\_\_

**Business communication** \_\_\_\_\_

*Purpose of communication* \_\_\_\_\_

**Forms of communication** \_\_\_\_\_

***Internal communication*** \_\_\_\_\_

**External communication** \_\_\_\_\_

***Formal communication*** \_\_\_\_\_

*Advantages* \_\_\_\_\_

*Disadvantages* \_\_\_\_\_

**Vertical Communication** \_\_\_\_\_

---

*Downward communication* \_\_\_\_\_

---

Benefits, problems, ways to make effective \_\_\_\_\_

---

*Upward communication* \_\_\_\_\_

---

Benefits, problems, ways to make effective \_\_\_\_\_

---

**Horizontal/ lateral communication** \_\_\_\_\_

---

*Grapevine / informal communication* \_\_\_\_\_

---

Forms of informal communication \_\_\_\_\_

---

*Verbal communication* \_\_\_\_\_

---

**Oral communication** \_\_\_\_\_

---

**Written communication** \_\_\_\_\_

---

*Nonverbal communication* \_\_\_\_\_

---

**Barriers of communication** \_\_\_\_\_

---

**Principles of communication** \_\_\_\_\_

---

**7 C's of communication** \_\_\_\_\_

---

**Analysis of communication situations: questions to ask** \_\_\_\_\_

---

**PAIBOC («payback») questions for analysis**

**P** \_\_\_\_\_  
**A** \_\_\_\_\_  
**I** \_\_\_\_\_  
**B** \_\_\_\_\_  
**O** \_\_\_\_\_  
**C** \_\_\_\_\_

**Technology in the workplace** \_\_\_\_\_

**Projecting Professionalism when you communicate** \_\_\_\_\_

**Guidelines for writing professional emails, using email safely and smartly** \_\_\_\_\_

**Guidelines for using IM professionally** \_\_\_\_\_

*Lecture 2*

*Intercultural Business Communication and Translation*

**Culture** \_\_\_\_\_

*Characteristics of culture* \_\_\_\_\_

*Key dimensions of culture* \_\_\_\_\_

*Importance of intercultural communication (main reasons)* \_\_\_\_\_

**Cultural types**

*Edward T. Hall's model* \_\_\_\_\_

*High-context cultures* \_\_\_\_\_

*Low-context cultures* \_\_\_\_\_

***Richard D. Lewis's model***

*Linear-active cultures* \_\_\_\_\_

*Multi-active cultures* \_\_\_\_\_

*Reactive cultures* \_\_\_\_\_

**National culture** \_\_\_\_\_

**Personal culture** \_\_\_\_\_

**Organizational culture** \_\_\_\_\_

**Successful business communication in intercultural environments**

***Nonverbal communication:***

***Body language*** (*eye contact, gestures, space, touch, spatial arrangements*) \_\_\_\_\_

***Time*** \_\_\_\_\_

***Other nonverbal symbols*** \_\_\_\_\_

***Oral communication***

***Conversational style*** \_\_\_\_\_

***Understatement and exaggeration*** \_\_\_\_\_

***Compliments*** \_\_\_\_\_

***Silence*** \_\_\_\_\_

**Tips for successful oral communication** \_\_\_\_\_

***Written communication***

**Guidelines for effective written messages**

**Creating and translating culturally sensitive messages**

***Bias-free language*** \_\_\_\_\_



Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

*Making language non-sexist* \_\_\_\_\_

*Making language neutral* \_\_\_\_\_

*Bias-free photos and illustrations* \_\_\_\_\_

**Advantages and challenges of workplace diversity** \_\_\_\_\_

**Tips for improving business communication across cultures** \_\_\_\_\_

**Ethnocentrism** \_\_\_\_\_

**Stereotypes** \_\_\_\_\_

**Tolerance** \_\_\_\_\_

*Lecture 3*  
*Effective Business Writing*

**Advantages and disadvantages of written communication** \_\_\_\_\_

**Main principles of effective business writing** \_\_\_\_\_

**The 3x3 writing process**

*Prewriting* \_\_\_\_\_

*Writing* \_\_\_\_\_

*Revising* \_\_\_\_\_

**Writing techniques**

*Word choice* \_\_\_\_\_

*Sentence structure* \_\_\_\_\_

*Paragraph structure* \_\_\_\_\_

**Editing and proofreading**

*Proofreading tips* \_\_\_\_\_

---

**Business letters**

*Types* \_\_\_\_\_

---

*Structure* \_\_\_\_\_

---

**Informative and positive business messages**

*Purpose* \_\_\_\_\_

---

*Structure* \_\_\_\_\_

---

*Reader benefits* \_\_\_\_\_

---

*Best subject lines* \_\_\_\_\_

---

*Types of positive messages: confirmations, summaries, instructions, direct claims, requests, responses, adjustments, goodwill* \_\_\_\_\_

---

*Positive business messages for international audience* \_\_\_\_\_

---

**Negative business messages**

*Purpose* \_\_\_\_\_

---

*Structure* \_\_\_\_\_

---

*Direct strategy* \_\_\_\_\_

---

*Indirect strategy* \_\_\_\_\_

---

*Best subject lines* \_\_\_\_\_

---

*Types of negative messages: rejections, refusals, claims* \_\_\_\_\_

---

*Presenting bad news in other cultures* \_\_\_\_\_

---

**Persuasive business messages**

*Purpose* \_\_\_\_\_

---

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

*Structure* \_\_\_\_\_

*Best subject lines* \_\_\_\_\_

*Types of persuasive messages: favour and action requests (direct and indirect), claims, complaints* \_\_\_\_\_

*Overcoming objections* \_\_\_\_\_

*Persuasive business messages for high-context and low-context cultures* \_\_\_\_\_

**Designing documents and presentations** \_\_\_\_\_

*Lecture 4*  
*Essentials of Teambuilding in an Intercultural  
Business Environment*

**Teams and team players**

*Reasons of team formation* \_\_\_\_\_

*Phases of team development* \_\_\_\_\_

*Types of group messages* \_\_\_\_\_

*Rules of effective team working* \_\_\_\_\_

*Group tasks outcomes* \_\_\_\_\_

*Different roles in teams*

*Positive roles* \_\_\_\_\_

*Negative roles* \_\_\_\_\_

*Leadership in groups* \_\_\_\_\_

*Leading with integrity:* \_\_\_\_\_

*Positive team behavior* \_\_\_\_\_

*Negative team behavior* \_\_\_\_\_

*Groupthink* \_\_\_\_\_

*Group decisions* \_\_\_\_\_

*Characteristics of successful teams* \_\_\_\_\_

*Ethical responsibilities of team players* \_\_\_\_\_

*Virtual teams* \_\_\_\_\_

*Effective virtual teams* \_\_\_\_\_

*Dealing with conflict*

*Criticizing effectively* \_\_\_\_\_

*Responding to criticism* \_\_\_\_\_

**Types of workplace listening** \_\_\_\_\_

**10 principles of improving listening skills** \_\_\_\_\_

**Positive and professional workplace behavior** \_\_\_\_\_

*Six dimensions of professional behavior* \_\_\_\_\_

## *Lecture 5*

### *Principles of Effective Business Meetings*

**Advantages and disadvantages of meetings**

**Types of meetings** \_\_\_\_\_

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

**Keys to meeting productivity**

*Purpose* \_\_\_\_\_

*Participants* \_\_\_\_\_

**Planning a meeting** \_\_\_\_\_

*Meeting agenda* \_\_\_\_\_

**Purpose** \_\_\_\_\_

**Structure** \_\_\_\_\_

**Running a meeting**

*Decision-making strategies* \_\_\_\_\_

*Meeting minutes* \_\_\_\_\_

**Purpose** \_\_\_\_\_

**Structure** \_\_\_\_\_

**Being an effective leader**

**Being an active and productive participant**

**Ending a meeting + follow-up**

**Virtual meetings**

*Types* \_\_\_\_\_

*Specifics* \_\_\_\_\_

## ***2. Intercultural Business Communication Tasks***

---

### **2.1. Business Communication across Cultures**

#### ***Task 1. Business Message Analysis***

*Step #1* Find a business message created by the company / organization / institution of your choice (video, social media post, report, memo, press release, etc.).

*Step #2* Answer the following questions:

- What is the communication process (sender, receiver, message, communication channel, feedback (if any))?
- Which form of communication is it (use the key words from Lecture 1 to help you)?

*Step #3* Apply the PAIBOC scheme to analyze whether the message is successful or not.

*Step #4* How would you change the message to make it more successful?

#### ***Task 2. Analyzing Social Media Culture***

*Identify which social media platforms are popular in today's world, their key users, and the dominating cultural assumptions of the platforms.*

*Choose one of the social media sites which are popular and analyze it by answering the following questions:*

- What content prevails on the chosen social media site, and how did you identify it?
- How interactive is this site?
- What culture prevails on the site? Age? Nationality? Ethnicity? Religion? Gender? Spirituality?
- How does this site earn money, and how can you figure this out?

#### ***Task 3. The Culture Iceberg***

When you observe people from a certain culture, some characteristics – such as dress and the way people greet each other – are easy to see. Others are not so easy.

Culture is often compared to an iceberg, some of which can be seen at once, but a lot of which is hard to see, it is invisible.

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

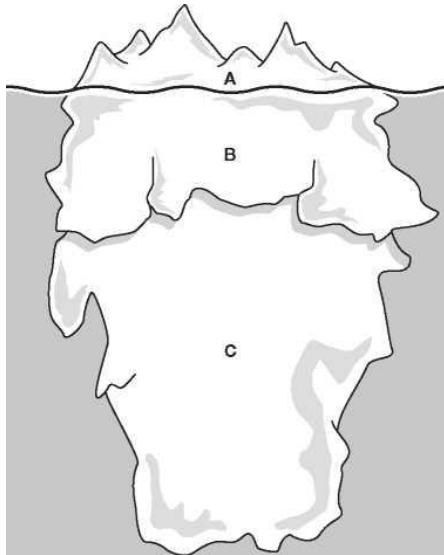
---

1 Study the list of components of national culture, and decide to which category each one belongs:

A things which can be recognised very easily

B things which need some time to be recognised

C things which you can recognise only in those cases when you are accustomed to a culture.



Artifacts: art and architecture

Balance between work and home

Corruption

Democracy

Directness of speech in business

Driving habits

Emotion shown in public

Family life

Gender roles of males and females

Greetings

Humour

Organisation of companies

Personal friendship

Physical gestures

Press and other media

Punctuality in business

Social life: public and private

Social organisation and class

Treatment of outsiders/foreigners

Values and beliefs

2 Are any of these more important than others in understanding a particular national culture with which you are familiar?

3 Which other elements which you think are vital in defining a national culture can be added to this list?

#### ***Task 4. Working across Cultures***

**1** Which information is useful to know about the culture you have business relationships with? Read the text and compare your ideas with your groupmates.

Professor Geert Hofstede of the Netherlands conducted a study of how values in the workplace are influenced by culture. His research, based on a large database of employees' values collected by IBM, covers 74 countries and regions.

Working, entertaining, negotiating and corresponding with colleagues from different cultures can be quite difficult. One misunderstanding could have a negative effect on months of work. Understanding intercultural differences can help communication with colleagues from other cultures. According to Hofstede, if we compare the key factors in our own culture with those in another culture, we can predict possible difficulties.

##### *Hierarchical or egalitarian?*

Some cultures, like Malaysia and Indonesia, are hierarchical with a caste or class system; and there is often a big difference in wealth between individuals. At work, employees respect authority, don't usually take responsibility and have a formal relationship with their manager. Other cultures, like Australia and Denmark, are more liberal and egalitarian. Managers give their employees responsibility and often socialize with them.

##### *Individualistic or collectivist?*

Individualistic cultures, such as the US and the Netherlands, think that individual rights and freedom of speech are important. Personal goals, choices and achievements are encouraged. In more collectivist cultures, such as Korea and Colombia, this self-centered approach is discouraged. The group, such as the family, has a big influence on people's lives and is often seen as more important than business. Companies have a strong work group mentality and praise is given to teams rather than individuals.

##### *Masculine or feminine?*

In «masculine» societies, like Brazil and Mexico, the male dominates the power structure. Competitiveness and assertiveness are encouraged, and the accumulation of wealth is important. Many employees «live to work» and take short holidays. In «feminine» societies such as Sweden and Finland, family, personal relationships, and quality of life are more important. Conflicts are resolved through negotiation, and people «work to live», enjoying longer holidays and flexible working hours.



Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

*Cautious or risk-taking?*

Some cultures, especially those with a long history such as Greece and Portugal, are quite cautious. They often have religious backgrounds and resist new ideas. At work, people prefer to follow strict rules and do things as they always have been done. Other cultures, like Jamaica and Singapore, often have a younger history and are willing to take risks. They are more open to new ideas, are less accepting of rules and regulations, and are more likely to welcome change.

**2** *Read the text again. According to Hofstede, which culture(s)*

- 1 think family life is important?
- 2 like to be very polite to their manager and/or follow rules and regulations?
- 3 adapt easily to change?

**3** *Which of the key factors would you use to describe your own culture? Use these words below to complete the sentences.*

aware	sensitive	familiar	respectful
tolerant	informed	adjust	used

- 1 People from the Czech Republic don't like to offend other people, so they're always very \_\_\_\_\_ to their guests' feelings.
- 2 I found it quite hard to \_\_\_\_\_ to the hierarchical culture in Thailand – my culture is much more egalitarian.
- 3 I wasn't very \_\_\_\_\_ with the way business is done in Romania so I was surprised by the amount of bureaucracy.
- 4 I wasn't \_\_\_\_\_ of the custom of greeting the oldest person first in China so I'm afraid I offended my host.
- 5 Mexico is a hierarchical culture so it's important to be \_\_\_\_\_ of people of a higher rank.
- 6 My boss sent me on a cross-cultural training course so I was \_\_\_\_\_ about business etiquette in Brazil before I was seconded there.
- 7 I'm \_\_\_\_\_ to people being direct in my own country so the indirect communication of Singaporeans seemed strange to me.
- 8 My colleague is always very punctual so he wasn't very \_\_\_\_\_ of the Greek custom of arriving late for dinner!

**4** *Work with a partner. Prepare some information for someone from a different culture who is coming to work in your company. Think about the things below and explain how aspects of your culture influence expected behaviour.*

- how people behave in meetings;

- relationships between different members of staff, e.g. formality;
- individual efforts and teamwork;
- responsibility;
- company policy;
- social events.

**Task 5. Intercultural Challenges**

*Describe several broad principles that could be applied in helping the individuals involved understand what went wrong in the following events. What suggestions could you make for solving the problems involved?*

a. In Saudi Arabia an American businessman sat down and crossed his legs, so that the leather soles of his fine dress shoes were showing. He then refused an offer of a cup of coffee from his Saudi counterpart. A Southpaw, the visitor from the United States kept passing out handouts and his business card with his left hand. The business negotiations fizzled. Why?

b. The employees of a large U.S. pharmaceutical firm became angry over the e-mail messages they received from the firm's employees in Spain. The messages weren't offensive. Generally, these routine messages just explained ongoing projects. What riled the Americans was this: every Spanish message was copied to the hierarchy within its division. The Americans could not understand why e-mail messages had to be sent to people who had little or nothing to do with the issues being discussed. But this was accepted practice in Spain.

c. As China moves from a planned to a market economy, professionals suffer the same signs of job stress experienced in Western countries. Multinational companies have long offered counseling to their expatriate managers. But locals frowned on any form of psychological therapy. Recently, China's largest bank hired Chestnut Global Partners to offer employee counseling services. Chestnut learned immediately that it could not talk about such issues as conflict management. Instead, Chestnut stressed workplace harmony. Chestnut also found that Chinese workers refused one-on-one counseling. They preferred group sessions or online counseling. What cultural elements were at work here?

**Task 6. Mastering International Time**

*Imagine that you need to schedule online meetings for people from all over the world. In order to do this you need to keep in mind that there are different time zones.*

*Answer the following questions:*

What does UTC stand for?

What does «military time» mean?

What is the difference between AM and PM?

If the conference is scheduled for 6 PM, what time according to the 24-hour clock will it take place?

What time (according to the 24-hour clock) will a meeting scheduled for 11 AM take place?

*Your task is to schedule a web conference for business partners from different countries during their regular business hours (between 9 and 5). Such websites as <https://www.worldtimebuddy.com/>, <https://www.timeanddate.com/worldclock/converter.html>, <https://www.thetimezoneconverter.com/> may be useful in performing this task.*

a. What is the best time for a meeting in Skype between a marketing specialist in Nebraska and an advertising expert in Tokyo?

b. When is a businessperson in Saarbrücken most likely to contact a colleague in Mykolaiv on Zoom during regular office hours?

c. What is a good time for a webinar for participants from San Francisco, Kyiv, Chicago, and Luxembourg City?

d. Schedule three more international videoconferences with participants of your choice.

### ***Task 7. Learning about Other Countries***

When meeting business people from other countries, you will feel more at ease if you know the essentials of business etiquette and intercultural communication, such as greetings, attire, or do's and don'ts. The Web contains many resources which are of great help, remember though that some are more reliable than the others.

Go to the website of the International Business Center at <http://www.cyborlink.com>. Click on the region or the specific country link to obtain brief and useful information. For example, the International Business Center site has the following categories: *Fun facts, appearance, behavior, communication, resources*, and so forth. It is also possible to ask questions and receive personalized feedback. This Web site provides analysis based on renowned Dutch psychologist Geert Hofstede's five dimensions of culture applied to each country.

*Answer the following questions:*

a. How do people greet each other in Japan, Australia, Netherlands, India, Korea, USA, and Spain?

b. In what countries is it vital to keep a certain distance from the person that you are greeting?

c. In what countries is a kiss appropriate?

**Task 8. Socialising**

a) *Think of a misunderstanding that you experienced when socialising with people from different cultures. What happened? Was anyone offended? How could the misunderstanding have been avoided? Consider these topics:*

- greeting people you have not met before;
- avoiding some topics of conversation;
- paying a compliment with the help of humour;
- socialising with a person who has authority;
- turning down an offer or invitation.

b) *Look at these statements about relationship-building and explain if they are true or false in your own culture. Which cultures might agree with some of the statements that you disagreed with? Discuss your answers with your groupmates.*

- 1 You should never turn down an offer or invitation from your host.
- 2 It is not unusual to be invited to your manager's home on a social occasion.
- 3 Telling jokes or pulling someone's leg is just part of relationship-building in the workplace.
- 4 You should never talk about politics, religion, illness or death when making small talk.
- 5 If you are socialising with a female work colleague, it is best if she is accompanied by a male escort.
- 6 Socialising is more important in some professions than others.

c) *Discuss these questions.*

- 1 What could you say when greeting an international delegation of work colleagues?
- 2 Is it usual in your culture to pay someone a compliment as a way of breaking the ice?
- 3 What could you say if you wanted to pay a compliment to a work colleague?
- 4 What would you say if your manager invited you to go out with the team after work, but you didn't want to go?

d) *Which of these phrases would be acceptable when socialising with an overseas business contact? How would you change the other sentences so that they sounded more socially acceptable?*

- 1 Those are great shoes. Where did you get them?
- 2 No, I don't want to try one of those. Frankly, they look disgusting!
- 3 Yes, I know Marcello. Let's put it this way, he's the last person on earth I'd want to work with!

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

- 4 They look delicious, but I'm fine for now, thanks.
- 5 Actually, I think you're wrong there – I think she's a brilliant head of state.
- 6 So, how many children do you have?
- 7 Do you mind explaining why people pray so often during the day in your culture?
- 8 That's really kind of you, but I'm afraid I'm busy this evening. Maybe some other time?
- 9 Why is it that people are so quiet in restaurants here? It's like going to a funeral!
- 10 The thing is, we're not used to going out so late here. Could we make dinner a bit earlier?

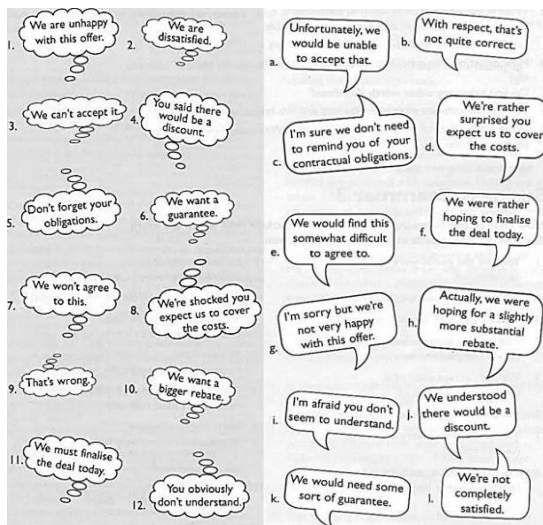
*e) Some of these comments may sound indirect or ambiguous. Match the comments (1–10) to the correct responses (a–j).*

- |  |  |
|--|--|
| 1 Is that the time?                                    | a) OK, shall we make it a bit later, then?                 |
| 2 That's a very stylish gadget.                        | b) OK, would you prefer a sightseeing tour instead?        |
| 3 I'm not too keen on strong cheese.                   | c) Oh, it was nothing really.                              |
| 4 The thing is. I'm new around here.                   | d) Yes, shall we get the bill?                             |
| 5 It's just that we don't do breakfast meetings.       | e) Sorry, do you want the air conditioning on?             |
| 6 Actually, I have an urgent report to finish tonight. | f) So sorry, let me introduce you to the rest of the team. |
| 7 Sailing isn't really my sort of thing, I'm afraid.   | g) Do you like it? It was on sale at the airport.          |
| 8 You're looking fantastic!                            | h) Not to worry. Maybe tomorrow, then?                     |
| 9 It must have been a lot of work for you.             | i) Would you like to try something else?                   |
| 10 It's a bit stuffy in here, isn't it?                | j) Thanks. I've lost about five kilos, you know.           |

*f) What would you say in these situations?*

1. A partner on a joint project pays you a compliment and you want to return the compliment without sounding insincere.
2. A work colleague starts talking about the details of his/her past illness and you want to change the topic without sounding impolite.
3. A male client invites you out for a business lunch. You are female and you want to accept the invitation as long as another colleague of yours comes along too.

*g) What do people think (column 1) when they say (column 2) the following phrases? Match expressions from the boxes below.*



### Task 9. International Presentations

Work in small groups. Look at these statements about presenting to an international audience. Do you agree or disagree with them? Why?

- 1 Humour is appreciated by audiences anywhere in the world.
- 2 In today's globalised business world, it's a waste of time to research your audience's cultural background.
- 3 A good presentation should be fast-paced and entertaining.
- 4 The speaker's appearance is an important aspect of the talk.
- 5 Greeting the audience by saying a few words in their language won't go down well.
- 6 The end of a presentation is the most important part.
- 7 The main problem for an international audience is the slang that presenters use.
- 8 The audience should never interrupt or ask questions during a presentation.

Rewrite the statements in adding or changing any details you like, so that everyone in your group agrees with them.

Complete the tips on the website below using the words below. Which tips are the most useful? What other non-verbal signals could a presenter look out for? Add a sentence to each section about your culture/country.

Q&A sessions	self-deprecating	privacy	unnerving
thumbs up	hand gestures	non-verbal signals	punch lines

### **Lost in translation**

Humour about situations works best across cultures – not ridiculing certain groups of people or being \_\_\_\_\_. Rarely tell jokes. Many jokes are culture-bound and will not have a clear meaning to the international part of the audience. Also, some \_\_\_\_\_ might have different meanings when taken literally by those for whom English is a second language.

### **Hands up all those who ...**

Comfort levels with an audience's active participation differ greatly from culture to culture. Interaction between a presenter and the audience is appreciated and expected in the US. Some audiences are more willing to participate in \_\_\_\_\_ than others. In some countries, such as Russia, it is normal for the audience to talk to each other during the presentation.

### **Gauging reactions**

It is important to understand the \_\_ from your audience, such as smiling and nodding. These signals are different in different cultures. For instance, an Asian person who nods and says *Yes, yes, yes* is probably just telling you that they have understood you, but is not saying that they agree. It can be a little \_\_\_\_\_ if an audience gives relatively few signals, such as in Finland.

### **It's not just what you say**

Some cultures are quite animated and will appreciate it when a presenter uses \_\_\_\_\_ and expresses emotion through the body. However, others are unimpressed with exaggerated hand gestures and may find them distracting. The \_\_\_\_\_ may mean «good» in the USA and many parts of Europe, but it means something very different in Iran. Eye contact can also be a major intercultural difference. Some cultures consider strong eye contact a sign of sincerity; others find it rude and an invasion of \_\_\_\_\_.

## ***Task 10. Creating Memorable Presentations***

### **Video 1. «How to Open and Close Presentations?» Mark Powell**

[https://www.youtube.com/watch?v=Y1\\_FJAOcFgQ](https://www.youtube.com/watch?v=Y1_FJAOcFgQ)

1. What are good ways to start a presentation?
2. How do the presenters gain their audience's attention right from the start? Which presenter's beginning do you consider to be the most successful?
3. How should you end a presentation?
4. Which presenter provides the best closing of the presentation?

### **Video 2. «How to Avoid Death by PowerPoint» David JP Phillips. TEDx**

[https://www.youtube.com/watch?v=Iwpi1Lm6dFo&index=6&list=PLMUpGYF\\_VEgoF5t5aAKu9EoMiaotluDvc](https://www.youtube.com/watch?v=Iwpi1Lm6dFo&index=6&list=PLMUpGYF_VEgoF5t5aAKu9EoMiaotluDvc)

1. What does TEDx stand for?

2. What is the main aim of the talk?

3. What are the five principles which can cognitively and psychologically optimize a PowerPoint presentation? Describe each one.

### ***Task 11. Cultural Briefing***

Cultural briefing is considered to be the process of learning about another culture, especially when you are preparing for a period of residence, vacation, or a business trip. Some information can be found out about beforehand, for example, about the organisation of the public transport system, forms of addressing people (Doctor, Mr, etc.), but it may be better to learn the other ones through direct experience.

**Your task.** *Choose a country and in groups of 3–4 people create a 5–7 minute presentation explaining*

*a) what is, in your opinion, most useful to know before visiting the country on a business trip (choose 3–5 things from the list)*

Attitudes to alcohol	Political system
Attitudes to foreigners	Preparation for meetings
Dealing with emergencies	Public transport
Formality of dress in business	Religion and its importance
Geography	Respect for authority
History	Shop opening times
Hospitality	Silence – its acceptability in conversation and meetings
Housing standards	Thinking – analytical or intuitive?
Local products	Tipping in restaurants
Meal times	Titles – Mrs, Dr, etc., and their equivalents
Money – paying restaurant bills	
Physical distance between people when they speak	

*b) what makes a good presentation in this country (choose 3-5 things from the list).*

- |                    |                                     |
|--------------------|-------------------------------------|
| – length of speech | – body language                     |
| – visual aids      | – Q&A sessions                      |
| – taboo subjects   | – use of humour                     |
| – level of detail  | – audience interaction and reaction |
|                    | – seating arrangements              |

### **Before creating the presentation**

a) research the variety of presentation software (for example, PowerPoint, Prezi, Google Slides, Keynote, SlideDog, Powtoon), compare any three presentation programs, using the following criteria: features available, ease of use, flexibility, collaboration capabilities, graphics; and choose the program you like best

b) watch the videos about creating presentations (the links are in the task «Creating Memorable Presentations»).



## 2.2. Effective Business Writing

### *Task 12. Checklists for Writing Successful Business Messages*

*Study the checklists for different types of messages and choose the most and the least important points for each one.*

#### Revision Checklist for Informative/Positive Messages

- ☐ Does the message design invite reading through white space, headings, and lists?
- ☐ In positive messages, does the subject line give the good news? Whether the message is positive or negative, is the subject line specific enough to differentiate this message from others on the same subject?
- ☐ Does the first paragraph summarize the information or good news? If the information is too complex to fit into a single paragraph, does the paragraph list the basic parts of the policy or information in the order in which the message discusses them?
- ☐ Is all the information given in the message? (The information needed will vary depending on the message, but information about dates, places, times, and anything related to money usually needs to be included. When in doubt, ask!) Does the message give details that answer readers' questions and make it easy for them to understand and comply?
- ☐ In messages announcing policies, is there at least one reader benefit for each segment of the audience? Do all reader benefits seem likely to occur in this organization?
- ☐ Is each reader benefit developed, showing how the benefit will come from the policy and why the benefit matters to this organization? Are the benefits relevant to the job duties of people in this organization and to the specific circumstances of the organization?
- ☐ Does the message end with a positive paragraph—preferably one specific to the readers, not a general one that might fit any organization or policy?

#### Checklist for Negative Messages

- ☐ Is the subject line appropriate?
- ☐ If a buffer is used, does it invite a neutral or affirmative response?
- ☐ Is the reason presented before the refusal? Is the reason clear and relevant to the reader?
- ☐ Is the negative information clear and concise?
- ☐ Is an alternative given, if a good one is available? Does the message provide all the information needed to act on the alternative, but leave the choice up to the reader?
- ☐ Is the last paragraph forward-looking?
- ☐ Is the tone positive, confident, and respectful?

#### Add Originality in a Negative Message

- ☐ Use an effective buffer, if one is appropriate.
- ☐ Include a clear, complete statement of the reason for the refusal.
- ☐ Offer a good, clear alternative, showing that you're thinking about what the reader really needs.
- ☐ Add details that show you're thinking about a specific organization and the specific people in that organization.

#### Editing/Proofing Checklist for All Messages

- ☐ Does form follow function?
- ☐ Does the message reflect positive emphasis and you-attitude (Modules 11 and 12)?
- ☐ Does the message use standard grammar?
- ☐ Is the message free of typos?

### Checklist for Direct Requests

- ☐ Do you expect ready agreement to your request?
- ☐ If the message is a memo, does the subject line indicate the request?
- ☐ Is the subject line specific enough to differentiate this message from others on the same subject?
- ☐ Does the first paragraph summarize the request or the specific topic of the message?
- ☐ Does the message give all the relevant information? Is there enough detail?
- ☐ Does the message answer questions or overcome objections that readers may have without introducing unnecessary negatives?
- ☐ Does the last paragraph ask for action? Does it give a deadline if one exists and a reason for acting promptly?

### Checklist for All Messages, Not Just Direct Requests

- ☐ Does the message use you-attitude and positive emphasis?
- ☐ Is the style easy to read and friendly?
- ☐ Is the visual design of the message inviting?
- ☐ Is the format correct?
- ☐ Does the message use standard grammar? Is it free of typos?

### Add Originality to a Direct Request

- ☐ Provide good lists and visual impact.
- ☐ Think about readers and give details that answer their questions, overcome any objections, and make it easier for them to do as you ask.
- ☐ Add details that show you're thinking of a specific organization and the specific people in that organization.

### Checklist for Indirect Persuasive Messages

- ☐ Do you anticipate audience resistance to your message?
- ☐ What objections will your audience have?
- ☐ If the message is a memo, does the subject line indicate the writer's purpose or offer a reader benefit? Does the subject line avoid making the request?
- ☐ Is the problem presented as a joint problem both writer and reader have an interest in solving, rather than as something the reader is being asked to do for the writer?
- ☐ Does the message give all the relevant information? Is there enough detail?
- ☐ Does the message overcome objections that readers may have?
- ☐ Does the message avoid phrases that sound dictatorial, condescending, or arrogant?
- ☐ Does the last paragraph ask for action? Does it give a deadline if one exists and a reason for acting promptly?

### Checklist for All Messages, Not Just Persuasive Ones

- ☐ Does the message use you-attitude and positive emphasis?
- ☐ Is the style easy to read and friendly?
- ☐ Is the visual design of the message inviting?
- ☐ Is the format correct?
- ☐ Does the message use standard grammar? Is it free of typos?

### Add Originality to a Problem-Solving Persuasive Message

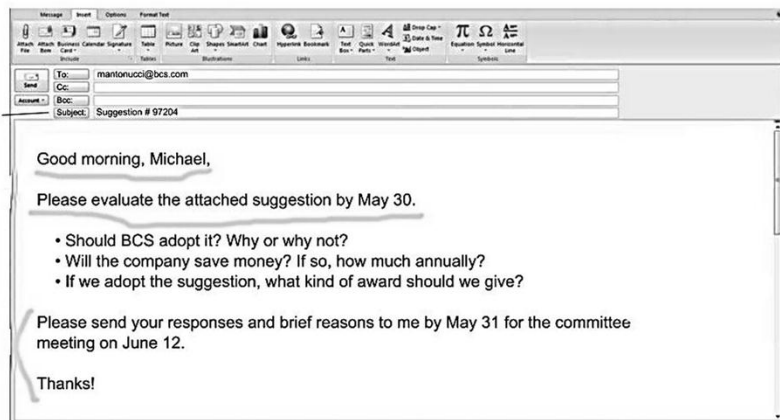
- ☐ Use a good subject line and common ground.
- ☐ Include a clear and convincing description of the problem.
- ☐ Be sure the content reflects readers' interests, gives details that answer their questions, overcomes objections, and makes it easier for them to do as you ask.
- ☐ Include details that show you're thinking of a specific organization and the specific people in that organization.

## ***Task 13. Translating Business Messages***

- a) *Study each business message carefully and identify whether it is a positive, negative or persuasive message.*
- b) *Translate the underlined words, phrases or sentences.*

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

Message #1



## Message #2

Nature's Lifesource Inc.  
111 Pleasant Street  
Stephan, NB E3L 1B4

May 8, 2016

Alyssa Scarangella  
72 Rue Windermere  
Montreal, PQ H9A 2C4

Dear Alyssa Scarangella:  
Subject: **Shipments # 3101–3105 inclusive**

Thank you for the information you provided yesterday.

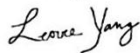
As we discussed, the last three shipments have arrived with product damage. Both our transportation service suppliers and warehouse personnel have expressed concerns about the security of the loading. The quality of the pallets supporting the products and of the equipment fastenings could lead to load shifts, creating dangerous highway conditions.

As you requested, I am attaching photographs of the damage to shipments # 3103, 3104, and 3105. These photographs show the condition of the pallets and the manner in which the load was secured. Since our research indicates that these two factors led to the damage, I would appreciate your help in recouping our costs for the damaged products.

Thank you for your assurance that the quality of the pallets and the fastenings of all future shipments will provide a safe, secure load.

When you have reviewed the photographs, please let me know what additional information you will need.

Sincerely,



Leovee Yang

Enclosure

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

Message #3



October 4, 201x

Ms. Laura McKinley  
Principal, Good Energy, Inc.  
1916 Stanley Road  
Greensboro, NC 27407

Dear Ms. McKinley:

Now you can save 25 percent of IT staff time, cut printing cost by 50 percent, and kick up revenues by 30 percent with Nerval's small business solutions. Master Restaurant Developers did. Many other happy clients are telling similar success stories. Isn't it time you forged your own path?

Here are just three reasons why you should consider our custom solutions to grow your business and make sure information technology is not left behind:

**File Sharing and Data Management.** Streamline storage, automate operations, and simplify your information technology tasks, thereby reducing the costs of managing and protecting dispersed data. As your business grows, you can scale your storage accordingly. Reduce duplicate files and data clutter with the Nerval Shared Internet File System (SIFS). Access and manage files over a local area network (LAN) or wide area network (WAN) for greater efficiency and lower cost.

**Workstations and Mobile Solutions.** Our fixed workstations are perfect for analysts, engineers, architects, digital content creators, and other power users who need high performance and limitless scalability. Our mobile workstations are ideal for the on-the-go professional who needs a lightweight, certified workstation with extended battery life.

**Security.** Protect your data and communications from constant threats with a layered security approach that proactively shields your precious IT resources. No single technology can prevent all security breaches. Let us design network and endpoint security for you—whether anti-spam, anti-virus, and Web filtering technologies or a world-class firewall and a virtual private network (VPN). Our comprehensive service suite is designed to manage your security risks and compliance needs. Business-critical encryption protects your data anywhere in the world.

To learn more, call us at 1-877-587-5533, request a call back, or chat with a small business specialist online. Visit us at [www.smb-support.nerval-tech.com](http://www.smb-support.nerval-tech.com) or join our growing community on Facebook.

Cordially,

Gavin Schultz  
Director, Small and Medium Business Solutions

P.S. Respond by November 1 and receive a free consultation and customized needs assessment on site at your convenience. Each small business is unique, and we want to empower you.

Message #4

**SONOMA SOFTWARE, INC.**

520 Sonoma Parkway  
Petaluma, CA 94539  
(707) 784-2219  
www.sonomasoft.com

July 15, 2012

Mr. Jeffrey M. White  
Director, Human Resources  
White-Rather Enterprises  
1349 Century Boulevard  
Wichita Falls, TX 76308

Dear Mr. White:

Subject: Your July 12 Inquiry About WorkZone Software

Yes, we do offer personnel record-keeping software specially designed for small businesses like yours. Here are answers to your three questions about this software:

1. Our WorkZone software provides standard employee forms so that you are always in compliance with current government regulations.
2. You receive an interviewer's guide for structured employee interviews, as well as a scripted format for checking references by telephone.
3. Yes, you can update your employee's records easily without the need for additional software, hardware, or training.

Our WorkZone software was specially designed to provide you with expert forms for interviewing, verifying references, recording attendance, evaluating performance, and tracking the status of your employees. We even provide you with step-by-step instructions and suggested procedures. You can treat your employees as if you had a professional human resources specialist on your staff.

On page 6 of the enclosed pamphlet, you can read about our WorkZone software. To receive a preview copy or to ask questions about its use, just call 1-800-354-5500. Our specialists are eager to help you weekdays from 8 to 5 PST. If you prefer, visit our Web site to receive more information or to place an order.

Sincerely,



Linda DeLorme  
Senior Marketing Representative

Enclosure

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

Message #5

**ITHACA RESEARCH INSTITUTE**

430 Seneca Street, Ithaca, NY 14850 [www.ithacaresearch.com](http://www.ithacaresearch.com)  
PH 570.888.2300  
FAX 570.888.4359

---

May 17, 201x

Mr. Trevor M. Mansker  
All-Star Financial Advisors  
240 Lomb Memorial Drive  
Rochester, NY 14623

Dear Mr. Mansker:

Have you ever added a unique job title but had no idea what compensation the position demanded? Has your company ever lost a valued employee to another organization that offered 20 percent more in salary for the same position?

To remain competitive in hiring and to retain qualified workers, companies rely on survey data showing current salaries. Ithaca Research Institute has been collecting business data for a quarter century and has been honored by the American Management Association for its accurate data. We need your help in collecting salary data for today's workers. Information from the enclosed questionnaire will supply companies like yours with such data.

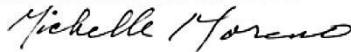
Your information, of course, will be treated confidentially. The questionnaire takes but a few minutes to complete, and it can provide substantial dividends for professional organizations that need comparative salary data.

To show our gratitude for your participation, we will send you comprehensive salary surveys for your industry and your metropolitan area. Not only will you find basic salaries, but you will also learn about bonus and incentive plans, special pay differentials, expense reimbursements, and perquisites such as a company car and credit card.

Comparative salary data are impossible to provide without the support of professionals like you. Please complete the questionnaire and return it in the prepaid envelope before June 1, our spring deadline. Participating in this survey means that you will no longer be in the dark about how much your employees earn compared with others in your industry.

Sincerely yours,

ITHACA RESEARCH INSTITUTE



Michelle Moreno  
Director, Survey Research

Enclosure

Message #6

## Paragon Enterprise Solutions

---

1909 Avenue of the Stars, Seventh Floor  
Los Angeles, CA 90067  
Phone: (310) 391-8901 Fax: (310) 391-7893 Web: [www.pes.com](http://www.pes.com)

September 12, 2012

Ms. Bridget Rosales, Manager  
Meeting and Events Department  
The Venetian Resort Hotel Casino  
3355 Las Vegas Boulevard South  
Las Vegas, NV 89109

Dear Ms. Rosales:

Can The Venetian Resort Hotel Casino provide meeting rooms and accommodations for about 250 Paragon Enterprise Solutions sales representatives from March 20 through March 24?

Your hotel received strong recommendations because of its excellent resort and conference facilities. Our spring sales conference is scheduled for next March, and I am collecting information for our planning committee. Please answer these additional questions regarding The Venetian:

- Does the hotel have (a) a banquet room that can seat 250 plus (b) four smaller meeting rooms each to accommodate a maximum of 75?
- What computer facilities are available for electronic presentations?
- What is the nearest airport, and do you provide transportation to and from it?
- Do you have a special room rates for groups at this time of the year?

Answers to these questions and any other information you can provide will help us decide which conference facility to choose. Your response before September 18 would be most appreciated since our planning committee meets September 25.

Sincerely yours,



Richard M. Mahar, Associate  
Corporate Travel Department

RMM:gdr



Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

Message #7

**The Boston Times**  
404 West Broadway Street  
Boston, Massachusetts 02210

MARK M. HALLIDAY-CONWAY  
Senior Vice President  
Circulation

February 3, 2012

Dear Home Delivery Customer:

Effective February 5, *The Boston Times* will increase the price of home delivery—the first time we have raised rates in the past five years.

The increase, averaging 8 cents a day for the daily paper and 25 cents for the Sunday paper, reflects higher costs of producing and distributing the paper, including increased newsprint prices and improvements to better serve our customers nationwide.

Since our last rate increase, *The Boston Times* has introduced a number of significant changes to the paper, including later deadlines for news and enhanced news coverage, with such new sections as "Circuits." In addition, as many of our readers across the country know, we have made extensive efforts to build our national delivery network—so that more readers can benefit from the convenience of home delivery, wherever they live.

We truly value your readership and remain dedicated to meeting the highest of journalistic and customer service standards on behalf of our readers in the months and years ahead.

Sincerely,

*Mark M. Halliday-Conway*

Mark M. Halliday-Conway  
Vice President, Circulation

P.S. If you are currently receiving *The Boston Times* at a special introductory rate, the new rates will take effect at the end of your introductory period.

Message #8

**GALLAGHER, BRACIO, CASAGRANDE, L.L.P.**

*Certified Public Accountants*

942 Lafayette Boulevard  
Bridgeport, CT 06604  
(203) 435-9800

E-mail: [cpa@gbcllp.com](mailto:cpa@gbcllp.com)

[www.gbcllp.com](http://www.gbcllp.com)

April 14, 2012

Mr. Tyler Simpson  
4208 Aspetuck Avenue  
Fairfield, CT 04519

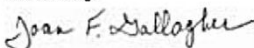
Dear Tyler:

News of your leadership position in Epsilon Phi Delta, the campus business honorary club, fills me with delight and pride. Your father must be proud also of your educational and extracurricular achievements.

You honor me by asking me to speak to your group in the spring about codes of ethics in the accounting field. Because our firm has not yet adopted such a code, we have been investigating the codes developed by other accounting firms. I am decidedly not an expert in this area, but I have met others who are. Although your invitation must be declined, I would like to recommend Dr. Carolyn S. Marshall, who is a member of the ethics subcommittee of the Institute of Internal Auditors. Dr. Marshall is a professor who often addresses groups on the subject of ethics in accounting. I spoke with her about your club, and she indicated that she would be happy to consider your invitation.

It's good to learn that you are guiding your organization toward such constructive and timely program topics. Please call Dr. Marshall at (415) 389-2210 if you would like to arrange for her to address your club.

Sincerely,



Joan F. Gallagher, CPA

JFG:mhr

### ***Task 14. Improving Writing and Translation Techniques***

#### **Precise, Vigorous Words**

*Choose the correct word in brackets. Translate the sentences.*

- a. We plan to (*publicize, acknowledge, applaud*) the work of outstanding employees.
- b. When replying to an e-mail, (*include, bring in, put*) enough of the previous message for (*the recipient, someone, the person*) to recognize the original note.
- c. For a (*complicated, hard, long*) e-mail message, (*create, make, do*) the message in the word processing program you usually use.  
*Replace the words in italics with the correct ones.*
- d. After (a) *going over* the proposal, I decided it was (b) *bad*.
- e. Our new manager (a) *said* that only (b) *the right kind of* applicants should apply.

#### **Redundancies**

*Rewrite the sentence to eliminate the redundancies. Translate the sentences.*

- a. Because the reports are exactly identical, we do not need to check each and every item.
- b. The walls in the conference room were painted blue in color.
- c. Our manager requested that team leaders return back to the office.

#### **Empty Words**

*Rewrite the sentence to eliminate the empty words. Translate the sentences.*

- a. He planned the meeting for 10 a.m. in the morning.
- b. I have before me your contract sent by DHL, and I will distribute it at once.
- c. Are you aware of the fact that our budget has a deficit in the amount of approximately \$200,000?

#### **Trite Business Phrases**

*Rewrite the sentence to eliminate the trite business words. Translate the sentences.*

- a. As per your request, we will no longer send you offers by e-mail.
- b. Thank you in advance for reviewing our request for community support.
- c. Enclosed please find the agenda for the meeting on Friday.

### **Buried Verbs**

*Find the buried verbs and rewrite the sentences.*

- a. Customer service over the internet causes a reduction in total costs.
- b. Managers made a recommendation affirming abandonment of the new project.
- c. The CEO will give consideration to the project at its meeting on Tuesday.

### **Flabby Expressions**

*Rewrite the sentences to make them sound professional.*

- a. Despite the fact that we did not sign the contract, we must at this time move forward.
- b. We cannot fill the order until such time as payment is received for last month's shipments.
- c. As a general rule, we would not allow the return; however, we will in all probability allow you to do it in this case.

### **Bias-Free Language**

*Rewrite the sentences using bias-free language.*

- a. Any person applying for the position of fireman must hand in a medical report signed by his physician.
- b. Every worker is entitled to see his personnel file.
- c. A salesman would have to use all his soft skills to sell those products.
- d. All meeting participants and their husbands are invited to the reception.

### **Employing Passive-Voice Verbs**

*Paraphrase the sentences using passive-voice verbs.*

- a. We cannot offer free shipping after February 1.
- b. Our stores will no longer be accepting debit cards for purchases less than \$10.
- c. We do not examine patients until we have verified their insurance coverage.
- d. Company policy does not allow us to offer health and dental benefits until employees have been on the job for 6 months.

### **Active Voice**

*Paraphrase the sentences using active-voice verbs.*

- a. Employees were given checks at 2 p.m. every Monday by the manager.
- b. The new logo of our company was designed by my manager.
- c. The managers with the most productive teams were praised by the COO.

### **Conversational but Professional**

*Rewrite the sentences to make them sound conversational and professional at the same time.*

- a. Kindly inform the undersigned whether or not your representative will be making a visitation in the near future.
- b. It is recommended that you conceptualize and submit your departmental budget ASAP.
- c. BTW, we've had some slippage in the schedule but don't have to scrap everything and start from ground zero.
- d. She didn't have the guts to badmouth him 2 hz face.

### **Positive and Courteous Expression**

*Paraphrase the sentences using positive and courteous expressions.*

- a. Customers are ineligible to receive the 20 percent discount unless they show their loyalty cards.
- b. If you fail to follow each requirement, you will not receive the \$30 refund.
- c. We regret to announce that the special price for computers will be available only to the first 15 customers.

### **There is/are and It is/was Fillers**

*Paraphrase the sentences omitting the fillers.*

- a. There are many businesses that are implementing strict e-mail policies.
- b. It is the CEO who must approve the plan.
- c. There are several Web pages you must update.

### **Long Lead-Ins**

*Paraphrase the sentences omitting long lead-ins.*

- a. This message is to let you know that I received your e-mail and its attachments.
- b. This memo is to notify everyone that we will observe Monday as a holiday.
- c. I am writing this letter to inform you that your homeowner's coverage expires soon.

### **Emphasis**

- a. Which is more emphatic?
  1. Our dress code is good.
  2. Our dress code reflects common sense and good taste.

*b. Which de-emphasizes the refusal?*

1. Although our resources are committed to other projects this year, we hope to be able to contribute to your worthy cause next year.
2. We can't contribute to your charity this year.

*c. Which sentence places more emphasis on the date?*

1. The deadline is November 30 for health benefit changes.
2. November 30 is the deadline for health benefit changes.

*d. Which sentence gives more emphasis to video game sales?*

1. Sales of video game consoles and software rose 40 percent in June.
2. During the period ending June 30, sales of video game consoles and software rose significantly.

*e. Which sentence gives more emphasis to leadership?*

1. Jason has many admirable qualities, but most important is his leadership skill.
2. Jason has many admirable qualities, including leadership skill, good judgment, and patience.

*f. Which sentence format is more emphatic?*

1. We notified three departments: (a) Marketing, (b) Accounting, and (c) Distribution.
2. We notified three departments:  
(a) Marketing  
(b) Accounting  
(c) Distribution

## **2.3. Management and Teamwork**

### ***Task 15. Characteristics of a Perfect Manager***

- a) Which of these statements do you agree with? Explain your reasons.  
Managers should:
  - 1 Be aware when the birthday of each employee is.
  - 2 Know where the employees are, what they are doing at all times during working hours.
  - 3 Not praise or criticize.
  - 4 Not interfere in disagreements between members of team.
  - 5 Not ask team members to complete things which they are not prepared to do themselves.
  - 6 Be available all the time to give employees advice and support.

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

7 Keep their distance from employees and not take part in socialising outside work.

8 Always use polite language.

9 Work longer hours than their team.

10 Give comments about the personal appearance of their employees.

b) What is the role of a manager? Choose your top three roles from the following and explain your ideas.

- |             |                  |              |
|-------------|------------------|--------------|
| • motivator | • problem-solver | • friend     |
| • mediator  | • monitor        | • organiser  |
| • leader    | • decision-maker | • role model |

Can you connect the roles above to the points you discussed in Exercise A?

c) How important are these factors in judging the success of a manager?

- the loyalty of staff
- achievement of results
- popularity with their superiors

d) With a groupmate, match the character types in italics with the descriptions 1–5. Which type would be the most difficult to manage, and why? Which type are you?

*the bully the leader the maverick the team player the workaholic*

1) This character does things their own way. They may be effective, but they're difficult to control.

2) This person has a natural ability to encourage others and take a project through to success.

3) This person doesn't know when to stop, and they often believe the office would collapse without them.

4) This person imposes their personality on others, making other people feel bad in the workplace.

5) This person has a natural ability to fit in. They make positive contributions and build good relationships.

e) Which character types in the previous section do you associate with the adjectives below?

- |               |             |               |
|---------------|-------------|---------------|
| aggressive    | anxious     | charismatic   |
| confident     | cooperative | decisive      |
| easy-going    | friendly    | helpful       |
| impatient     | independent | individual    |
| motivating    | obsessive   | over-critical |
| single-minded | stressed    | unpredictable |

***Task 16. Choosing a New Manager***

A multinational electronics company must choose a new manager with the right management style to lead an international project team.

**Background**

Niel Selig and Pedar Lind founded their electronics company (S&L) in Copenhagen, Denmark, in 1985. They developed the company by making top-of-the-range electronics products for higher-income groups. The products have a classical look, innovative designs and a distinctive appearance.

A highly successful company, S&L has expanded internationally and now has over 500 stores worldwide. Six months ago, an international team was assembled to carry out a project. Consisting of 16 members, the team was instructed to conduct a survey of S&L's customer service to retail outlets in six major European countries.

Unfortunately, the project has run into difficulties. Deadlines for submitting reports have been missed, and morale in the project team is low. It has become apparent that the present Project Manager, Paul Johnstone, does not have the right style to manage the team. It has been decided, therefore, to replace him with someone else within the organisation who has a more suitable management style.

**Replacing the Project Manager**

The Directors of S&L have talked informally to several candidates who are interested in taking over from Paul Johnstone. The candidates were asked to note down their management style.

**Manager 1: Ruth**

**Sales Manager, Central Europe**

Strong, self-confident, sociable. Has high expectations of co-workers.

**My Job:**

- I give clear, detailed instructions which must be carried out, I am not interested in explanations if the work isn't done.
- It's important to give clear goals for each member of staff.
- Deadlines must be met at all costs. I don't accept excuses.
- I'm a hands-on manager. I check all the time to make sure staff are doing their job properly.
- I am a good listener, but then I tell people what to do.
- Dealing with multinational staff is difficult. You have to tell them your management style and what you expect from them.
- I am a decisive person, but if I make a mistake, I admit it.

**Staff appraisal interviews:** Every three months I discuss my team's weaknesses and strengths.



**My strengths:** Leadership, achieving targets

**My personality:** A workaholic; tough, fair, ambitious. I like new challenges.

**Manager 2: Eduardo**

**Manager, New Business**

I'm a people person – friendly, loyal, extrovert.

**My job:**

- To make sure that my staff really enjoy coming to work.
- I hold a lot of team meetings, formal and informal.
- I always try to get everyone to agree before we make any decisions.

It's time-consuming, but that's my style.

- I don't set goals. I talk to staff, and we agree on what goals they must achieve.

- I don't want the word to define my style, as I prefer to make decisions in a group.

- I'm very good at sorting out staff problems. It's the part of my job that I enjoy the most.

- Dealing with international staff is no problem, as I treat everyone as individuals.

**Staff appraisal interviews:** Once a year. I check with all staff each week to see if everything's OK.

**My strengths:** Organised, a good listener, excellent interpersonal skills

**My personality:** Warm, understanding – very important to be liked by my team.

**Manager 3: Kazuo**

**Manager, Business Support Unit**

I'm hard-working, democratic and loyal.

**My job:**

- To achieve the objectives and goals of the company.
- To ensure that each person in the department understands our goals.
- I believe the company is more important than the individual. It is essential never to let the company down.

- Hold many meetings, no time limit. Always consult staff on all decisions.

- Do not permit disagreement/arguments. We want harmony at all times.

- Discuss aims with the team and set realistic targets.

- I work six days a week, sometimes seven. I expect staff to do the same.

- People should feel ashamed if they don't meet company targets.

- I want to learn how to manage multicultural groups successfully.

**Staff appraisal interviews:** Every quarter

**My strengths:** Organising ability, getting the job done, loyalty to the company.

**My personality:** Quiet, determined, focused on results.

**Manager 4: Martina Manager, IT Department**

I'm ambitious, trusting and responsible.

**My job:**

- To organise people so that they get the work done.
- I set goals, after agreement with my people. I then give them responsibility and authority to get the job done. They have to decide how to do it. Their job? To carry out my instructions – to the letter!
- My priority is to make the right decisions, as quickly as possible, and then get staff to put them into practice.
- I use the bonus system to motivate my team. Everyone is motivated by money.

**Staff appraisal interviews:** Once a year. To be honest, they're usually a waste of time. I want a weekly update from each member of staff on how they're achieving their goals.

**My strengths:** Organising, leading teams, motivating, getting the job done

**My personality:** Tenacious, demanding, tough on the outside – but soft inside!

***Task 17. Managing International Teams***

*a) Discuss these questions.*

1 Think about a team you have been a member of. Was it successful? Why? / Why not?

2 What do you understand by an «international» team?

3 Have you ever been a member of an international team, or do you know of one? If so, how well did the team work together?

*b) Which of these descriptions of the role of a team leader do you most agree with? Explain your ideas.*

The team leader is someone who:

1 has a charismatic personality. They are not only able to do their job well, but can get other team members to follow them. Their skills enable them to get the best from the rest of the team.

2 is an older person and is therefore greatly respected. Their role is to collect information from the other team members and from outside, to consider options and then to make decisions.

3 is simply the boss. They will provide clear instructions and directions for team members. They are there to make decisions, which could be right or wrong but which they must make. It's what they are paid for.

4 is the most competent person, but no more important than the others. They will make proposals, which the other team members are expected to analyse and question. This will help the decision-making process.

*c) Ideas about the role of a team leader vary from culture to culture. What other cultural differences do you think international teams may have? Think about these points:*

- methods of communication
- motivation and rewards
- ways of problem-solving
- sharing knowledge
- the role or use of humour
- the purpose / role of meetings
- job titles / position
- social behaviour

*d) Complete the tips below with the correct form of the words in bold.*

**behave   decide   effect   lose   patient   punctual   share**

Tips for managing an international team

- The first step is to be aware of your own values, ways of working and preferences. Remember, what's «normal» \_\_\_\_\_ for you isn't necessarily normal for everyone.

- Have \_\_\_\_\_. Try to learn as much as you can about the working practices, customs and nuances of the culture(s) that you're working with, but at the same time, recognise that you're never going to know everything.

- Pay particular attention to your own attitudes and those of others in terms of:

- relationships (e.g. how you relate to older or senior staff);
- meetings (e.g. do you expect to be involved in \_\_\_\_\_-making?);
- time (e.g. are \_\_\_\_\_ and sticking to deadlines highly valued?);
- communication (e.g. are people frank and direct / is there a culture of \_\_\_\_\_ information?);
- social values (e.g. attitudes to risk, \_\_\_\_\_ of face, sense of individuality, etc.).

- Know what positive and negative perceptions people from other cultures have about you and your culture.

- Adapt your communication style to work \_\_\_\_\_ with people from other cultures.

*e) Discuss these aspects of business culture. How do they vary from what you would consider to be «normal» in your culture?*

- Titles are important. Older and senior staff are addressed in a highly respectful way.
- Social activities after work are very important in business relationships.
- It is common for meetings to be cancelled or changed at the last minute.
- Meetings are frequently interrupted, with other people wandering in and out.
- Punctuality is highly valued.
- Deadlines are often viewed as fluid, rather than firm commitments.
- It's important to avoid saying no to any proposal. You risk causing offence, so always be indirect.
- There is a strong tendency to avoid giving bad news.
- Personal dignity is very important, and people work hard to save face and to avoid others losing face.
- Strong individuality is generally tolerated.

*f) Rewrite the statements in Exercise F, adding or changing any details you like, so that everyone in the group agrees with them. What extra challenges do you think a virtual team would face, and how could a team leader ensure the success of the team?*

**Task 18. What Sort of Team Player Are You?**

What sort of team player are you?			
Doers vs. Thinkers	Details vs. Ideas	Mind vs. Heart	Planners vs. Improvisers
a) I consider what I say.	a) I often come up with unusual solutions.	a) I like to think logically.	a) Meetings have to be prepared for carefully.
b) I contribute a lot in discussions.	b) It's important to be realistic.	b) I keep emotions out of decision-making.	b) I like surprises.
c) Action is more important than reflection.	c) People see me as a creative person.	c) I avoid confrontation.	c) I hate time-wasting at meetings.
d) I listen to others before I say anything.	d) I like practical solutions.	d) I sometimes tread on people's toes.	d) Too much time can be spent on preparation.
e) Discussion gives me energy and ideas.	e) You shouldn't overlook details.	e) Understanding people is as important as being right.	e) People say I'm a punctual person.
f) I don't say a lot at meetings.	f) You shouldn't get lost in details.	f) I care about other people's feelings.	f) I need a deadline to get me going.

**Score 1 point** for each of the following answers:

*Doers vs. Thinkers:* a, d, f

*Mind vs. Heart:* a, b, d

*Details vs. Ideas:* b, d, e

*Planners vs. Improvisers:* a, c, e

**Score 2 points** for each of the following answers:

*Doers vs. Thinkers:* b, c, e

*Mind vs. Heart:* c, e, f

*Details vs. Ideas:* a, c, f

*Planners vs. Improvisers:* b, d, f

**18–24 points**

You are definitely a creative type. You value original ideas over detailed planning. You are likely to show consideration for others. You can get bored easily and sometimes need to be under pressure to get results.

**12–17 points**

Clear thinking and careful planning are of great importance to you. You are not afraid of challenging others in order to get results. You are likely to be ambitious and well organized.

**Task 19. Types of Team-Players.**

Dr Meredith Belbin of the Henley Management College developed nine team roles to show how different individuals behave in teams. *Read the text and characterize each team role.*

What kind of team player are you?

**Plant**

Valued in a team for their ability to come up with strange and innovative solutions. Like the absent-minded professor inventor, they often spend time quietly working alone, which results in solutions to problems, but they may have trouble communicating their ideas effectively.

**Resource investigator**

This person contributes to the team with boundless enthusiasm at the start of the project. They are excellent networkers who express themselves clearly and they vigorously pursue opportunities outside the team. They tend to lose momentum towards the end of a project.

**Coordinator**

The natural chairperson, able to detach themselves from the detail, to see the bigger picture. They are mature, good at delegating and at helping the rest of the team to reach decisions. Their management and delegating powers may mean they don't pay enough attention to their own duties at work.

**Shaper**

They spur their team into action. You have to tread carefully with this person; they thrive on pressure and challenge, and often get results by pushing others hard to do the same. In their drive to get things done, they may upset other team members by seeming to treat them unfairly.

**Team worker**

Working closely with everyone, they like to steer clear of confrontation. They are good listeners and can help to calm situations by talking through problems with colleagues. However, as they don't like taking sides, they may find it difficult to make decisions.

**Completer – Finisher**

The team's perfectionist. They take themselves very seriously – keeping to schedules and maintaining quality are equally important to them, and they pay painstaking attention to detail. Colleagues may have trouble relating to them as they are poor delegators and they tend to worry excessively about minor details.

**Monitor – Evaluator**

They are good at judging the situation due to a great ability to analyse logically. They assess periodically and look at all the available options objectively. However, their work can fall short of expectations as they can lack drive and find it difficult to relate passionately to their work.

**Implementer**

This person is disciplined and can be relied on to perform to a high level and to cope with things practically. They tend not to deviate from a set path and can find it difficult to take new ideas on board.

**Specialist**

They are highly skilled and are usually viewed positively for providing specialized knowledge. They tend not to see the bigger picture, focusing on technicalities.

***Task 20. Team Spirit.***

*a) Read the first three paragraphs of the article. Answer these questions.*

1 What examples of «ineffective team-building activities» does the author mention?

2 Why do companies continue to run them?

Методичні рекомендації до курсу  
«Міжкультурна ділова комунікація та переклад ділових паперів»

---

*b) Read the rest of the article. Match the advice a-d with gaps 1–4 in the article.*

a) Create an open and honest atmosphere.	1. We're going round in circles. It's like a ship without a captain!
b) Learn from the best leaders.	2. The project scope is too wide and unclear.
c) Have a common plan.	3. I think we all know where we're going, but we have different views on how to get there.
d) Focus on a clear objective.	4. We all get on OK, but everyone's too politically correct.

### **Smells Like Team Spirit**

Weekend retreats and touchy-feely exercises may do more to create bad feeling than build teams. Instead, take some lessons from a winning volleyball coach.

It's time someone finally said it: most of what passes for team-building these days doesn't really build teams. So why do companies spend millions of dollars annually to make their employees go through ineffective team-building activities: walking around in blindfolds, navigating rope courses, and sitting cross-legged on the floor with paper and crayons, illustrating their life paths?

There are three reasons. While it's generally recognized that a great team will beat a mediocre team 99 times out of 100, little hard thinking goes on at most companies about how effective teams are actually built. Employees usually don't complain about silly team-building efforts, whether out of apathy or for fear of being labelled «anti-team». And thirdly, most team-building practitioners are well-meaning, sincere people whom no one wants to offend.

So if conventional team-building activities are largely ineffective, how do you build a great team? In 1978, I played a supporting role on a volleyball team that won the first National Championship in our university's history. That team was made up of people who weren't the most physically-gifted athletes in the world. But they merged into a force that was far greater than the sum of the players' individual abilities.

Nearly 30 years later, what I learned that season remains one of the most important lessons of my life. Great teams – whether composed of athletes, businesspeople, fire-fighters, military commandos, or what have you – teach us four key lessons:

1 \_\_\_\_\_ . One of the most memorable features of my 1978 team was the level of intensity which the players brought to every practice and game. The atmosphere was charged with an emotional commitment that caused 50 members of the team to constantly push each other to give everything in service of the goal.

Far too often, a company thinks it has a team-building problem when what it really has is a goal problem. If you want to build a great team, make sure its members share a determined passion to accomplish something. How do you get that kind of commitment? By involving everyone in the development of the goal.

2 \_\_\_\_\_. It's not enough to get a bunch of people together who care deeply about reaching a goal. They need to have a strategy for achieving it. The best team-building tool ever is a good strategy that everyone buys into. If you want to increase teamwork, don't focus on the team, focus the team on the task.

My team coach had a detailed strategy for winning that the players bought into completely. A part of the strategy was to overcome our physical shortcomings with a commitment to superior conditioning and training. So, for two months the team endured a schedule so demanding that it was the talk of the campus.

3 \_\_\_\_\_. Yes, trust and respect are key. But ironically, often the best way to increase levels of trust and respect on so a team is to get them focused on the goal and the strategy. This gets people saying what they really think. When people say what they really think and are held accountable, trust and respect usually follow. Don't impose an atmosphere of false politeness.

There was plenty of conflict on the team and people sometimes lost their tempers. But on the court an atmosphere of respect always prevailed. All great business teams share that same quality.

4 \_\_\_\_\_. There's no getting around it: great teams usually have great managers. My old team coach still coaches volleyball at that same university today. He has an unrivalled 426-162 win-loss record and has also coached a US team to a World Championship and an Olympic gold medal.

So, learn how to be a great coach.

Aspiring business leaders would be a lot better off if they spent less time reading management literature and more time around people like my old coach. The great college coaches may know more about team-building than anyone else in the world. After all, their leadership and team-building skills are measured in real time, in front of real crowds. And they start from scratch with a new team every year.

### ***Task 21. Team Meetings***

*a) Look at the list of teamworking tasks (a-j) which are often given as reasons for holding meetings and answer the questions.*

Which tasks are not good reasons to hold a meeting?

Which tasks could be easily completed by email, memo or telephone?



Which tasks are best achieved in a meeting?

Meetings are held to ...

- a) explain new projects
- b) establish common goals
- c) make team decisions
- d) allow members to socialise
- e) create policies
- f) share information
- g) announce minor decisions
- h) co-ordinate team activities
- i) get weekly progress updates
- j) solve problems

*b) Alternative types of meeting can save time and reduce the number of people present. Read the descriptions and decide which one is best for situations a-d below.*

The café meeting

If sessions in the meeting room tend to last too long, brainstorming in particular can take place elsewhere, for example, over coffee or a snack, to provide a relaxed and creative atmosphere.

The stand-up meeting

Everyone in the team stands in a circle and gives updates on work, conveys solutions to problems and asks for help if necessary. Because people are standing up, they are more concise and to the point.

The egg-timer meeting

When it is preferable to have people sitting comfortably, as they may need to refer to notes etc., use an egg-timer to make sure nobody speaks for too long. Participants conduct the meeting in a precise and time-efficient manner.

The walking meeting

This is when two or three members of the team take a 10–15 minute walk outside the office complex to discuss confidential matters in an informal context.

a) You want an alternative to the long Friday morning meeting, in which team members give reports on the previous week's accomplishments.

b) You need to meet with five project managers so that they brainstorm ideas about how to involve their teams in the new project.

c) You are worried about the quality of the team's performance. You want to hear the opinions of three of the project managers of the other teams.

d) You would like the team managers to give precise feedback on future plans.

*Which type of meeting would you choose? For which other situations could they be suitable as well?*

**Task 22. Meetings and Agenda**

*a) Answer the questions:*

- Why is an agenda important for a meeting?
- What parts (in addition to the topics) do you think should be included?
- How can the agenda help the minutes-taker, the participants and the chair?
- What is the best way to decide what topics should be included?
- When do you think it should be distributed to people coming to the meeting?
- What can the chair do if discussions move away from agenda points?

*b) Complete the agenda below with the following terms.*

New business Next meeting AOB Expected attendees Matters arising Reports, Date, Time, Location Approval of minutes Apologies Responsible party

**The agenda**

(date and location) \_\_\_\_\_

(basic information) \_\_\_\_\_

(people most likely to take part) \_\_\_\_\_

(explaining who will not be at the meeting) \_\_\_\_\_

(agreeing that the official record of the last meeting is correct) \_\_\_\_\_

(items that were not discussed or completed in the previous meeting) \_\_\_\_\_

(talking about past events or specific plans in a particular area) \_\_\_\_\_

(items or action points for the future) \_\_\_\_\_

(the name of the person asked to lead a discussion on a topic) \_\_\_\_\_

(items not included in the agenda which someone would like to discuss) \_\_\_\_\_

*c) Match these statements made at a meeting to the agenda points.*

1. Apologies	A «Now we are going to hear from Gerry about the new website and the traffic it has been getting».
2. Approval of minutes	B «I would like to bring up the problem of quality again, we didn't really finish this last time and it's important».
3. Matters arising	C «See you all in Birmingham next month on the 5 <sup>th</sup> at 10 am».
4. Reports	D «Silke and Hannes are out of town today so they couldn't join us».
5. New business	E «Does anyone have anything else they would like to bring up?».
6. AOB	F «Carol, can you fill us in on what we need to know about the product launch next month?».
7. Next meeting	G «Has everyone read the minutes from last time and are they OK?».

### ***3. Assignments for Independent Work***

---

#### **Intercultural Business Communication Final Project**

**Task:** Work in teams of 4–5 people (there should be maximum five teams in the class) and present a video advertisement of an app that can be used in an intercultural business environment for successful communication. The advertisement should be followed by a detailed analysis.

**Time:** 10–12 minutes for each team.

**Format:** the advertisement should be in the form of a video and the analysis should include visuals to support what you will be talking about (posters, handouts or visuals created using presentation software)

#### ***Video Advertisement Requirements:***

**Content:** the advertisement should include the description of the app and information about its main features, target audience, price, date of release and anything else you consider important.

**Language:** English and Ukrainian. You should present two videos. One of them should be created in English for one of the countries presented during the cultural briefing and the other one should be a translation / adaptation for the Ukrainian market or vice versa. Please, remember about the peculiarities of each culture when creating / translating / adapting the advertisement.

**Length:** 1–2 minutes for each advertisement

#### ***Analysis Requirements:***

##### **Content**

##### ***Part 1. Business Message analysis***

- What is the communication process (sender, receiver, message, communication channel, feedback (if any))?
- Which form of communication is it (use the key words from *Lecture 1* to help you)?

- Apply PAIBOC to prove that the message is successful.

##### ***Part 2. Cultural Peculiarities***

- Which cultural peculiarities did you take into consideration during the process of creating the advertisement (cultural information, specifics of business communication, principles of making presentations, etc.)

##### ***Part 3. Teamwork analysis***

- Which roles did each member of the team perform?

- Which leadership roles were performed and by whom?
- Did your team have to resolve conflicts? If yes, how did you do it?
- Do you consider your team to be successful? Explain why.

***Business Communication Book Report***

*The company you are working in is preparing a training program for new employees. A significant part of the program is devoted to corporate culture (including internal and external intercultural communication). You are asked to prepare a report based on a book that can help new employees understand the key to successful intercultural business communication and the essence of corporate culture.*

In order to complete the assignment you need to follow the **guidelines**:

1. Choose the book that you would like to read and get approval from the Course Instructor.

2. Read the book.

3. Prepare a report based on the sample in Appendix C.

The report should have the following parts:

- a) Title;
- b) Executive summary (The purpose of writing);
- c) Introduction (The main points to be covered in the report);
- d) Findings (The information discovered);
- e) Conclusions (Your impressions, thoughts and ideas based on the findings);
- f) Recommendations (Summary of the advice given for successful (intercultural) business communication).

The report should cover the following topics (the book may not contain all of the topics, describe only the ones mentioned in the book you have chosen):

- 1) types of communication mentioned in the book;
- 2) types of culture mentioned in the book;
- 3) teambuilding techniques;
- 4) management styles;
- 5) intercultural communication experience.

Describe the main principles of each point and provide examples.

## *Bibliography*

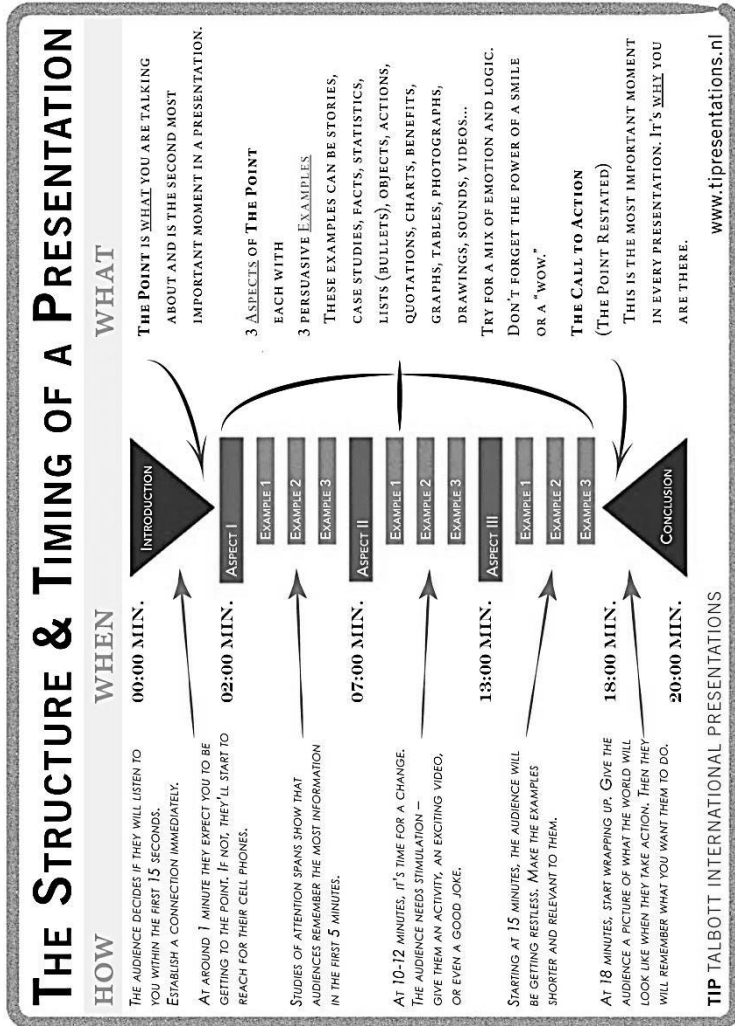
---

1. Allison, John, and Paul Emmerson. *The Business 2.0*. Macmillan Education, 2014.
2. Banks, Tim. *Writing for Impact*. Cambridge University Press, 2016.
3. Bisen, Vikram, and Priya. *Business Communication*. New Age International Ltd, 2009.
4. *Business Advantage*. Cambridge University Press, 2012.
5. *Business Dictionary for Entrepreneurs*. [www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/glossary/pages/default.aspx](http://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/glossary/pages/default.aspx).
6. D'Angelo, Matt. «International Business Etiquette Practices.» *Business.com*, Business.com, 25 Feb. 2020, [www.business.com/articles/so-international-business-etiquette-from-around-the-world/](http://www.business.com/articles/so-international-business-etiquette-from-around-the-world/).
7. Dubicka, Iwonna. *Business Partner B2+: Coursebook*. Pearson Education, 2019.
8. Guffey, Mary Ellen, et al. *Business Communication: Process & Product*. Nelson, 2019.
9. Mascull, Bill. *Business Vocabulary in Use*. Cambridge University Press, 2017.
10. Mascull, Bill. *Market Leader: Advanced*. Pearson Education, 2011.
11. *Online Business Dictionary – Business Dictionary.com*, [www.businessdictionary.com/](http://www.businessdictionary.com/).
12. Robbins, Sue, and Kevin Manton. *First Insights into Business*. Pearson Education Longman, 2005.
13. Roman, Kenneth, and Joel Raphaelson. *Writing That Works: How to Improve Your Memos, Letters, Reports, Speeches, Resumes, Plans, and Other Business Papers*. HarperPaperbacks, 1995.
14. *The Essentials of Corporate Communications and Public Relations*. Harvard Business School Press, 2006.
15. «The Web's Leading Resource for International Business Etiquette, Manners, & Culture.» *International Business Etiquette and Manners for Global Travelers – Understanding Cultural Diversity, Cross Cultural Communication, and Intercultural Business Relationships for Success*, [cyborlink.com/](http://cyborlink.com/).

# Appendix

## Appendix A

### The Structure and Timing of a Presentation



**Individual Writing Tasks**

**Variant 1**

*Task 1*

As a prominent speaker, you get many requests to appear before various groups. Today, you have received a request to participate in a panel of three to five professionals who will talk about Career Opportunities for Recent Graduates. The session will run from 2 to 6 p.m. on the fourth Saturday of next month.

You are trying to reduce the number of outside commitments. Work continues to take much of your time, you have major obligations in a volunteer organization, and you want some time for yourself and your family. This request does not fit your priorities. Write a letter to Jenny McMillan to decline the invitation.

*Task 2*

*Translate the business message.*

Dear Janice and Debra:

Thank you for our conversation yesterday.

Debra, as we discussed, I can begin your coaching sessions on July 19, 2021. The three-hour session will include SMART goal setting, so you can identify specifically what objectives you want to meet and how you will demonstrate that you have met them. Then we can meet once a week, for five more weeks, three hours a session, customizing the coaching content each week.

Janice, please send me a copy of the contract at your convenience.

Again, thank you for your time. Debra, I look forward to working with you.

Sincerely,

*Martha*

Martha Dulmage

TutoringTalent Inc.

www.tutoringtalent.ca

905-847-3395

## Variant 2

### *Task 1*

Martin Lewis, a hardworking team leader, has sent a request asking that the company create a program to reimburse the tuition and book expenses for employees who are taking university courses. Although some companies have such a program, ABC Company does not feel that it could offer such an expensive employee perk. Besides that, the Director of the company is not sure that companies receive direct benefit from such programs. Employees usually improve their educational credentials and different skills, but then they can move the acquired education and skills to other employers. ABC Company has more than 300 employees. If even part of them started classes, the company could see a huge bill for the cost of tuition and books. Because the company does not have sufficient financial and administrative resources at this time, such a program is out of the question.

As director of Human Resources, send an individual response (in the form of a letter) to Martin Lewis. The answer is definitely no, but the bad news should be softened and the loyalty of this conscientious employee should possibly be retained.

### *Task 2*

*Translate the business message.*

Dear Janice and Debra:

Thank you for our conversation yesterday.

Debra, as we discussed, I can begin your coaching sessions on July 19, 2021. The three-hour session will include SMART goal setting, so you can identify specifically what objectives you want to meet and how you will demonstrate that you have met them. Then we can meet once a week, for five more weeks, three hours a session, customizing the coaching content each week.

Janice, please send me a copy of the contract at your convenience.

Again, thank you for your time. Debra, I look forward to working with you.

Sincerely,

*Martha*

Martha Dulmage

TutoringTalent Inc.

www.tutoringtalent.ca

905-847-3395



### Variant 3

#### *Task 1*

Write a letter to your team announcing that the working hours will be shortened and now they will be able to work four days instead of five. State several reader benefits and inform your team when the changes will take effect.

#### *Task 2*

*Translate the business message.*

Dear Ms. DeWitt:

Thank you for giving us the opportunity to review your resume submitted for our open management trainee position.

We reviewed a number of remarkable resumes for this opening. Although another candidate was chosen for this position, your interest in our company is highly appreciated. So that you may continue your search for an opening at another organization, I am informing you immediately.

With your notable credentials I am sure you will find a suitable position because you have a great deal to offer. Please accept my best wishes for the future.

Sincerely,  
ABC Company  
*Mary Suemann*  
Director, Human Resources

**Variant 4**

*Task 1*

You are part of the Committee on Instagram Page Redesign. Its function is to research the possible redesign of your company's Instagram page. Some managers think that it is a little bit outdated. The company gives you an assignment to ask John Lee, Social Media Manager, some questions.

The committee wants to find out how much a complete redesign might cost. It also would like to know what the cost of a partial redesign is. Someone asked whether animation, video or sound, could be added and inquired if John recommended doing so. The committee asks you to include other questions to your letter. Invite John to a meeting November 7. Assume that he already knows about the Committee.

Write a letter to John Lee requesting answers to several questions and inviting him to a meeting.

*Task 2*

*Translate the business message.*

Dear Melanie Evans,

Thank you for your recent stay at Aloha Royal, and thank you, too, for letting us know about the problem with your wedding party discount. Please accept our apologies for your inconvenience.

Had you booked directly through us toll-free or online, we would certainly have honoured the discount. However, we don't control the rates for third-party bookings like booking.com; therefore, we can't give you the discount this time.

For future bookings, please call us toll-free at 1-800-563-8764, or email us at [reservations@aloharoyal.com](mailto:reservations@aloharoyal.com). When you contact us for your very next reservation, please quote the code RCSQ for a 15% room discount on us.

Best,

Ann McMarthy

### **Variant 5**

#### *Task 1*

At your job or organization, assume that a new employee has joined the staff and your manager has asked you to write out a set of instructions for the task of setting up group appointments and meetings (should include 4–5 steps).

Prepare a letter to your manager, Jane Edwards, in response to her request for a set of instructions for the task.

#### *Task 2*

*Translate the business message.*

Hi Sam,

As you would expect, Mike is often asked to endorse products and services, many of which, like yours, are worthy of consideration.

When contemplating partnerships, Mike looks for a product with which he has personal experience, because Mike would not promote a product or service he doesn't know or use. Since Mike doesn't have a pet, and has never used pet insurance, it would be inappropriate for him to endorse pet insurance.

Thank you for your enquiry.

Regards,

Steven

**Variant 6**

*Task 1*

Congratulations! You were selected to participate in an international project that you really wanted to take part in. One of your bosses / instructors / colleagues was especially helpful to you. This person also wrote an effective letter of recommendation that was instrumental in helping you to be selected for the project. Write a letter thanking your boss / instructor / colleague.

*Task 2*

*Translate the business message.*

Dear Mr. Novelli:

Although your script is highly original and well crafted, we have found that film noir themes do not attract a large box office. Therefore we cannot use your story for next year's festival.

With your permission, however, we would like to send your treatment on to Jessie Prynne, chair of the Alberta Arts Foundation. Foundation members are always looking for original works to present.

If this is agreeable to you, please let me know by email, letter, or phone.

Meanwhile, please keep writing, and please continue to send us your work.

Sincerely,  
*Stephan Blackbird*  
Stephan Blackbird  
Script Supervisor

### **Variant 7**

#### *Task 1*

You and other members of your staff or organization were invited to a wonderful teambuilding session at the seaside during the summer.

Write a thank-you letter to your boss (supervisor, manager, vice president, president, or chief executive officer) or to the head of the organization to which you belong. Include specific details that will make your letter personal and sincere.

#### *Task 2*

*Translate the business message.*

Dear Ms. DeWitt:

Thank you for giving us the opportunity to review your resume submitted for our open management trainee position.

We reviewed a number of remarkable resumes for this opening. Although another candidate was chosen for this position, your interest in our company is highly appreciated. So that you may continue your search for an opening at another organization, I am informing you immediately.

With your notable credentials I am sure you will find a suitable position because you have a great deal to offer. Please accept my best wishes for the future.

Sincerely,  
ABC Company  
*Mary Suemann*  
Director, Human Resources

**Variant 8**

*Task 1*

Write a letter to the head of your organization / institution to recommend someone at your workplace / university for a bonus or award. The award can be something established by the organization itself (Employee of the Month / Year and so forth), or it can be a community or campus award (Business Person of the Year, Volunteer of the Year, Student of the Year, and so forth).

*Task 2*

*Translate the business message.*

Dear Melanie Evans,

Thank you for your recent stay at Aloha Royal, and thank you, too, for letting us know about the problem with your wedding party discount. Please accept our apologies for your inconvenience.

Had you booked directly through us toll-free or online, we would certainly have honoured the discount. However, we don't control the rates for third-party bookings like booking.com; therefore, we can't give you the discount this time.

For future bookings, please call us toll-free at 1-800-563-8764, or email us at [reservations@aloharoyal.com](mailto:reservations@aloharoyal.com). When you contact us for your very next reservation, please quote the code RCSQ for a 15% room discount on us.

Best,

Ann McMarthy

### Variant 9

#### *Task 1*

As PR director for the Linguistics Association on your campus, you are supposed to find a keynote speaker for the last meeting of the school year. The owner of a very successful regional firm, LAU, is an alumna of your university. You think that the students of your Association would enjoy finding out about how she started her company. She would need to give a 20-minute speech and answer questions afterwards. The event will take place from 9.30 until 11 a.m. on a date convenient for the speaker in the Conference Hall. You can invite her to lunch at the event. You should ask for a response by a deadline you set.

Write a letter to Mary DeWitt and ask her to speak at the meeting.

#### *Task 2*

*Translate the business message.*

Hi Sam,

As you would expect, Mike is often asked to endorse products and services, many of which, like yours, are worthy of consideration.

When contemplating partnerships, Mike looks for a product with which he has personal experience, because Mike would not promote a product or service he doesn't know or use. Since Mike doesn't have a pet, and has never used pet insurance, it would be inappropriate for him to endorse pet insurance.

Thank you for your enquiry.

Regards,

Steven

**Variant 10**

*Task 1*

After working a few years, you would like to continue your education on a part-time basis. You know that your education can benefit your employer, but you can't really afford the fees for tuition. You have heard that many companies offer reimbursement for tuition when employees complete approved courses with a grade of B or higher.

Write a letter to your manager / head of the organization asking for financial help to cover the tuition costs. State several reader benefits and try to counter possible objections that the employer may have.

*Task 2*

*Translate the business message.*

Dear Mr. Novelli:

Although your script is highly original and well crafted, we have found that film noir themes do not attract a large box office. Therefore we cannot use your story for next year's festival.

With your permission, however, we would like to send your treatment on to Jessie Prynne, chair of the Alberta Arts Foundation. Foundation members are always looking for original works to present.

If this is agreeable to you, please let me know by email, letter, or phone.

Meanwhile, please keep writing, and please continue to send us your work.

Sincerely,

*Stephan Blackbird*

Stephan Blackbird

Script Supervisor



## Variant 11

### Task 1

Many companies and organizations are switching to a four-day workweek to increase employees' productivity, decrease the time spent commuting and provide additional time for the family. Compressing the workweek sounds pretty good to you. You would much prefer having an additional day free to schedule medical appointments and take care of family business, in addition to studying something new.

Prepare a letter to the Head of your company or the Board of Directors regarding this suggestion. State several reader benefits and try to counter possible arguments that the employer may have.

### Task 2

*Translate the business message.*

Dear Ms. DeWitt:

Thank you for giving us the opportunity to review your resume submitted for our open management trainee position.

We reviewed a number of remarkable resumes for this opening. Although another candidate was chosen for this position, your interest in our company is highly appreciated. So that you may continue your search for an opening at another organization, I am informing you immediately.

With your notable credentials I am sure you will find a suitable position because you have a great deal to offer. Please accept my best wishes for the future.

Sincerely,  
ABC Company  
Mary Suemann  
Director, Human Resources

**Variant 12**

*Task 1*

Write a letter to your team announcing that the working hours will be shortened and now they will be able to work four days instead of five. State several reader benefits and inform your team when the changes will take effect.

*Task 2*

*Translate the business message.*

Hi Sam,

As you would expect, Mike is often asked to endorse products and services, many of which, like yours, are worthy of consideration.

When contemplating partnerships, Mike looks for a product with which he has personal experience, because Mike would not promote a product or service he doesn't know or use. Since Mike doesn't have a pet, and has never used pet insurance, it would be inappropriate for him to endorse pet insurance.

Thank you for your enquiry.

Regards,

Steven

### **Variant 13**

#### *Task 1*

At your job or organization, assume that a new employee has joined the staff and your manager has asked you to write out a set of instructions for the task of setting up group appointments and meetings (should include 4–5 steps).

Prepare a letter to your manager, Jane Edwards, in response to her request for a set of instructions for the task.

#### *Task 2*

*Translate the business message.*

Dear Melanie Evans,

Thank you for your recent stay at Aloha Royal, and thank you, too, for letting us know about the problem with your wedding party discount. Please accept our apologies for your inconvenience.

Had you booked directly through us toll-free or online, we would certainly have honoured the discount. However, we don't control the rates for third-party bookings like booking.com; therefore, we can't give you the discount this time.

For future bookings, please call us toll-free at 1-800-563-8764, or email us at [reservations@aloharoyal.com](mailto:reservations@aloharoyal.com). When you contact us for your very next reservation, please quote the code RCSQ for a 15% room discount on us.

Best,

Ann McMarthy

**Variant 14**

*Task 1*

Write a letter to the head of your organization / institution to recommend someone at your workplace / university for a bonus or award. The award can be something established by the organization itself (Employee of the Month / Year and so forth), or it can be a community or campus award (Business Person of the Year, Volunteer of the Year, Student of the Year, and so forth).

*Task 2*

*Translate the business message.*

Dear Melanie Evans,

Thank you for your recent stay at Aloha Royal, and thank you, too, for letting us know about the problem with your wedding party discount. Please accept our apologies for your inconvenience.

Had you booked directly through us toll-free or online, we would certainly have honoured the discount. However, we don't control the rates for third-party bookings like booking.com; therefore, we can't give you the discount this time.

For future bookings, please call us toll-free at 1-800-563-8764, or email us at [reservations@aloharoyal.com](mailto:reservations@aloharoyal.com). When you contact us for your very next reservation, please quote the code RCSQ for a 15% room discount on us.

Best,

Ann McMarthy

### Variant 15

#### *Task 1*

Congratulations! You were selected to participate in an international project that you really wanted to take part in. One of your bosses / instructors / colleagues was especially helpful to you. This person also wrote an effective letter of recommendation that was instrumental in helping you to be selected for the project. Write a letter thanking your boss / instructor / colleague.

#### *Task 2*

*Translate the business message.*

Dear Ms. DeWitt:

Thank you for giving us the opportunity to review your resume submitted for our open management trainee position.

We reviewed a number of remarkable resumes for this opening. Although another candidate was chosen for this position, your interest in our company is highly appreciated. So that you may continue your search for an opening at another organization, I am informing you immediately.

With your notable credentials I am sure you will find a suitable position because you have a great deal to offer. Please accept my best wishes for the future.

Sincerely,  
ABC Company  
*Mary Suemann*  
Director, Human Resources

**Variant 16**

*Task 1*

You and other members of your staff or organization were invited to a wonderful teambuilding session at the seaside during the summer.

Write a thank-you letter to your boss (supervisor, manager, vice president, president, or chief executive officer) or to the head of the organization to which you belong. Include specific details that will make your letter personal and sincere.

*Task 2*

*Translate the business message.*

Hi Sam,

As you would expect, Mike is often asked to endorse products and services, many of which, like yours, are worthy of consideration.

When contemplating partnerships, Mike looks for a product with which he has personal experience, because Mike would not promote a product or service he doesn't know or use. Since Mike doesn't have a pet, and has never used pet insurance, it would be inappropriate for him to endorse pet insurance.

Thank you for your enquiry.

Regards,

Steven

### Variant 17

#### *Task 1*

At your job or organization, assume that a new employee has joined the staff and your manager has asked you to write out a set of instructions for the task of setting up group appointments and meetings (should include 4-5 steps).

Prepare a letter to your manager, Jane Edwards, in response to her request for a set of instructions for the task.

#### *Task 2*

*Translate the business message.*

Dear Mr. Novelli:

Although your script is highly original and well crafted, we have found that film noir themes do not attract a large box office. Therefore we cannot use your story for next year's festival.

With your permission, however, we would like to send your treatment on to Jessie Prynne, chair of the Alberta Arts Foundation. Foundation members are always looking for original works to present.

If this is agreeable to you, please let me know by email, letter, or phone.

Meanwhile, please keep writing, and please continue to send us your work.

Sincerely,  
*Stephan Blackbird*  
Stephan Blackbird  
Script Supervisor

**Variant 18**

*Task 1*

As PR director for the Linguistics Association on your campus, you are supposed to find a keynote speaker for the last meeting of the school year. The owner of a very successful regional firm, LAU, is an alumna of your university. You think that the students of your Association would enjoy finding out about how she started her company. She would need to give a 20-minute speech and answer questions afterwards. The event will take place from 9.30 until 11 a.m. on a date convenient for the speaker in the Conference Hall. You can invite her to lunch at the event. You should ask for a response by a deadline you set.

Write a letter to Mary DeWitt and ask her to speak at the meeting.

*Task 2*

*Translate the business message.*

Dear Melanie Evans,

Thank you for your recent stay at Aloha Royal, and thank you, too, for letting us know about the problem with your wedding party discount. Please accept our apologies for your inconvenience.

Had you booked directly through us toll-free or online, we would certainly have honoured the discount. However, we don't control the rates for third-party bookings like booking.com; therefore, we can't give you the discount this time.

For future bookings, please call us toll-free at 1-800-563-8764, or email us at [reservations@aloharoyal.com](mailto:reservations@aloharoyal.com). When you contact us for your very next reservation, please quote the code RCSQ for a 15% room discount on us.

Best,

Ann McCarthy



### Variant 19

#### *Task 1*

You and other members of your staff or organization were invited to a wonderful teambuilding session at the seaside during the summer.

Write a thank-you letter to your boss (supervisor, manager, vice president, president, or chief executive officer) or to the head of the organization to which you belong. Include specific details that will make your letter personal and sincere.

#### *Task 2*

*Translate the business message.*

Dear Mr. Novelli:

Although your script is highly original and well crafted, we have found that film noir themes do not attract a large box office. Therefore we cannot use your story for next year's festival.

With your permission, however, we would like to send your treatment on to Jessie Prynne, chair of the Alberta Arts Foundation. Foundation members are always looking for original works to present.

If this is agreeable to you, please let me know by email, letter, or phone.

Meanwhile, please keep writing, and please continue to send us your work.

Sincerely,  
*Stephan Blackbird*  
Stephan Blackbird  
Script Supervisor

**Variant 20**

*Task 1*

Many companies and organizations are switching to a four-day workweek to increase employees' productivity, decrease the time spent commuting and provide additional time for the family. Compressing the workweek sounds pretty good to you. You would much prefer having an additional day free to schedule medical appointments and take care of family business, in addition to studying something new.

Prepare a letter to the Head of your company or the Board of Directors regarding this suggestion. State several reader benefits and try to counter possible arguments that the employer may have.

*Task 2*

*Translate the business message.*

Hi Sam,

As you would expect, Mike is often asked to endorse products and services, many of which, like yours, are worthy of consideration.

When contemplating partnerships, Mike looks for a product with which he has personal experience, because Mike would not promote a product or service he doesn't know or use. Since Mike doesn't have a pet, and has never used pet insurance, it would be inappropriate for him to endorse pet insurance.

Thank you for your enquiry.

Regards,

Steven

**Variant 21**

*Task 1*

You are part of the Committee on Instagram Page Redesign. Its function is to research the possible redesign of your company's Instagram page. Some managers think that it is a little bit outdated. The company gives you an assignment to ask John Lee, Social Media Manager, some questions.

The committee wants to find out how much a complete redesign might cost. It also would like to know what the cost of a partial redesign is. Someone asked whether animation, video or sound, could be added and inquired if John recommended doing so. The committee asks you to include other questions to your letter. Invite John to a meeting November 7. Assume that he already knows about the Committee.

Write a letter to John Lee requesting answers to several questions and inviting him to a meeting.

*Task 2*

*Translate the business message.*

Dear Mr. Novelli:

Although your script is highly original and well crafted, we have found that film noir themes do not attract a large box office. Therefore we cannot use your story for next year's festival.

With your permission, however, we would like to send your treatment on to Jessie Prynne, chair of the Alberta Arts Foundation. Foundation members are always looking for original works to present.

If this is agreeable to you, please let me know by email, letter, or phone.

Meanwhile, please keep writing, and please continue to send us your work.

Sincerely,  
*Stephan Blackbird*  
Stephan Blackbird  
Script Supervisor

**Variant 22**

*Task 1*

After working a few years, you would like to continue your education on a part-time basis. You know that your education can benefit your employer, but you can't really afford the fees for tuition. You have heard that many companies offer reimbursement for tuition when employees complete approved courses with a grade of B or higher.

Write a letter to your manager / head of the organization asking for financial help to cover the tuition costs. State several reader benefits and try to counter possible objections that the employer may have.

*Task 2*

*Translate the business message.*

Dear Melanie Evans,

Thank you for your recent stay at Aloha Royal, and thank you, too, for letting us know about the problem with your wedding party discount. Please accept our apologies for your inconvenience.

Had you booked directly through us toll-free or online, we would certainly have honoured the discount. However, we don't control the rates for third-party bookings like booking.com; therefore, we can't give you the discount this time.

For future bookings, please call us toll-free at 1-800-563-8764, or email us at [reservations@aloharoyal.com](mailto:reservations@aloharoyal.com). When you contact us for your very next reservation, please quote the code RCSQ for a 15% room discount on us.

Best,  
Ann McMarthy

## Business Report Requirements

## Reports

## Tips

A report should be well organised, with information in a logical order. There is no set layout for a report. It will depend on a) the type of report, and b) the company style. The format used here is suitable for most formal reports:

- title
- executive summary
- introduction
- findings
- conclusion
- recommendation(s)

The **executive summary** is a summary of the main points and conclusion of the report. It gives the reader an overview of the situation.

The **introduction** shows the points that will be looked at.

Lists and bullet points make a longer report easier to read.

The **findings** are the facts discovered.

Headings and sub-headings help to make layout and organisation clear.

Formal language such as the passive form is generally used in reports.

Use short paragraphs in reports, ideally with one idea per paragraph.

## E-MAIL POLICY REPORT

## Executive summary

E-mail is essential to our business. It is a highly cost- and time-effective method of communicating with clients, customers and colleagues. However, incorrect use of e-mail can reduce staff productivity and cause problems for our e-mail and other office systems.

Currently, the company has no written rules governing e-mail usage. I have been asked by the Human Resources Manager to investigate the need for a company e-mail policy. My research shows that there is a need for a formal policy, which I have outlined in this report.

## Introduction

## This report will look at:

- the issues associated with current usage of the e-mail system;
- the reasons why an e-mail policy is needed;
- the recommended content of our e-mail policy.

## Findings

## 1 Incorrect e-mail usage

In interviews and meetings with managers and staff throughout the company, a number of issues have been raised:

- a) Firstly, staff in many departments complain about the amount of time they spend reading unnecessary e-mails that have been copied to everyone.
- b) Several people mentioned that chain messages are regularly circulated around the company.
- c) Some employees spend time on personal e-mails, non-work-related websites and social networking sites during working hours. Managers find it difficult to tackle this issue with their staff, as there is no e-mail policy to refer to at present.

## 2 Security issues

- a) Access to the e-mail system is password protected. However, some staff have their passwords written on yellow Post-it Notes which are left on the computer screen, which defeats the purpose of having a password.
- b) The IT team would like to make it a requirement for everyone to have a password change every 30 to 60 days.
- c) Furthermore, the IT team believes that staff need to be shown how to create secure passwords for themselves.
- d) In some cases, unauthorised software has been downloaded onto our computer system.
- e) The IT staff expressed concern about the risk of software viruses from unauthorised software and e-mail attachments that could corrupt our e-mail system and, indeed, other office systems.
- f) The computer system is often slowed down by the circulation of large attachments.
- g) Staff do not clear out their in-boxes regularly.

## 3 Legal considerations

- a) Most employees who are using the company's e-mail system inappropriately are not doing it intentionally. They generally do not understand that e-mails are not private documents, and that inappropriate use of the system can open both the company and the individual to embarrassment and loss of reputation.
- b) Moreover, e-mail has the same standing in law as any other document. Therefore sending discriminatory, harassing, offensive or other illegal or improper e-mails can potentially leave the company and/or the individual employee open to legal action.

The **conclusion** is what you think about the facts and how you interpret them.

**Recommendations** are practical suggestions to deal with the situation and ideas for making sure future activities are carried out more successfully.

Modal auxiliaries are used for emphasis in the recommendations of a report, e.g. *should/must*, etc.

Additional information not essential to the main report can be included at the end in the **appendices**.

## Conclusion

It was generally felt that staff productivity is being reduced as a result of bad usage or misuse of the e-mail system. Furthermore, there are some important security and legal issues to be resolved.

These findings would indicate that an e-mail policy is a vital legal document that this company needs. It would set out our company's definition of acceptable use of the e-mail system for our employees, and help to solve many of the issues highlighted in the findings.

## Recommendations

Therefore, I would like to make the following recommendations:

- 1 Employees should be made aware that while the company accepts their right to privacy, the company does have the legal right to open and read their e-mails if an employee is thought to be misusing the system.
- 2 The e-mail policy should be short, clear, concise and easy to understand. It is best to keep it to one side of A4, otherwise it will probably not be read.
- 3 The company should distribute this e-mail policy to all employees, and ask them to confirm that they have received, read, understood and agree to abide by the rules.
- 4 The policy should include these points:
  - a) **Personal e-mails**  
It should be clear that the company e-mail is primarily for business purposes. While some personal e-mail may be acceptable, overuse or misuse is not. For instance, sending offensive jokes or chain letters must be prohibited.
  - b) **Sending e-mails**  
We should restrict the general distribution of circulated material when only certain groups of people need to receive it.
  - c) **Passwords**  
All employees should receive information on how to choose a secure password and should renew their passwords every 60 days. The IT team can set this up automatically.
  - d) **Attachments**  
Large files should be transferred, wherever possible, at times of minimum usage out of office hours. Alternatively, the company should provide facilities for sharing data in larger files via an intranet, shared folders or file-compression programs.
  - e) **Housekeeping**  
Staff should regularly delete unwanted messages and archive those that need to be kept. The IT department will automatically advise staff members when their account is getting too full.
- 5 Since the e-mail policy is a legally binding document, it is important that it is drafted or checked by a lawyer.
- 6 Employees should also receive guidelines outlining the preferred format and style for writing e-mails. For instance, how to write in a clear, concise, professional tone. For a suggested list of 'dos and don'ts' of e-mail etiquette, see Appendix A.
- 7 The e-mail policy should be closely monitored and reviewed at regular intervals. This should be done by the Human Resources Department in collaboration with the IT team.

Longer and more technical reports may include some of the following sections, although no report would probably use all of these:

Beginning	Middle	End
<ul style="list-style-type: none"> <li>• Title page</li> <li>• Foreword</li> <li>• Preface</li> <li>• Acknowledgements</li> <li>• Contents page</li> <li>• Summary or Abstract</li> <li>• Introduction</li> </ul>	<ul style="list-style-type: none"> <li>• Main body including methods/procedures and detailed findings, organised into sub-sections</li> </ul>	<ul style="list-style-type: none"> <li>• Conclusions</li> <li>• Recommendations</li> <li>• Appendices</li> <li>• References</li> <li>• Bibliography</li> <li>• Glossary</li> </ul>

## ДЛЯ НОТАТОК

---

**Навчальне видання**

***Юлія Валеріївна  
Стодолінська***

**МЕТОДИЧНІ РЕКОМЕНДАЦІЇ  
ДО КУРСУ «МІЖКУЛЬТУРНА ДІЛОВА КОМУНІКАЦІЯ  
ТА ПЕРЕКЛАД ДІЛОВИХ ПАПЕРІВ»**

**Випуск 295**

---

Редактор *Р. Грубкіна*.  
Комп'ютерна верстка *Н. Кардаш*.  
Друк *С. Волинець*. Фальцювально-палітурні роботи *О. Мішалкіна*.

Підп. до друку 19.08.2020  
Формат 60х84<sup>1/16</sup>. Папір офсет.  
Гарнітура «Times New Roman». Друк ризограф.  
Ум. друк. арк. 4,65. Обл.-вид. арк. 2,74.  
Тираж 10 пр. Зам. № 6038.

Видавець і виготовлювач: ЧНУ ім. Петра Могили.  
54003, м. Миколаїв, вул. 68 Десантників, 10.  
Тел.: 8 (0512) 50–03–32, 8 (0512) 76–55–81, e-mail: rector@chmnu.edu.ua.  
Свідцтво суб'єкта видавничої справи ДК № 6124 від 05.04.2018.