

**УО «БЕЛОРУССКИЙ ГОСУДАРСТВЕННЫЙ ЭКОНОМИЧЕСКИЙ
УНИВЕРСИТЕТ»**

Л.Д. Гайдук

**Деловой иностранный язык
Business English Reader**

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**Учебно-методическое пособие по дисциплинам «Деловой иностранный
английский язык» и «Деловые коммуникации на иностранном языке»
для студентов 2 курса специальности 1-25 01 13 «Экономика и управление
туристской индустрией» факультета коммерции и туристской индустрии
дневной формы обучения**

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Данное учебно-методическое пособие направлено на развитие навыков и совершенствование навыков *чтения* и *говорения* во время последующего обсуждения прочитанных текстов на английском языке.

Пособие предназначено для студентов 2 курса дневной формы обучения факультета коммерции и туристской индустрии, изучающих дисциплины «Деловой иностранный язык (английский)» и «Деловые коммуникации на иностранном языке» по специальности 1-25 01 13 «Экономика и управление туристской индустрией».

Пособие может быть использовано в качестве основного или дополнительного материала также и для других экономических специальностей БГЭУ.

ПРЕДИСЛОВИЕ

Настоящее учебно-методическое пособие представляет собой сборник аутентичных текстов и упражнений на английском языке. Тексты тематически отобраны из современных оригинальных источников по международной экономике, изданных в США, Великобритании, Германии, и представляют интерес для студентов, существенно дополняя и расширяя их информационное поле.

Цель учебно-методического пособия – обучение практическому иноязычному общению будущих экономистов на основе активного овладения лексикой общей и профессиональной направленности по темам туристического бизнеса и сервисного обслуживания в различных формах речевой деятельности: чтение, говорение, аудирование, письмо. Особое внимание уделяется обучению студентов чтению, реферированию, пониманию на слух текстов по специальности и ведению дискуссии на профессионально значимые темы.

Поскольку современная высшая школа предполагает владение иностранным языком как существенным компонентом квалификационной характеристики специалиста, аутентичный материал данного пособия и система упражнений максимально способствуют формированию умений и навыков общения на иностранном языке в сфере профессиональной коммуникации будущих экономистов. Разработанные упражнения творческого проблемного характера направлены на усвоение и закрепление информации текстов, изучение терминологии по специальности, что позволяет учитывать индивидуальные возможности обучаемых.

Настоящее пособие соответствует требованиям программы и рассчитано на 28 часов аудиторной работы.

Пособие состоит из 8 идентично структурированных разделов и включает 29 текстов (монологических и диалогических), а также приложение, в котором представлен детальный план реферирования текста. Тематика текстов способствует расширению базовых знаний студентов по международной экономике и их использованию в последующей трудовой деятельности и учебе в магистратуре/аспирантуре.

Данное учебно-методическое пособие предназначено также для тех, кто специализируется в экономике и совершенствует навыки чтения и речевые умения, как под руководством преподавателя, так и самостоятельно.

Все тексты пособия прошли апробацию на практических занятиях по английскому языку со студентами экономических специальностей БГЭУ в 2015-2017 учебных годах.

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UNIT I

STOCKS, SHARES and EXECUTIVES

Text 1. Making Brands Work around the World

by Jean-Noë Kapferer

A **brand** is the name given by a business to one or more of its products. Branding gives products an identity that distinguishes them from similar products produced by rival firms. It helps to generate brand loyalty, encouraging customers to regularly purchase particular products. The demand for a product with strong brand loyalty tends to become less price sensitive, meaning that price can be increased without losing much demand. Selecting a brand name is therefore a very important part of a firm's marketing strategy. Organizations can use a number of different approaches to branding.

There is an individual or multiple branding approaches, where businesses use a range of brand names for variety of products. For example, *Procter and Gamble* relies on this branding policy for its range of fragrances, including *Hugo Boss*, *Old Spice* and *Giorgio Beverly Hills*. Such branding allows the firm to develop brands for particular market segments.

We talk about corporate or overall family branding, when all the firm's products are branded with the same name. *Virgin*, *Kraft*, *Heinz*, *Microsoft* and *Ford* employ this approach. This type of branding means that the promotion of one item will promote other products within the family. It can increase consumer confidence in the entire range, so increasing sales and profits. Among the benefits to organizations from the use of branding are: differentiation of their products from those of competitors, creation of brand loyalty, development of a brand image which customers can identify with, making the product more familiar to customers and encouraging more purchasing decisions at the point of sale, etc.

How is a brand created? A brand name should be snappy, easy to remember, unique and convey appropriate images or values. In addition, popular brands are often supported by advertising catch phrases, such as “A *Mars* a day helps you work and play.” A major problem for organizations that trade globally is finding

names that will be translated appropriately. One way to avoid language and translation difficulties is to invent a completely new word such as *Toyota's Avensis*. But there are problems even here. For example, firms must be careful which letters they use. The sounds for R and L, for instance, can be confusing and difficult for Asian customers to pronounce, which might deter them from asking for a particular product.

The fact that many cultures read from right to left can also cause difficulties with names and packaging. *Interbrand's* director of naming recalls the story of a washing powder that used three cartoon images on its packaging – the first illustrating a dirty shirt, the second the shirt going into the washing machine, and the third a clean shirt. When the packaging was launched in China it was read the other way around.

No one can deny the economic necessity of geographically extending a product – it is a source of economies of scale, of amortization of rising research-and-development costs of competitive advantage in local markets. But how far do we push the global idea? For example, the *Mars* brand is not absolutely global. The Mars chocolate bar is sold as an all-round nutritious snack in the UK and as an energizer in Europe (two different concepts and positioning for the same physical product). *Nestle* adapts the taste of its worldwide brands to local consumer expectations. The *Nescafe* formulas vary worldwide.

In these days of increasing global integration, the task many international marketers face is not so much market entry as managing the marketing mix in different international markets. Is it better to standardize or to adapt it across different markets?

Global marketing implies the wish to extend a single marketing mix to a particular region (for example, Europe or Asia) or even to the world. It also denotes a situation in which a firm's competitive position in one country can be significantly affected by its position in other countries. The global approach sees the role of individual countries as only part of a wider competitive strategy.

The aim of marketing globalization is not to maximize sales but to increase profitability. In the first place, it cuts out *duplicated* tasks. For example, instead of bringing different TV advertising for each country, a firm can use a single film for one region. Thus, *Coca-Cola* has managed to save \$90 million in production costs over the past 20 years by producing films with global appeal.

Globalization allows a firm to exploit good ideas wherever they come from. *Timotei Shampoo* was developed in Finland and spread to other European countries. The *Malibu* drink which is sold worldwide was produced in South Africa. In drinking *Coca-Cola* we drink the American myth – fresh, open, young, dynamic, all-American images. Young people in search of identity form a particular target. In an effort to stand out from others, they draw their sources of identity from cultural models provided by the media.

There is a spectrum of new product development strategies. Firms sometimes *customize* a product to every market; at other times they offer one standardized product everywhere; and sometimes they compromise and settle in the middle. New product development that coordinates efforts across national markets leads to better products and services. Such opportunities are not normally available to a company that operates only in one country or is only entering a new country.

<https://ru-ru.narod.ru/g13/kurs3-1/eng-3texts.pdf>

I. Answer the following questions:

1. Which is the most global brand you can think of?
2. Is it marketed in the same way all over the world?
3. What do brands symbolize?
4. How do you understand a term “individual or multiple branding approaches”?
5. How is a brand created?
6. What is the aim of marketing globalization?

II. Read the text again and decide if the statements are true (T) or false (F):

1. Global marketing implies the wish to extend a single marketing mix to a particular region.
2. There is a great political necessity of geographically extending a product.

3. Globalization never allows a firm to exploit good ideas wherever they come from.
4. Young people in search of identity draw their sources of identity from cultural models provided by the media.
5. New product development leads to better products and services across national markets.

III. Express your opinion about the text using the phrases below:

- I'm (very) surprised to learn that...	- Thanks for letting me know that...
- I didn't know that...	- That is true, but I'd like to add that...
- I didn't have the slightest idea about...	- I share the author's view, but ...
- That's a very interesting fact that...	- Pardon, but I see the problem in a different way...
- You've persuaded me that ...	- Sorry, I agree only to a certain extent / I disagree that...
- Now I am competent about...	

Text 2. Career Focus: Recruiter for Love

by Lisa Foster

Matchmaking can mean different things to different people. Many choose a direct and structured approach. Sophia McDonald, however, tells Lisa Foster that she believes in emotional intelligence.

Sophia McDonald has been fixing people up for as long as she can remember. But she didn't become a professional matchmaker until 2007. The 36-year-old Moscow native started her own company, *Sophisticated Matchmaking*, the same year. The road to this was born out of many things, even heartbreak. "My own personal experiences, such as moving to the US and the challenges that came with it, were what got me into the matchmaking business," she says.

A former political-campaign consultant and real-estate broker, McDonald has lived in the US since 2000 (an American ex-husband is what took her overseas). She describes herself as a "recruiter" for husbands, wives, boyfriends and girlfriends. "I cannot tell you the exact number of success stories I've had in creating lasting relationships. Most people don't stay in touch with me after they meet someone," she explains. "But I can tell you that, last month, I created four happy couples. I got this feedback in emails from my clients."

McDonald says she started her business “because I have a knack for knowing who’d work well together as a couple. But I have to be honest,” she adds. “If I don’t click with people, I can’t do my job well and I won’t take them on as clients.”

A background in selling high-priced houses in the Seattle area has also been helpful. “When I was in real estate, I was a super networker – connecting and keeping in touch with hundreds of people a month. My database was growing daily; I talked to people everywhere I went – parties, stores, coffee shops, gas stations – always adding new people to my database. I learned the importance of building relationships and working by referrals only,” she explains. “I also did coaching for top sellers and found that those who closed the most deals were not necessarily the hardest-working, but rather the ones who valued the importance of relationship building. The same is true for my matchmaking business.”

While McDonald’s clients range in age from their 20s to their 70s, the majority are men and women in their late 30s and early 40s. This is the age when most people who haven’t married and had children start to panic, she says. McDonald serves clients in the Seattle area, though she will work with people in other locations.

Most of her clients find out about her from her website, or have heard about her in the local media. While professional matchmaking is quite expensive – some people have paid \$50,000 to find a life partner – McDonald allows pre-screened people to join her database free. This means they can go out on a date with a paying client, although they cannot request any matchmaking services themselves.

What makes her service different from online dating services such as Match or Harmony? Sophisticated Matchmaking is more expensive, but McDonald believes it is also more effective. Online dating sites typically charge a monthly or three-month fee of between \$50 and \$100; yearly fees are often around \$300. McDonald’s fees vary widely, depending on the client’s wishes, but a onetime charge of \$395 is mandatory for all new clients. This covers the costs of an extensive three-hour interview as well as a detailed questionnaire.

I'm more than just an MLS-type database of singles," McDonald says. "I don't just ask people about their hobbies or favorite travel destinations. Everybody seems great on paper – confident, attractive, active, well-read, etc. But if you're so wonderful, why are you still single?" she asks.

"I offer a three-step approach to help clients evaluate their past relationships and identify particular patterns. Online dating sites don't do this. At the same time, I help clients refresh their appearance and help them set personal relationship goals," she adds. McDonald's intense questioning digs deeply into her clients' past liaisons and why they failed. She also gets a lot of information about people from the way they describe their families.

"Sometimes I have made people cry, but my only intent is to help people be more self-aware and face their fears. I believe relationships are about how two romantic partners act in life's prickly situations. I encourage people to focus less on physical criteria and common interests, and more on a potential partner's relationship skills or emotional intelligence." Understanding people and teaching others to know themselves is her key to success.

In addition to the rigorous three-hour interview, she regularly fixes people up on dates, offers seminars on dating, and parties for singles. All these are available for varying fees. Thanks to the current financial situation in the US, the most popular services are "dating à la carte" and the dating and relationship seminars. "Dating à la carte is paying for one introduction at a time. There is no annual fee or contractual obligation this way," McDonald explains. "It has proven to be quite popular."

handelsblatt.business.spotlight.de/files/business/Teachers_Zone/Onestopenglish/Recruiter_for_love

MLS stands for "Multiple Listing Service," a computerized database of the properties for sale by real-estate brokers in a particular area. Houses sold by private individuals (known as "For-Sale-By-Owner properties") are not included. By using the MLS system, brokers hope to find buyers more quickly than if they were working alone. The system is mainly used in the US and Canada, but it is also spreading to other countries.

Sophia McDonald - Date of birth: March 1,1973; Nationality: Russian-born, naturalized US citizen; Current position: founder and CEO of Sophisticated Matchmaking, Inc. (www.sophisticatedmatch-making.com), Mercer Island, Washington state; Work experience: real-estate broker, public relations, marketing, political campaign consultant and coordinator; Education: master's degree in political science from Moscow University; certificate as a professional matchmaker from the Matchmaking Institute, School of Matchmaking and Relationship Science, New York City; Languages: Russian, English, French, Spanish and Japanese. Hobbies: spirituality, energy studies, quantum physics, meditation, reading, hiking, wine, traveling, meeting people; Relationship status: divorced; mother of Rainer, aged 8.

I. Make up questions for the following answers:

1. Sophia McDonald became a professional matchmaker in 2007.
2. The road to *Sophisticated Matchmaking* agency was born out of many things, even heartbreak.
3. She said: "My own personal experiences, such as moving to the US and many serious challenges".
4. Most people didn't stay in touch with her after they met someone".
5. She got lots of positive feedback in emails from her clients.
6. She created four happy couples one month.
7. Online dating sites typically charge a monthly or three-month fee of between \$50 and \$100; yearly fees are often around \$300.
8. She said: "I offer a three-step approach to help clients evaluate their past relationships and identify particular patterns; also to refresh their appearance and help them in setting personal relationship goals."
9. She carries out a three-hour interview, regularly fixes people up on dates, offers seminars on dating, and parties or singles, etc.
10. "Dating à la carte has proven to be quite popular in the USA", McDonald explains.

II. Render the article according to the plan (p. 90-91).

Text 3. Planning the Future

by Marley Obi and Gerald C. (Jerry) Kane

A German studying in Oxford and a Greek studying in Rotterdam find out that the criteria for their studies are different. What they have in common is the worry they will not be able to find jobs in their chosen professions in their own countries.

PARR: Hi, Tasos. I'm Victoria. Glad to meet you. Where are you from?

TASOS ARAMPATZIS: Hello, Victoria. I'm from Greece but I'm doing an MScBA, specializing in strategic management at the Rotterdam School of Management in the Netherlands. What about you?

PARR: I'm from Germany and I'm studying law at Oxford University in England. I've just finished my first year. How long is your course?

ARAMPATZIS: It's 1 year but I'm extending it by 5 months to do an exchange in China. I'm going to take some of the MBA courses at the Fudan School of Management in Shanghai.

PARR: Wow! Why China?

ARAMPATZIS: It's an emerging economy, which I find interesting. But I'm also going because I've been trying to learn Chinese for four years – unsuccessfully! Why did you decide to study in the UK?

PARR: Well, my father's English, so I've grown up with both cultures. I've always wanted to experience living in England.

ARAMPATZIS: And is it what you expected?

PARR: So far, yes. But I don't think I'm really experiencing everyday British life, because I'm here to study and there is a lot of pressure at Oxford to work hard. How do you find the Dutch?

ARAMPATZIS: They're very relaxed. And Dutch students do have far fewer money problems than Greek students. If you have an ordinary job here, it pays enough to live well. But young people in Greece need a really good job to be able to live alone.

PARR: Is that why you decided to study there?

ARAMPATZIS: Yes, but also because the tuition fees are lower. My parents pay €1,600 for my course. In a good Greek university, it would cost about €7,000!

PARR: That's a huge difference!

ARAMPATZIS: Yes, but the lower fees here are for EU citizens. Other students have to pay around €11,000! It must surely be more expensive to study at Oxford.

PARR: No, it's about the same. My tuition fee is £3,225, and it's £11,750 if you are an overseas student. I took out a student loan, which I'll have to pay back when I start earning a certain amount. Oxford students aren't allowed to work during the term time – they are really strict about that. My parents give me a fixed amount every term and I have to make sure it lasts. That's why I try and earn as much as

possible in the summer, so I can do things like go on holiday. Do you have student loans in Greece?

ARAMPATZIS: No. Some people work their way through Uni but generally kids don't go to university if their family can't afford it. It's not a fair system.

PARR: Can't students get grants?

ARAMPATZIS: No. And the state doesn't help at all. In the Netherlands, if a student works at least eight hours a week, the government supports them with extra money and free public transport. I don't work but I occasionally take part in experiments for PhD students that pay around €10 per hour.

PARR: University accommodation is really expensive in Oxford and it's only available for the first year. So, I'm now sharing a rented house with friends. My room is tiny but it costs £350 per month.

ARAMPATZIS: My roommate and I each pay €500 per month for a really nice flat – about the same price as university accommodation.

PARR: Is your roommate Dutch?

ARAMPATZIS: No, he's also Greek. Dutch students usually stick together. I only have one Dutch friend. I think about 30 per cent of the students here are foreign. Actually, it's easy to make friends here, especially because of the many university social events.

PARR: It's the same here. Oxford social life centers round one's college. There are lots of themed nights, where everyone dresses up, or sports events, fundraising events or course-related dinners.

ARAMPATZIS: What field of law do you want to practice?

PARR: Oh, I don't even know if I want to become a lawyer! With law, you've got to start job-hunting quite early. You start signing training contracts by the end of your second year and I'm worried that there aren't enough jobs. I've read articles about how hard the next few years are going to be even for graduates with top qualifications, so I don't know whether to do a master's until the job market improves. What are your plans, Tasos?

ARAMPATZIS: I want to work as a strategy consultant for a prestigious company like McKinsey but it's going to be difficult. A lot of the students I know who graduated in June can't get jobs. They don't even get called for interviews because nobody is recruiting. That's why I'm extending my studies. After that, I'd like to get more international experience.

PARR: You've got it all mapped out! All I know is that I want to work at an international level, using my languages. I've got a place on the Erasmus program, so I'll be spending my third year in Siena in Italy studying their first year of law. I also want to improve my Italian, which I learned at school. I think it's very important to have international experience.

ARAMPATZIS: Greeks aren't very open but I think it's very important to understand other cultures. I've also spent five months in Belgium on an exchange. My mother grew up there and taught me some Flemish.

PARR: So by the time you *finish* your studies, you'll speak Greek, Flemish, English, Chinese and Dutch!

ARAMPATZIS: And German! My girlfriend is German.

PARR: Good choice! Well, good luck, Tasos!

ARAMPATZIS: And to you too, Victoria! Goodbye!

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About the Author

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I. Give the definition to the following term / word-combination:

1. strategic management;
2. to do an exchange;
3. an emerging economy;
4. a student loan;
5. fixed criteria

II. Find the key sentences in the conversation.

UNIT II

THE BOARD OF DIRECTORS

Text 1. Roles and Responsibilities of the Board of Directors

by Nicholas J. Price, updated April 4, 2017

The *Board of Directors* (B of D) is appointed to act on behalf of the shareholders to run the day to day affairs of the business. The board is directly accountable to the shareholders and each year the company will hold an annual general meeting (AGM) at which the directors must provide a report to shareholders on the performance of the company, what its future plans and strategies are and also submit themselves for re-election to the board. The board also announces the annual dividends, oversees the election of corporate board members, elects or appoints officers and key executives, and amends the bylaws, if necessary, at the *Annual Meeting* of the corporation. The company objectives are defined in the *Memorandum of Association* and in the *Articles of Association*.

The B of D's key purpose is to ensure the company's prosperity by collectively directing the company's affairs, meeting the appropriate interests of its *shareholders and stakeholders*. In addition to business and financial issues, the B of D deals with challenges and issues relating to corporate governance, corporate social responsibility and ethics.

It is important that board meetings are held periodically so that directors can discharge their responsibility to control the company's overall situation, strategy and policy, and to monitor the exercise of any delegated authority, and so that individual directors can report on their particular areas of responsibility.

Every meeting must have a chair, whose duties are to ensure that the meeting is conducted in such a way that the business for which it was convened is properly attended to, and that all those entitled to may express their views and that the decisions taken by the meeting adequately reflect the views of the meeting as a whole. The chair will also very often decide upon the agenda and might sign off the minutes on his or her own authority.

Individual directors have only those powers which have been given to them by the board. Such authority need not be specific or in writing and may be inferred from past practice. However, the board as a whole remains responsible for actions carried out by its executive authority and it is therefore only granted to appropriate persons that enable them to maintain overall control.

Appointment of directors. The ultimate control as to the composition of the B of D rests with the shareholders, who can always appoint, and – more importantly, sometimes – dismiss a director. The shareholders can also fix the minimum and maximum number of directors. However, the board can usually appoint (but not dismiss) a director to his office as well. A director may be dismissed from office by a majority vote of the shareholders, provided that a special procedure is followed. The procedure is complex, and legal advice will always be required.

Roles of the B of D

I. Establish vision, mission and values:

- guide the company by its current operations and future development;
- determine the values to be promoted throughout the company;
- review the company goals and policies.

II. Set strategy and structure:

- review and evaluate present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks relating to the company;
- determine strategic options, select the means to implement/support them;
- determine business strategies and plans that underpin the corporate strategy;
- ensure appropriate company's organizational structure and capability for implementing the chosen strategies.

III. Delegate to management:

- monitor the implementation of policies, strategies and business plans;
- evaluate monitoring criteria to be used by the board;
- ensure the effectiveness of the internal controls;

- communicate with senior management.

IV. Exercise accountability and responsibility to relevant shareholders

- ensure the effectiveness of communications both to and from shareholders;
- take into account their interests and promote their goodwill;
- monitor relations with shareholders and relevant stakeholders by gathering the appropriate information;
- strengthen corporate governance.

Responsibilities of the B of D

Directors look after the affairs of the company, and are in a position of trust. They might abuse their position in order to profit at the expense of their company, and, therefore, at the expense of the shareholders of the company.

Consequently, the law imposes a number of duties, burdens and responsibilities upon directors, to prevent abuse. Much of company law can be seen as a balance between allowing directors to manage the company's business so as to make a profit, and preventing them from abusing this freedom.

Directors are responsible for ensuring that proper books of account are kept.

In some circumstances, a director can be required to help pay the debts of his company, even though it is a separate legal person. For example, directors of a company who try to "trade out of difficulty" and fail may be found guilty of "wrongful trading" and can be made personally liable. Directors are particularly vulnerable if they have acted in a way which benefits them.

- The directors must always exercise their powers for a "proper purpose" of the reason for which they were given those powers by the shareholders.
- Directors must act in good faith in what they honestly believe to be the best interests of the company, and not for any collateral purpose. This means that, particularly in the event of a conflict of interest between the company's interests and their own, the directors must always favor the company.
- Directors must act with due skill and care.
- Directors must consider the interests of the company employees.

Calling a Directors' Meeting. A director, or the secretary at the request of a director, may call a directors' meeting. He may not call a meeting unless requested to do so by a director or the directors. Each director must be given reasonable notice of the meeting, stating its date, time and place. Commonly, seven days is given but what is "reasonable" depends in the last resort on the circumstances

Legally speaking, there is no distinction between an *executive* and *non-executive* director. Yet there is inescapably a sense that the non-executive's role can be seen as balancing that of the executive director, so as to ensure the board as a whole functions effectively. Where the executive director has an intimate knowledge of the company, the non-executive director may be expected to have a wider perspective of the world at large.

The Chairman of the Board. He is often seen as the *spokesperson* for the board and the company. The articles usually provide for the election of a chairman of the board. They empower the directors to appoint one of their own number as chairman and to determine the period for which he is to hold office. If no chairman is elected, or the elected chairman is not present within five minutes of the time fixed for the meeting or is unwilling to preside, those directors in attendance may usually elect one of their number as chairman of the meeting.

The chairman will usually have a second or casting vote in the case of equality of votes. Unless the articles confer such a vote upon him, however, a chairman has no casting vote merely by virtue of his office.

Since the chairman's position is of great importance, it is vital that his election is clearly in accordance with any special procedure laid down by the articles and that it is unambiguously minutes; this is especially important to avoid disputes as to his period in office. Usually there is no special procedure for resignation. As for removal, articles usually empower the board to remove the chairman from office at any time. Proper and clear minutes are important in order to avoid disputes.

The chairman's role includes managing the board's business and acting as its facilitator and guide. This can include:

- determining board composition and organization;
- clarifying board and management responsibilities;
- planning and managing board and board committee meetings;
- developing the effectiveness of the board.

In many circumstances, the law applies not only to a director, but to a “shadow director”. A *shadow director* is a person in accordance with whose instructions the company directors are accustomed to act. Under this definition, it is possible that a director, or the whole board, of a holding company, and the holding company itself, could be treated as a shadow director of a subsidiary.

Professional advisers giving advice in their professional capacity are excluded from the definition of a shadow director in the companies’ legislation.

diligent.com/blog/board-directors-roles-responsibilities

I. Answer the questions:

1. To whom is the B of D directly accountable?
2. What is its key purpose?
3. What challenges and issues does the B of D deal with?
4. Is there a definite mechanism of the B of D’s appointment?
5. What is its Chairman responsible for?
6. Is there any difference between a Director of the B of D and a shadow Director?

II. Give the definition to the following word-combinations:

1. annual general meeting;
2. ultimate control;
3. a shadow director;
4. a procedure for resignation;
5. a removal of the B of D;
6. a casting vote;
7. a collateral vote;
8. a spokesperson.

III. Read the text again and decide if these statements are true (T) or false (F):

1. There is no special procedure for resignation of the Chairman.
2. There is a great distinction in a reasonable notice of the meeting, its date, time and place.
3. Directors are responsible for ensuring that proper books of account are kept.
4. The chairman's role includes managing the board’s business and acting as its facilitator and guide.

5. In the event of a conflict of interest between the company's interests and their own, the directors must always favor their own personal interests, but not the company.

IV. Express your personal opinion of the article using the phrases below:

<ul style="list-style-type: none">- I'm (very) surprised to learn that...- I didn't know that...- I didn't have the slightest idea about...- That's a very interesting fact that...- You've persuaded me that ...- Now I am competent about...	<ul style="list-style-type: none">-Thanks for letting me know that...- That is true, but I'd like to add that...- I share the author's view, but ...-Pardon, but I see the problem in a different way...- Sorry, I agree only to a certain extent / I disagree that...
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Text 2. A Corporate Board of Directors: Duties and Liabilities

by David F. Larcker, Brian Tayan, CGRI Quick Guide Series updated 31/12/2017

The Board of Directors is the governing body for a company. All major decisions will need to be ratified by the Board. You will need the Board's approval to sell your company. You will need the Board's approval to hire or fire a CEO. You will need the Board's approval to do a major acquisition. You will need the Board's approval to do a major financing, including an IPO. On all matters of major strategic importance, the Board will need to be involved, and supportive.

However, the Board should not run a company. That is the role of the CEO and his/her senior management team. The Board's job is to make sure the right team is at the helm, not to be at the helm themselves. Boards that meddle, that get too involved, that undermine the management team are hurting the company, not helping the company.

Boards work for the company. The company is their responsibility. They must always act in the best interests of the company and its major stakeholders; the employees, the customers, the shareholders, the debt holders, and everyone else that is relying on the company to deliver on its promises.

Some would say that the company works for the Board. That is wrong. The companies work for the market and also do the Board and the management team.

Every director must put the interests of the company first and their interests second. This is called a *fiduciary responsibility*.

Debate is what good Boards do. They put the key issues on the table and discuss them. Good directors are deeply engaged in the important issues and they are upfront and open about their opinions on them. They are respectful of the other Directors and listen carefully to opposing opinions. Boards should try to reach a consensus and then act on it. Board should not procrastinate on the big decisions. Boards need a leader to drive them. That leader is commonly called the Chairman.

There are many CEOs who want to manage their Board. That is also a mistake. A great Board manages itself and treats the CEO as a peer and gives the CEO's opinion great weight. But a great Board is not a rubber stamp. A great Board pushes the CEO and the company to make the most of the opportunities in front of it. It makes sure that the CEO and the management team is pushed out of their comfort zone from time to time. It asks the hard questions that must be asked.

Boards are fluid. They should evolve. Members should come and go occasionally. There should not be too much churn but some churn is good. Board members should not coast. Board members should not treat their seat as a right (even if it is). Boards should always be looking for new blood. Boards should not be controlled by the founder, the CEO, or the largest shareholder. The Board must represent all stakeholders' interests, not just one stake holder's interest.

One of the first acts of a new corporation is to set up a *corporate board of directors*. The board of directors for a corporation is responsible for steering the corporation through the rough waters of its mission to the shareholders. A corporate board also has legal duties and other duties, spelled out in this article.

Duties of a Board of Directors

The B of D members of a corporation have overall responsibility for the activities of the corporation. A corporate board is not responsible for the day-to-day decision-making; the daily decisions are made by the corporation's executives and managers. The corporate officers are the people who head departments, and these executives are responsible for running the business.

Think of it this way: The board of directors operates like an airline pilot at the 30,000 feet level, overseeing everything, seeing the big picture, and changing course when necessary. The executives operate at the 1000 foot level, while the employees are on the ground.

The board acts on behalf of the shareholders to make overall policy decisions and provide oversight. The board has a fiduciary duty with respect to the shareholders; that is, the board has financial and other responsibilities to keep the corporation running efficiently so the shareholders don't lose money.

The Board of Directors and the Corporate Bylaws

A corporate board has great power and also great responsibility. Specific duties of the board of directors and of individual board members, committees, and officers are set by the *corporate bylaws*. The bylaws establish the specific duties of the board of directors and establish rules of procedure for the board. While this sounds just procedural, the operations of the board are the key to the running of the corporation. For example, the board can vote on a move to a new location or a change in major products or services. Here are the primary duties of a corporate board:

- 1. Fiduciary responsibility.** The corporate board members should care for the finances and legal requirements of the corporation. They must act in good faith and with a reasonable degree of care, and they must not have any conflicts of interest. That is, the interests of the company must take precedence over personal interests of individual board members.
- 2. Mission and Vision.** Board members are responsible for setting the mission of the company and assuring that all actions are related to and adhere to that mission. The board can change the mission, but only after careful deliberation. All large corporations should tackle *mission statements* of a small business.
- 3. Oversight.** Corporate boards of directors do not participate in day-to-day decision-making; instead, they set overall policy, based on the corporate

mission and vision, and they exercise an oversight function, reviewing the actions of corporate officers and executives.

What *liability* do *corporation board of directors* members have in their board positions? Not as much as you might expect. Corporate board members have a good deal of latitude within the scope of their duties as corporate board members. Board members must be free to act in the interest of the shareholders in order to run the corporation in the best way they see fit and to take appropriate risks to help the company grow.

Many corporations include officer and director liability insurance in their insurance packages, but remembers that this insurance doesn't cover certain lawsuits against board members. Gregory Boop, Business Insurance Expert, says this about the liability of corporate board members: "Directors and officers may be sued individually for acts or errors they commit while serving the corporation. These individuals may be held *personally liable* for such acts. If a director or officer is found liable for a wrongful act, his or her personal assets may be used to pay damages to the plaintiff".

gsb.stanford.edu/faculty-research/publications/board-directors-duties-liabilities

I. Give the definition to the following word-combinations:

1. to do a major acquisition;
2. to run the company;
3. corporate bylaws;
4. liability of a corporation;
5. to adhere to a certain mission and vision;
6. to exercise an oversight function;
7. a latitude within the scope of their duties;
8. to cover certain lawsuits against board members.

I. Find the key sentences in the article.

II. Work in pairs. Compose your own questions to the text. Ask your partner. Give your *pros* and *cons* to support /contradict your statements if any.

Text 3. Who Elects a Company's Board of Directors?

by Kelly Mroz, updated 15/11/2017

Many private companies have a board of directors. The board might be the owner's family and might rarely, if ever, meet, or it might be a formal, independent board that consists primarily of directors who are not the owners or operators of the business. An independent board can help manage and build the company by lending diverse perspectives, offering experience and knowledge, monitoring finances, increasing transparency and helping set policies and goals. Whereas directors are elected by the shareholders in publicly traded companies, a private company decides for itself how board members are chosen.

Formation. When nonpublic companies such as private corporations, nonprofit entities and associations are run by a board of directors, the method of the board's election is formally set in the documents that create the company. These documents might include the company's articles of incorporation, bylaws, operating agreement or shareholders' agreement. The law of the state in which the company is organized regulates governance matters and may set some limitations on directors' election. Board members have a legal duty of loyalty to the corporation and must abstain from voting on matters in which they have a conflict of interest. Particularly in a private company, where the board may serve an advisory role, the duties and limitations of the board should be established by the company.

Succession. A company should select an election or appointment process into the future. To accomplish this, it should avoid naming individuals. For example, if a business owner names 3 family members to be in charge of electing board members, no mechanism is in place for selecting board members should those family members die. One solution to this is the *self-perpetuating board*, where the directors choose their successors through election or appointment. Another solution is the *ex-officio board*, where a director who holds a certain position in another organization, automatically gets a spot on the company's board.

Membership Elections. A private company or nonprofit corporation may be structured to have members, rather than shareholders. Some or all of the members

can have responsibility for electing directors. The members can choose directors from within the organization's membership or from a larger pool.

About the Author

Kelly Mroz has more than 12 years of experience as an attorney in family, business and estate matters. She graduated from the University of Pittsburgh Law School, serving as associate editor for "Journal of Law and Commerce", working in "Pennsylvania Family Law Quarterly."

I. Give the definition to the following word-combinations:

1. nonprofit entities;
2. bylaws;
3. to be in charge of doing something;
4. self-perpetuating board;
5. ex-officio board;
6. a legal duty of loyalty;
7. Increase transparency.

II. Work in pairs. Compose your own questions to the text. Ask your partner. Give your *pros* and *cons* to support /contradict your statements.

Text 4. Paying Dividends in a Corporation

by Charles Y. Yang, updated 15/10/2017

Dividends are payments made to shareholders of a corporation when the business enjoys a profit, according to *InvestorWords.com*. Dividends are not paid to shareholders automatically when the business is profitable. All corporations employ a similar decision-making process to determine if and how dividends are paid to share holders. The amount or frequency of payouts can show the strength of a company and its growth over a given period. Not all companies pay dividends.

Types. Not only does the board of directors decide to pay dividends, the board determines the manner or form in which dividends are paid, according to "Business Organizations and Corporate Law". For example, a B of D can permit dividends to be paid in cash or in the form of additional shares of stock. There are 3 types of payouts given to investors in a company when there is a profit: residual dividends, stability dividends, and hybrids of residual and stability dividends. The hybrid dividend is a dividend that combines characteristics of both residual and stability dividends. A hybrid dividend has a low set pay out, along with a second payout should the company income exceed normal levels.

Methods. Dividend payments can be made from either leftover income or as a percentage of company earnings. The first type of payment occurs when all other expenditures are paid; the second type is paid either quarterly or yearly as a percentage of the gross income, regardless of expenditures.

Function. A dividend distributes income not needed to pay for other expenditures and that cannot be used up in other methods to the company's shareholders. When considering buying shares in a company for its dividend payments, you must know if you are looking for steady income or variable payments. While steady percentage payments yield constant results, residual payments often offer higher payout amounts.

Time Frame. The board of directors determines the timing for payment of dividends. For example, if a corporation enjoys a profitable quarter, the board of directors can elect to pay dividends to shareholders at the conclusion of that time period. Or the board of directors can determine to pay dividends after a profitable year. A common misconception is that the shareholders vote to approve dividend payments at the annual meeting of the corporation. Absent extraordinary circumstances where the board of directors is deemed to not be functioning appropriately, dividend payments are not approved by shareholders.

Expert Assistance. The decision to pay out a portion of corporate profits to shareholders is a complicated task. An analysis of the current operating capital – cash – needs of the corporation must be considered. Long-term investment issues are part of the examination as well. For these reasons, a board of directors is best served obtaining expert assistance from attorneys, accountants and other professionals when deciding whether to pay out dividends.

Cash Dividends. Cash dividends come from retained earnings, the accumulated profits of a company. Therefore, the balance in the retained earnings account limits the amount of cash available for dividends. Creditors may impose additional restrictions on retained earnings that reduce the amount available for dividends. Unlike interest, dividends are not tax-deductible – a company pays them with after-tax money. A company must pay any preferred stock dividends before shelling out dividends on

common stock. If the preferred stock is cumulative, the board must pay any missed preferred dividends before resuming common stock payouts. The board can initiate, omit, increase, cut or simply not pay dividends as it sees fit.

Factors to Consider When Giving Cash Dividends to the B of D

It can be a tough decision for a board of directors: Spend some of the company's profits to pay cash to shareholders or find a different use for the money. The answer can affect shareholders' pocketbooks, their taxes and the value of their shares. Dividends, or the lack of them, also send a message to potential investors, competitors and the entire business community.

Tax Factors. Dividends increase the taxable income of shareholders. Most dividends from U.S. corporations qualify for long-term capital gains rates. Nonetheless, some shareholders might prefer a company spend dividend money to buy back shares on the open market instead. Both alternatives tend to increase the stock's price. However, only those who sell stocks face taxation, letting other shareholders avoid taxes on dividends. The merits of dividends vs. repurchase programs are often a hot topic among financial analysts and no doubt among corporate boards as well.

Growth Factors. Dividends reduce the amount of equity a company can invest in profit-making operations. The board must decide what new or existing projects would benefit from the cash used for payouts and whether those projects would increase the company's return on equity. It's the board's job to maximize shareholder wealth. If it pays dividends instead of funding potentially profitable investments, shareholders might complain that the board is not doing its job. The investments should return an amount greater than company's weighted average cost of capital, which is how much it pays for the money it uses for investments. When investments grow the company, the stock usually appreciates.

Cost Factors. Another set of factors for the board of directors to consider involves lowering the corporation's cost structure. It can do this by paying down debt, restructuring operations or buying competitors that operate more efficiently. The board might better use dividend cash to improve the long-term financial health

of the company, burnish its credit rating and increase its bottom line by permanently reducing costs.

Other Factors. The business community takes careful note when a board of directors changes its dividend policy. A dividend cut will cause many to wonder whether the company is in trouble. A dividend boost tells the world that the board of directors has great confidence in the company's future. But it also might signal that the board can't find suitable investments, implying the industry is stagnant or in decline. Reality might not coincide with the signal. A large dividend increase might drive the stock price higher. If a board and company executives receive bonuses linked to stock prices, or if they own large blocks of stock, self-dealing might factor into the board's dividend decisions.

hbr.org/2017/10/paying-dividends-in-a-corporation

I. Answer the questions:

1. What is a dividend?
2. What are the types, methods and time of their pay to the shareholders?
3. What are the main factors to be considered in the pay mechanism?
4. Who and what can carry out an expert assistance?

II. Read the text again and decide if the statements are true (T) or false (F):

1. All corporations employ a similar decision-making process how dividends are paid to shareholders.
2. Any kind of payouts can show the strength of a company and its growth over a given period.
3. All companies pay dividends.
4. Dividends are not able to increase the taxable income of shareholders.
5. The board might better use dividend cash to improve the long-term financial health of the company.

III. Express your personal opinion of the article using the phrases below:

<ul style="list-style-type: none">- I'm (very) surprised to learn that...- I didn't know that...- I didn't have the slightest idea about...- That's a very interesting fact that...- You've persuaded me that ...- Now I am competent about...	<ul style="list-style-type: none">- Thanks for letting me know that...- That is true, but I'd like to add that...- I share the author's view, but ...- Pardon, but I see the problem in a different way...- Sorry, I agree only to a certain extent / I disagree that...
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UNIT III

MARKET VOLATILITY

Text 1. All Together Now

by Margaret Davis

Many generations in one company: How do you reconcile different age groups in one workplace and keep everyone happy? Margaret Davis reports.

It's nine o'clock on Monday morning, time for the weekly project meeting in Joe's office. Joe, the grey-haired project leader, has a photo of his two children on his desk. The kids are parents themselves now, but the photo shows them as laughing children. Marjorie has brought her laptop to the meeting so she can take the minutes. Beth has brought a pen, paper and cake. She is followed by Marty, the intern, who is listening to his iPod and reading text messages on his mobile phone.

Welcome to the modern workplace, where several generations meet, interact and communicate. So, who's who in this group?

- **Joe**, 65, is a few months away from retirement. He is a member of the Veteran Generation (also known as "traditionalists"), born before 1946. This group believes in hard work, loyalty and dependability.

- **Beth**, 55, is a baby boomer, part of the generation born between 1946 and 1964. Baby boomers grew up in good economic times and are used to seeing their demands met. They make up nearly 60% of today's labour market.

- **Marjorie**, 41, is a Generation Xer, one of the group born between 1964 and 1981. Their job history has been marked by recessions in the early 1980s and 1990s. This made it difficult for them to find permanent jobs, so they changed frequently and many started their own businesses.

- **Marty**, the 22-year-old intern, is a Gen Yers (also known as a "millennial" or a "nexus"), a member of the generation born after 1980. This group is comfortable working with new technology. They have been strongly affected by what they saw happening to their parents in the difficult job market of the 1990s.

All four have characteristics typical of their group. Joe has been with the company for more than 20 years. A loyal employee, he has worked hard to reach a

position of responsibility, and he doesn't like change, as shown by the photo of his children on his desk. Beth is not so averse to change but prefers pen and paper to high tech gadgets, and she likes the personal touch of face-to-face meetings. Marjorie embraces technology, but has changed jobs frequently and is ready to leave at short notice if something better comes along. Marty is just out of university and has grown up with new technology. He thinks meetings are a waste of time – couldn't this have been done by email? – but is clever enough to keep his opinions to himself.

Clichés? Of course. No group corresponds exactly to these descriptions, but recognizing their existence may help you to understand and work more compatibly with your colleagues. And if you are a manager or supervisor, finding the right method of communicating with each group can reduce conflicts and misunderstandings.

If you are a manager in a multigenerational workplace, you should try to understand the interests of all the groups, according to Karl Kapp of Bloomsburg University in Pennsylvania. For example, baby-boomer bosses should play video games that are popular with staffers who come from Generation Y. "Understand that people like to be managed differently," Kapp says. "Gen Y wants a goal or an objective to reach but they do not want you to micromanage how to get there. They want their manager to be a strategy guide."

Employees should see the multigenerational workplace as a chance to learn from one another, suggests Ibn Newsome, senior manager for global marketing, strategy and insights at The Coca-Cola Company. "Everyone in their 50s needs a mentor in their 20s, and everyone in their 20s needs a mentor in their 50s," Newsome says.

It is important to adapt your communication style to the generation(s) you are trying to reach. Florida public-relations expert Marie Stempinski believes that, if you want to set up a meeting, you should use several different methods to contact people – voicemail, email and texting – rather than just one. Writing in the St. Petersburg Times, Stempinski quotes a Gen Yer: "Technology gives us

wonderful, time-saving tools. I like to work as part of a team, but I'm not crazy about meetings. Skypeing and texting make sense. Yet, the Xers and boomers complain that I don't have the social skills I need."

Gen Y's ability to use new technology and to multitask is a big advantage, but employers may find it difficult to deal with their lack of company loyalty. "They want to have different experiences and learn skills they can transfer to other places," Californian diversity-training expert Simma Lieberman says. "So, they might work for an organization for a year, get trained and move on elsewhere," she told *O&P Business News* website.

Because they have grown up with social media such as Facebook and MySpace, Gen Yers have a different concept of privacy from baby boomers. "Privacy is an unknown concept in their normal lives, so, when Gen Y comes into the workforce, one of the challenges that you have to face is basically teaching them what is private and not private," says Ann Fishman, president of Generational Targeted Marketing in New York.

"There are miscommunications, misunderstandings and also assumptions people make about other generations and why they are doing what they do," says Lieberman. "These affect how people view each other, how people work together, and how much people trust each other." It is important to realize that no single group is right or wrong: each group has its own perspective, formed by its experience and environment.

Better communication

- Don't assume that people in other generations think and behave the way you do. Barry Tolbert of the University of Phoenix, Cleveland Campus, has some tips on how to communicate with the different generations. Tolbert told the magazine *Smart Business Cleveland*:

- "For traditionalists, value their experiences. Appreciate what they've done. There is a wealth of knowledge there."

- "For baby boomers, show respect. Focus on relationships and results in your conversations with them."

- “For Xers, get to the point. Sometimes, they will get into ‘what’s-in-it-for-me?’ mode. If that’s the case, you may want to already have that question answered before you come to them.”

- “For millennial, challenge them. Their minds are active 24/7 and they like to combine work and play. Ask their opinions; I guarantee they have them.”

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I. Find the key sentences in the text.

II. Render the article according to the plan (p. 91-92).

Text 2. When e-Bay Bought Skype

Companies merge in order to increase profit and market shares. But how do customers react? VICKI SUSSENS reports about a failed merger.

The background. On 14th October 2005, the internet auction site eBay Inc. bought the internet telephone company Skype Technologies for \$2.6 billion (then about €2.1 billion). Only two years old, Skype had already been downloaded more than 182 million times in 225 countries. It was popular because of its free telephone services and earned money through premium services. But it was not profitable. Other online services such as Amazon and Google were already developing beyond their original businesses. When eBay acquired e-commerce companies, there was speculation that it, too, was trying to become a broader internet portal. E-Bay’s then CEO, Meg Whitman, denied this.

The problem. Internet giants can lose favor quickly if they fall behind in technology, stop offering the perfect user experience or lose their ‘buzz’. They can also be eclipsed by the next upstart, as MySpace was by Facebook. What’s more, eBay’s growth in its core market, the US, was slowing. So it needed to find ways to secure its position as a top e-commerce site.

The solution. The success of eBay was based on bringing together buyers and sellers. It believed Skype could help it further. E-Bay’s purchase of PayPal had

improved the ease of online transactions. Now, eBay hoped the VoIP firm could help it move into areas such as new cars, travel and real estate, where telephone contact between buyers and sellers is important. Skype could help eBay in markets where there is less trust and where bargaining is part of the culture, such as China, eastern Europe and Brazil. The value of both Skype and eBay is based on membership size and the two companies hoped to benefit from each other's networks, as eBay had done with PayPal. "Together we can pursue some very significant growth opportunities," Whitman told *Business Week*.

What happened next. The merger was a failure. The users of eBay did not take up the Skype option, preferring to stick with email. Although people used Skype to chat, the groups using eBay – buyers, sellers and third-party operators – did not want to talk to each other. The two firms also had very different cultures. At eBay, there was a conservative, bank-like culture, while Skype was idealistic and informal. And Skype did not develop into a profitable business on its own. Four years after having bought Skype, eBay sold it at a loss, for \$1.9 billion, to a group of private investors. Today, the eBay / Skype merger is regularly referred to as one of the worst of all time. In 2011, Microsoft bought Skype.

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I. Give the definition to the following word-combinations:

1. premium services;
2. online transactions;
3. trust and bargaining;
4. online speculation;

II. Complete the following sentences:

1. Skype had already been downloaded...
2. Amazon and Google were already developing...
3. When eBay acquired e-commerce companies, there was...
4. The value of both Skype and eBay is based on...
5. Four years after having bought Skype,...

III. Render the article according to the plan (p. 91-92).

Text 3. Have Marketers Become Spies? YES! Article A

by Jonathan Salem Baskin

We marketers have always been spies, only bad ones. Now, we have the technology to know everything we ever wanted to know about our customers. We can track their every move, online or off, and use that knowledge to control the information they receive. We put the US government's spies to shame and we're very proud of our newly found powers.

We fool ourselves into thinking consumers have asked us to spy on them. They may want meaningful content on demand (they always have) but we've never told them what they must give up for that. Do we marketers really think our neighbors or family knows how closely they're being watched or just how that monitoring changes what they actually see online? Sure not, and we are fooling ourselves when we claim that customers support this scrutiny because they click 'I approve' buttons. They do so because it's easier than reading privacy mouse print.

We are experts at making sure that consumers understand the details of how a deodorant works but we see to it that they stay uninformed about how their personal data is gathered and used. Worse, most company policies on how consumer data will be used are vague, meaning that there's no limit to what we might do once a new technology becomes available.

We marketers are continually extending our reach into consumers' lives through new tools like location tracking, machine learning and predictive search. We want the world to trust us that we'll track them fairly but we control the right to decide what 'fair' means.

Just wait until consumers decide they don't like what we say it means. Consumers' reactions could make responses to the US spying scandal seem mild. They could reject not only our technology but also the brands we are pushing using that technology. Other markets have done just fine with regulations. Certification requirements create trustworthy markets for health, law and other professional services.

Consumers' personal data should not be a resource for marketers to harvest and exploit. In the data marketplace, consumers are a major participant group – one that has been denied information, protection and, thereby, full freedom of choice. We need the government to provide the regulatory framework so that it can function fairly. This will not only save marketers from themselves but perhaps also save us from our customers' wrath.

*About the Author. Jonathan Salem Baskin is a brand and reputation expert based in the US. His eighth book, The End of Anonymity, will be published this year.
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Text 4. Have Marketers Become Spies? NO! Article B

“Power rests in the hands of the consumer” by Mike Hemmings

As 21st-century consumers, we are all aware that every step we take leaves some form of digital signature, providing opportunities for data owners to use this insight in many different ways.

The simple fact is that the digital world is part of our lives and its benefits are unquestionable. Some of these are more obvious – our grocery shopping history allows supermarkets to send us relevant offers and promotions. But there are less visible, even more important uses, such as being able to identify traffic jams, based on the density of GPS-activated mobile phones.

So, can we really call the collection and use of data to provide relevant content for consumers ‘spying’? No, spying does not provide a mutual benefit for both parties, as it does for advertisers and consumers. For the effective digital advertising, it must deliver something useful to the user so they want to react to it.

There are now more incentives to use this data in a positive way than ever before. The latest EU privacy laws and directives help guide the ethical use of data. But consumers have powers themselves. They can stop buying from a firm they feel is misusing their data.

Our firm, Amscreen, uses face detection software in advertising screens. While on the surface, this might seem like Big Brother, in reality, this type of

software does not recognize individuals or record data. It simply identifies age and sex, and then groups this insight to provide trends about what kinds of consumers are likely to go into a store.

This allows for more relevant content on the screen. It also provides a far clearer idea of the type of person seeing the ad, as well as where and when. We cannot and would not identify or track individuals.

Mobile and online advertisers work similarly. They also group individuals based on habits, demographics and so on, which ensures anonymity.

While technology evolves, the ‘spying’ debate will continue, but in the end, the power rests in the hands of the consumer. If data owners keep using the insights they gain to improve and enrich our lives, as they currently do, the majority of people will continue to welcome digital advertising in all its forms.

About the Author. Mike Hemmings is the international marketing director for Amscreen, a UK outdoor advertising screen business, which does business in the UK and across Europe. © *Business Spotlight*, 3/2014, www.business-spotlight.de

Work in pairs. Some students read Article A, others read Article B. Compose your own questions to the text. Ask your partner.

Give your *pros* and *cons* to support /contradict your statements. The phrases will help you:

<ul style="list-style-type: none"> - I'm (very) surprised to learn that... - I didn't know that... - I didn't have the slightest idea about... - That's a very interesting fact that... - You've persuaded me that ... - Now I am competent about... 	<ul style="list-style-type: none"> -Thanks for letting me know that... - That is true, but I'd like to add that... - I share the author's view, but ... -Pardon, but I see the problem in a different way... - Sorry, I agree only to a certain extent / I disagree that...
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UNIT IV

DECISION MAKING

Text 1. Emotional Roller Coaster (Dilemma 1)

by Vicki Sussens-Messerer

Jenni Camplin, a psychotherapist who owns a successful counselling centre, now has trust in her abilities to manage a business. But 13 years ago, when the centre was struggling, she had a hard job believing she could make a success of it.

It began as a dream in 1997. Camplin and a colleague, Mary Smit, decided to start their own counseling center. Both had jobs, Smith in public relations and Camplin teaching counselors at the local college. They found a building that was for sale and decided to buy it for the center. Camplin let Smith, who was more business-minded, deal with finances and with the administrative side of the project. “That was a mistake,” she says.

After a year and a half, things started to go wrong. Smith’s marriage broke up, she lost enthusiasm for the job and she increasingly neglected the finances. These were early days, and the business was not making money. “We only had two counselors. I was running courses but not getting paid for them,” says Camplin. They had also made some bad financial decisions, including not having organized enough finances to keep the project going.

Smith’s father, who had helped to renovate the center, offered to solve their money problems by buying the freehold of the building. “It sounded like a good idea, but he offered a ridiculously small amount. The freehold was our most valuable asset, so I refused.” But Smith put Camplin under huge pressure to sell. “She said the center would never succeed and that it would just cost money, which we would never get out again,” says Camplin. At the time Camplin was under a great deal of stress. Her husband, who once had a top position in a large company, had recently lost his job and had also, started a business. It was not yet making money, and they had three small children to support.

Camplin was in a dilemma. Was Smith right? Was it a viable business? “I didn’t know at this point,” she says. After months of agonizing, she decided to trust her instincts that the centre could work and buy Smith out. The result was a terrible legal fight, in which Smith’s father tried to get as much money from Camplin as possible. “He was a bully, just like my father had been. So dealing with him was a huge trigger for me,” she says. Her energy was low at a time when both her clients and her children needed her. The fight was becoming traumatic. She was also worried she would not be able to run the business on her own. “Without Mary, I would have to do everything: see clients, teach the courses, run the business and deal with the bank. One Saturday, as I cleaned the toilets myself, I thought: “Am I crazy?”

In the end, it was the right decision. The center, which now has 16 counselors, has been a great success. And owning the building means that, when Camplin stops working, she will get an income from the flats. “What I learned from this is to believe in myself,” says Camplin. “If you do that – and if you have determination – you can succeed at whatever you do.”

Jenni Camplin is the head of The Centre for Councelling in Bromley, south-east England.

Text 2. Emotional Roller Coaster (Dilemma 2)

by Vicki Sussens-Messerer

You have invested your heart and soul in your job, but your bosses don’t like your ideas. Do you sacrifice your management convictions and remain in the job?

Pierre Casse is an internationally respected leadership professor and author who has taught at many major business schools. In the 1980s, he had a secure job at the World Bank. His wife and three teenagers were happy living in Washington, DC. Casse’s large salary was tax-free, and he got to travel round the world in great comfort meeting interesting people. The problem was, he says, that he was more enthusiastic about his job than the large and bureaucratic bank was ready for. He

had started management training at the bank and had gone on to develop his expertise in leadership and intercultural communication outside of it. He taught at a university in his free time and wrote books. Filled with inspiration, he tried to introduce new ideas to the bank. But his bosses, whom he calls “narrow-minded”, were not interested in any of his ideas about doing things differently.

One day, his boss called him in and told him that he had to stop his outside activities or lose his chances of a career with the bank. “I told him I was doing this in my free time, but he said my free time belonged to the bank. He said that time was for me to recharge my batteries so that I could work well.”

Now, he faced a dilemma. Was this the life he wanted: to be in a job where he had little say either at work, or outside of it? “I didn’t want this life. I decided to leave,” he says. But that was the easy decision. “In a difficult situation like this, there is never just one decision,” he says. The next question was: “What job?” He decided on a radical change: to move from the corporate world to academia, where he believed he would have more freedom.

Casse knew the dean of the IMD business school in Lausanne, Switzerland, who offered him a one-year contract. “I was confident I would renew that contract, but I decided not to tell my wife about the risk I was taking – she was already upset about having to leave America,” he says. But the most traumatic part of the whole decision was the effect on the family. The children (aged 12, 15 and 17) were very upset about the change. “When we got to Switzerland, my daughter said: ‘I hate this place, I hate everything here’”. But in the end, it was the right decision. Casse went on to renew his contract and had enormous academic success. And his children are now living and working successfully all over the world.

Pierre Casse is the author of several books on intercultural communication, an associate professor for leadership at the Kellogg School of Management in Chicago, a dean of the Berlin School of Creative Leadership and a former World Bank staff-development officer.

Work in pairs. Some students read Dilemma 1, others read Dilemma 2. Compose your own questions to the text. Ask your partner. Give your *pros* and *cons* to support /contradict your statements. The phrases will help you:

<ul style="list-style-type: none"> - I'm (very) surprised to learn that... - I didn't know that... - I didn't have the slightest idea about... - That's a very interesting fact that... - You've persuaded me that ... - Now I am competent about... 	<ul style="list-style-type: none"> -Thanks for letting me know that... - That is true, but I'd like to add that... - I share the author's view, but ... -Pardon, but I see the problem in a different way... - Sorry, I agree only to a certain extent / I disagree that...
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Text 3. What I've learned: 50 Cent

by Robert Greene

Have no fear! In an interview with Robert Greene, the well-known co-author of *The 50th Law*, the rapper talks about his fearlessness which paved his path to power and success.

1. *My grandmother was a woman of strength, power and great determination. She instilled knowledge in me.* There is no knowledge that is not power.
2. *The greatest fear people have is that of being themselves.* They do what everyone else does, even if it doesn't fit who they are. But you get nowhere that way. You're running away from the one thing you own – what makes you different. I lost that fear. There are artists who can do things that I can't do but they can't beat me at being me. When you feel you can do what you want and in your own way, and that you don't care if some people don't like it, that is real power.
3. *For someone growing up in the hood, going to school would just lead to a job flipping burgers.* I wanted much more than that, and the only way I could see having some freedom and power was to become a hustler, so that's what I did. What other option was there for a 12-year-old who wanted to take care of himself and have the things that others take time I saw Marquis [my son], I knew I had done the right thing. Sometimes you have to change your life and not worry about the pain it's going to bring.

4. *An older hustler, [called] Truth, told me one thing that changed my whole attitude towards hustling and life.* He said, “All a hustler really has are his own two eyes and his hold on reality. Keep it sharp and see the world and people as they are.” Reality is my drug.
5. *What got me away from hustling was the birth of my son.* I had lost my mom when I was eight [she was murdered while hustling], and I didn’t want him to grow up without a father. So I decided to get into music. It wasn’t easy, and a lot of people thought I was crazy for leaving hustling. But every time I saw Marquis [my son], I knew I had done the right thing. Sometimes you have to change your life and not worry about
6. *When I was shot and nearly killed [in 2000], a lot of people abandoned me,* including the record label I was with at the time. It ended up being a blessing in disguise. I wanted to do my own music, be my own boss, and because nobody would sign me to any label [due to all the violence], I had no choice but to do things myself. Now I could be as creative as I wanted.
7. *People in business are so worried about doing what other people are doing. They’re like sheep. They can’t see what’s happening in front of their two eyes* because they’re thinking about how things were five years ago, as if things were still the same. When I got into music, I could see that piracy and iTunes were going to ruin the market – and my only business degree was from hustling. So four years before [the music industry] woke up to this, I started to think about how I could make money by actually embracing the piracy.
8. *A lot of times, in interactions with people in the music business, they have more fear than me* because, when I was hustling, I had been in far more dramatic situations than they were. So I am more relaxed.
9. *Selling records is no different than selling crack.* People get addicted to a certain sound. You have to keep them wanting more from you.
10. *The big labels are too big for their own good. They don’t know their customers.* I learned from dealing on the streets to get as close to the drug

fiends as possible, and through my website I do the same thing with my music. It's all the same business.

50 Cent is the stage name of Curtis James Jackson, an American rapper and businessman who began his working life as a drug dealer at the age of 12. Jackson has used his rapper name to market new products, including clothing, shoes, books and bottled water. He co-wrote *The 50th Law*, which gives advice on how to become successful, with author Robert Greene.

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1. Find a word or phrase that means the following:

- to teach somebody something (two words, para 1) _____ 1.
- a short form of a word which means the area you live in, mostly referring to deprived areas (para 3) 2. _____
- to work in a fast-food restaurant (two words, para 3) _____ 3.
- someone who earns money on the streets – here, selling drugs (para 3) _____ 4.
- to expect something always to happen or exist in a particular way, and to think about any possible 5. problems or difficulties (3 words, para 3) _____
- A _____ is something that seems to cause problems but that you later realize is a 6. good thing. (3 words, para 6) _____
- the crime of making and selling illegal copies of computer programs, books, videos or CDs (para 7) 7. _____
- people who are addicted to drugs (two words, para 10) _____ 8.

2. What do you think 50 Cent means when the author says:

- “There is no knowledge that is not power.”
- “... they can't beat me at being me.”
- “Reality is my drug.”
- “... my only business degree was from hustling.”
- “Selling records is no different than selling crack.”

Text 4. Henry Ford's 5\$ Pay Offer

by Vicki Sussens

Managerial decisions can change companies and even whole societies. Vicki Sussens takes a look at decisions that have had lasting consequences on the economy.

The background

When Henry Ford (1863-1947) started the Ford Motor Company in Detroit in 1903, it produced only 11 cars a month, each costing \$850 (roughly \$22,400 today). At the time, cars were luxury objects handmade by skilled craftsmen. But Ford had a vision: to mass-produce a high-quality car that everyone could afford.

Ford's Highland Park Ford Plant, which opened in 1910, revolutionized car production by using a moving assembly line. This had 32,000 machines doing precision tool work and moving heavy car parts into place. It now required fewer workers and hardly any skills to make a car. By 1914, Ford had streamlined the process so that one car was made in only 93 minutes and could be sold at just under \$300. By then, Ford was producing more cars than all other US carmakers together. But there was a problem.

The problem. Working on an assembly line was hard. Workers stood in one place, repeating the same action on the same car part for nine hours. Staff turnover was extremely high – 52,000 people were hired in 1913 for the 14,000 available jobs. Some workers simply walked out, causing costly breaks in production.

Ford's solution. In 1914, Ford increased pay to \$5 (about \$120 today) a day, which was double what other firms were paying. He also reduced working hours to eight per day. This offer started what newspapers called a “gold rush”, attracting workers from every corner of America and even from places as far away as Mexico, Italy, Scotland and Eastern Europe.

At the time, factory owners were introducing better conditions to stop workers from joining unions. Ford was a leader of this so-called welfare capitalism, offering, for example, profit-sharing, medical assistance, schools and recreational events for staff.

What happened next? Staff turnover fell to 16 per cent in 1915. Car production rose from 170,000 before the pay rise to 202,000 a year. By reducing hours from nine to eight, he could have three shifts instead of two. By 1925, the company was making 10,000 cars a day, a record not beaten until 1972, when more Volkswagen Beetles were produced. Ford's business model of mass production performed by well-paid workers had become an industry standard. And Ford became the head of the most powerful firm in America's most powerful industry. But he began to show signs of megalomania.

The booming car industry fed other industries, creating wealth and growing consumerism. It began a new era that Ford did not like. Worried about lost values,

he gave himself increasing powers over his workers' lives. He set up a "sociology department" to investigate their private lives, giving incentives only to those who met his moral standards. Ford published anti-Semitic views in his own paper, *The Dearborn Independent*, blaming Jews for, among other things, moral decay. And by the mid-1930s, he employed spies to control moral standards at work. Ford also began to speed up the assembly lines to increase productivity, rather than employ more people. He remained a good businessman – the company survived the Great Depression – but he was no longer seen as a visionary.

Business Spotlight, 2/2013 www.business-spotlight.de

I. Answer the following questions:

1. How old was Henry Ford when he started the Ford Motor Company?
2. How much did a Ford car cost at that time; how much did it cost 11 years later?
3. Which manufacturing development made this price change possible?
4. Why was staff turnover so high at the Ford Motor Company in 1913?
5. What happened in 1914 when many foreign workers wanted to work at Ford?
6. How did this affect staff turnover and car production?
7. How much is the \$5 that Ford paid his workers in 1914 worth in today's money?
8. What incentives did Henry Ford offer workers who did not join unions?
9. What business model did Henry Ford instigate (the car industry standard)?
10. How many cars was Ford producing per day by 1925?
11. How did Henry Ford's egotistical mental attitude (megalomania) show itself?

II. Complete the following sentences:

1. I know many cars manufactured in the area where we live ...
2. The car manufacturing has changed in the past 120 years greatly in...
3. The following changes will affect the car industry in the nearest future such as...
4. I think any experience of work on an assembly line is ...
5. In my opinion Henry Ford was a ...

III. Write the key words and expressions from the article next to their definitions:

assembly line consumerism craftsmen incentive
megalomania plant productivity shift staff turnover
streamlined union welfare capitalism.

1. people who make beautiful or practical objects using their hands _____
2. a factory that makes cars, machines, equipment, etc. _____

3. a moving belt in a factory that moves a product from one stage to the next, at which each worker is responsible for adding or checking a particular part _____
4. improved business, organization, process, etc. by making it modern or simple _____
5. the rate at which employees leave a company and new employees arrive _____
6. an organization that represents the workers in a particular industry and tries to improve pay, conditions, etc. _____
7. a system in which a company not only pays its employees but provides other social benefits _____
8. a period of work time in a factory or other place where some people work during the day and some work at night _____
9. the enjoyment of power and a strong wish to have more of it _____
10. the belief that it is good for a country if people buy and use a lot of goods and services _____
11. something that makes you want to work harder, because you know that you will benefit by doing this _____
12. the rate at which goods are produced, especially in relation to the time, money and workers needed to produce them _____

V. Find the words in the article and complete the gaps below:

1. luxury _____	8. better _____
2. skilled _____	9. mass _____
3. high-quality _____	10. well-paid _____
4. moving _____	11. booming _____
5. precision _____	12. private _____
6. heavy _____	13. moral _____
7. costly _____	

VI. Writing in a template:

The template below contains the same four section headings as the article. Use them to make notes about a managerial or departmental decision or change that has affected you or your company:

<p>The background</p> <p>.....</p> <p>.....</p> <p>.....</p>	<p>The problem</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p>The solution</p> <p>.....</p> <p>.....</p> <p>.....</p>	<p>What happened next</p> <p>.....</p> <p>.....</p> <p>.....</p>

UNIT V

ORGANIZATIONAL CULTURE

Text 1. Geek-in-Chief

by Margaret Davis

She causes a stir wherever she appears. But, hidden behind the warmth, is a brusque manner. Margaret Davis introduces the ambitious Yahoo boss whose leadership style is sometimes questioned, even by her colleagues.

With Marissa Mayer, what you see is not always what you get. The charismatic, young CEO of Yahoo is known for her warm and friendly public presentations. Yet the people who work with her are often surprised by her cool, abrupt manner in company meetings.

Mayer is one of a rare breed – a female executive in the male-dominated tech industry. Hired in 1999 as employee number 20 at Google, the company's first woman engineer, Mayer held a variety of top positions at the internet giant before leaving to become CEO of the struggling Yahoo in 2012. At 37, she was the youngest CEO in Yahoo's history.

As an intelligent, attractive and ambitious woman, Mayer was always certain to attract attention, not all of it positive. Google was happy to use her to promote the company but, when the attention turned too personal – with Vogue magazine covering her 2009 wedding to internet investor Zachary Bogue – Mayer's support dwindled. Some colleagues questioned her ability as a leader: "While she did a lot of good and useful things, she alienated people because she jumped to conclusions about products and she was not always right but she always thought she was right," one Google executive told Vanity Fair magazine. Another described Mayer as "a dictator, with a top-down style."

Born on 30 May, 1975, she is the daughter of an art teacher and an environmental engineer. A top student in high school, she took part in a variety of after-school activities, including ballet, swimming, piano lessons, skating and debating. "It was a very well-rounded childhood, with lots of different opportunities," Mayer told Vogue. "My mom will say she set out to over stimulate

me – surround me with way too many things and let me pick. As a result, I’ve always been a multi tasker. I’ve always liked a lot of variety.” She was accepted by ten different universities, including Harvard, Yale and Stanford, graduating from Stanford with degrees in symbolic systems and computer science, specializing in artificial intelligence. At Google, Mayer was known for 100-hour working weeks and for sleeping only four hours a night. “I don’t really believe in burnout,” she told a New York audience in 2013. Mayer claims she didn’t plan to become one of the leading figures in Silicon Valley. “I didn’t set out to be at the top of technology companies. I’m just geeky and shy and I like to code,” she said to Vogue.

Described by her biographer, Business Insider reporter Nicholas Carlson, as “a natural teacher”, Mayer continued to teach at Stanford during her first years at Google, as well as starting a mentoring program at the company. When Google went public in 2004, Mayer and other Google employees became millionaires. Mayer began spending “conspicuously”, Carlson says, buying a \$5 million penthouse at the Four Seasons Hotel in San Francisco, as well as a house near the Google campus in Mountain View, California. She also began giving elaborate parties at both homes.

In 2012, in a PBS documentary called *Makers*, about women leaders, Mayer was dismissive of the influence of feminism on her career. “I don’t think I have sort of the militant drive and chip on the shoulder that sometimes comes with that,” she said.

Mayer’s appointment as CEO of Yahoo in 2012 made her the youngest woman at the head of a Fortune 500 company. Yahoo, founded in 1994, was worth \$128 billion at its peak in 2000. Then, the internet bubble burst and, within a year, the company was worth just under \$5 billion. By 2012, Yahoo had had three CEOs in as many years – one of them, Carol Bartz, was fired over the phone. Not surprisingly, Yahoo’s employees were demoralized and the company was not introducing new products. Enter Marissa Mayer. Already well known, she added to her own legend by announcing that she was five months pregnant when she joined the company. Mayer went back to work two weeks after giving birth, along with

her baby and his nanny. (A nursery had been built next to her office in the meantime.) Two months later, she told a conference of women in business: “The baby’s been way easier than everyone made it out to be.” The response from Lisa Belkin of The Huffington Post was typical: “Putting ‘baby’ and ‘easy’ in the same sentence turns you into one of those mothers we don’t like very much.”

In February of 2013, Mayer ended flexible employment agreements that had permitted some Yahoo employees to do their jobs from home, alienating working mothers both inside and outside the company. Mayer defended the policy a few months later at the Great Place to Work Conference. “People are more productive when they’re alone,” she admitted, “but they’re more collaborative and innovative when they’re together. Some of the best ideas come from pulling two different ideas together.” The policy affects about 200 of the company’s 12,000 employees, according to Fortune magazine.

In her early days at Yahoo, Mayer worked hard to learn as much about the company as possible, holding meetings with employees, where she asked detailed questions. Not everyone was enthusiastic about her methods. One former Yahoo executive says he warned team members that, in meetings, Mayer was not the friendly, funny woman they were used to seeing in her public appearances. “Despite the warning, people – very experienced people with decades of experience – walked out and said, ‘That was the worst meeting of my entire career,’” he told Vanity Fair. “She will bring a tub of blueberries to a meeting and just stare at you, popping blueberries into her mouth. People feel so dismissed.”

Yet Mayer inspires loyalty among younger colleagues, especially those whom she has mentored. “If you’re on her team, she protects you and helps you. If not, she may not play as nicely,” one of her young employees told Vanity Fair.

During her first year at Yahoo, Mayer made a number of business deals, buying tech start-ups in order to get their engineers, and then shutting the companies down, a practice known as “acqui-hiring.” Yahoo’s new weather app for cell phones won an Apple design award in 2013. Mayer also oversaw the relaunch of the photo-sharing site Flickr, the update of Yahoo Mail and the

acquisition of social-media site Tumblr. With Yahoo News and Yahoo Screen, Mayer wants to attract young users via movies and concerts. She says Yahoo aims to “make the world’s daily habits inspiring and entertaining.”

But, after disappointing second-quarter results in 2014, some observers say the strategy isn’t working. “Things aren’t getting better,” financial analyst Colin Gillis told The New York Times. “The core business is still dismal.” Display advertising is one area where Yahoo has been losing revenue to Google and Facebook. Although Mayer has a strong product and engineering background, her critics say she has not yet developed her business side. Indeed, some of them claim she does not take the financial side of her job seriously enough. The fact that she was two hours late to a dinner with advertising executives in Cannes in June – Mayer says she overslept – is proof of this, the critics say. “It is another instance where she demonstrated that she doesn’t understand the value of clients, ad revenue or agencies,” an advertising executive told The Wall Street Journal. Mayer herself told Bloomberg News that her friend Aaron Levie, CEO of the cloud company, Box, tweeted that “the only actual news in this story is that Marissa does sleep.”

What Mayer needs most at the moment is the time to grow into her demanding new role. Time, however, is in short supply in Silicon Valley – even for those who hardly sleep.

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I. Answer the following questions:

1. How old is Marissa Mayer at the time of the article?
2. What did she study at university?
3. Which university did she attend?
4. Where did she work from 1999 to 2012?
5. When was Yahoo founded?
6. When did Marissa Mayer join Yahoo?
7. What was unusual about Mayer’s personal situation when she became CEO?
8. How did she deal with having a baby and working?
9. What happened to Yahoo between 2000 and 2001?
10. What business deals did Mayer make when she became CEO of Yahoo?

II. Find the key words to the given definitions. The paragraph numbers will help you:

1. became gradually less or smaller over a period of time until almost nothing remained (para 3);	10. the energy and determination that make you try hard to achieve something (para 6);
2. made someone dislike you (para 3)	11. lost hope or confidence (para 7);
3. choose something over other things (para 4);	12. involving people or groups working together to produce something (para 8);
4. qualifications that you get from a university (para 4);	13. unimportant and not respected (para 9);
5. only interested in computers and thought to be boring (para 4);	14. support that you always give to someone or something because of your feelings of duty and respect towards them (para 10);
6. write instructions for a computer (para 4);	15. the process of one company buying another (para 11);
7. an experienced person teaching a less experienced person about their job or a particular subject (para 5);	16. bad, not giving cause for hope or enthusiasm (para 12);
8. in a very noticeable way (para 5);	17. income from business activities (para 13)
9. reacting to something in a way that shows you do not think it is worth paying attention to (para 6);	18. needing a lot of time, ability and energy (para 14).

III. Match the expressions 1 to 9 with their meanings a to i:

1. a rare breed	a. at its most successful or powerful point
2. jump to conclusions	b. controlled by management
3. top-down	c. have a baby
4. set out	d. judge or decide something without having all the facts
5. go public	e. a person with characteristics not often found among their kind
6. have a chip on your shoulder	g. have the intention of doing something
7. at its peak	f. become a company in which anyone can invest
8. the bubble bursts	h. be likely to become angry or offended very easily, especially about something that other people think should not upset you
9. give birth	i. a very successful time comes to an end

II. Render the article according to the plan (p. 91-92).

Text 2. GEEKS

Read the article and write the questions below onto the lines marked 1–6 so that the answers that follow them make sense. The questions are not in the correct order!

*Would you want to change firms? How do you actually get any work done?
What about you? Where do you work? What's it like working there?
What made you change?*

WARWICK: I work for Forward, an internet company that invests in web businesses and also does search marketing. It's a fairly small company, with 350 employees, and I supervise a team of ten finance staff. (2)_____

WHITESMAN: I work for Network Rail, which runs the British rail infrastructure. It's a big organization, with about 35,000 employees. We are the ones who get blamed whenever a train is late!

WARWICK: (3) _____

WHITESMAN: Well, it is quite a formal corporate environment. I work in a big open-plan office, with groups of six desks. It was obviously designed by someone who specializes in large corporate offices, because there's the standard white everywhere and large blocks of bright colors. What about you?

WARWICK: We're in Camden, which is very alternative, so there are lots of bars, clubs and market stalls, and the office itself is probably the most insane place I've ever worked in. In fact, it has been in The Sunday Times top100 places to work. It has a kind of Alice-in-Wonderland look. There's a door shaped like a keyhole to get from one building to another and a red carpet in the middle. We have an open auditorium for guest speakers. There are tables for playing Ping-Pong, table football and pool, and a room with lots of beanbags and computer games, where people can go and just chill out. After having worked as an accountant for nine years in a corporate environment, I find it fantastic.

WHITESMAN: Wow! Our office is nothing like that! But we do have areas with comfortable chairs and that kind of thing. We can take our breaks there. And we get free coffee from the machine!

WARWICK: Well, we have a canteen, where you can get snacks, breakfast and hot /cold lunches. Croissants and muffins are freshly delivered every morning. There is also a fully stocked bar for Friday-night drinks. And it's all for free!

WHITESMAN: OK, you win! (4) _____

WARWICK: Well, I don't stop work to go and play Ping-Pong! The accounts department is still rather traditional compared to the others, and we usually do the fun things after work. However, I do try and have a massage on Thursdays, as that only lasts 15 minutes, so it's easy to fit it around work. We have an office lottery for massages, which everyone joins, as there are only 60 massages offered a week. So, we sit there on Wednesday nights waiting for the email to come in, and you always know who has been lucky because you hear a cry of: "I've got one!" I manage to get one about every three weeks, and I love it. Actually, having all these opportunities can be a bit dangerous because it can make it hard to leave the office.

WHITESMAN: There's a different atmosphere where I work, which is a serious place. My director sits opposite me, and everyone in the team is grouped around a senior person. People here really work hard to get ahead. So, there is quite a bit of pressure and I work long hours. However, we go out for drinks after work on Friday, and the boss usually offers to buy the first round. You used to work in a corporate environment. (5) _____

WARWICK: Well, I trained as an auditor in one of the country's top 25 accountancy practices. It was a very traditional firm. After that, I worked for a firm in Soho, where our clients were like Forward, and I found I'm much more suited to this kind of fun environment.

WHITESMAN: It sounds like you're not the typical accountant. People mostly think that accountants are all the same, no matter where they work.

WARWICK: You mean geeks?

WHITESMAN: Well, accountants are seen as geeks, although I don't see myself as a geek and get frustrated when people refer to me as one. In my last job at the Ministry of Justice, I worked in the policy team and the policy people, who

are about as creative as you can get in this industry, regarded my colleagues and me as geeks because we were so clever with spreadsheets!

WARWICK: I don't see myself like that at all! In fact, when I am recruiting new accountants, I look for people who will fit into our fun environment. I see myself as fun-loving, not as a boring accountant in a suit.

WHITESMAN: Actually, I like wearing a suit. I think it gives you more authority.

WARWICK: Well, you'd look odd if you turned up to work here in a suit. In fact, people sometimes walk around the office with no shoes on! I think you can be more productive when you're feeling comfortable. I wore a suit for nine years and now I like not having to have separate work and weekend clothes.

WHITESMAN: Yes, I agree that's inconvenient, especially because suits are expensive. I hate having to spend hundreds of pounds on clothes I only wear to work.

WARWICK: What I also find frustrating in a traditional accounting firm are: many people needed to make decisions. Here, I meet my finance director each week. There is no hierarchy, no committee. I tell him what I want to change and he mostly says: "Let's do it!"

WHITESMAN: Yes, the slow decision-making in traditional firms can make you feel removed from the process – although things are faster at Network Rail.

WARWICK: (6) _____

WHITESMAN: No, for me, more important than the work environment is finding the right job – one that fits best with my family and what I'm trying to do.

WARWICK: Well, it's been nice talking to you, Michael.

WHITESMAN: You too, Jane. Good luck!

Work in pairs. Compose your own questions to the text. Give your *pros* and *cons* to support /contradict your statements. The phrases will help you:

- I'm (very) surprised to learn that...	-Thanks for letting me know that...
- I didn't know that...	- That is true, but I'd like to add that...
- I didn't have the slightest idea about...	- I share the author's view, but ...
- That's a very interesting fact that...	-Pardon, but I see the problem in a different way...
- You've persuaded me that ...	- Sorry, I agree only to a certain extent / I disagree that...
- Now I am competent about...	

UNIT VI

COMMUNICATIONS

Text 1. Great Expectations

by Robert Gibson

Customer service and customer care are the cornerstones of every company. But it's important to bear in mind that expectations of these services differ from country to country and from culture to culture, as Robert Gibson explains.

We had missed the flight connection and were queuing at the airline counter in Frankfurt to get new tickets. The US businessman in front of me was complaining that no one had apologized. He threatened not to fly with the airline again. From where I was standing, I could see that the German ticket agent was typing in data and concentrating on the computer screen. Within a few seconds, she had handed him the new ticket. He walked away with a new flight but was still complaining about the "terrible service".

For me, this was a classic example of person orientation versus task orientation. In cultures that are usually task-oriented, the priority is getting the job done; in person-oriented cultures, it is essential to develop a relationship first before getting down to the task. The German ticket agent in this example no doubt felt that the most important thing was to get all the passengers in the queue their new tickets as quickly as possible and not "waste time" with "unnecessary" small talk. The American, not having received an apology or an explanation, interpreted this as "unfriendliness" and "poor service".

Cultures that are normally more person- than task-oriented will spend a considerable time building up a relationship before they talk about business. Europeans doing business in Arab countries are often frustrated at the time it takes to get down to business. They wonder why they are being entertained and asked about their private lives. Yet, in many cultures, it is essential to know the person you're negotiating with before you can do the deal. Once the trust is there, things can move surprisingly quickly.

Awareness of cultural differences gives you a competitive advantage when you deal with your international customers. When presenting your products and services, it's worth considering the cultural background of your clients. In some cultures, like Germany, they will expect a sales presentation to focus on detailed information about the product or service. In others, like the US or Britain, customers may want to see the "big picture" before getting down to details.

In future-oriented cultures, like the US, the most convincing arguments in the sales pitch will be the ones that concentrate on future benefits. Customers from past-oriented cultures, such as India and China, will expect to hear about the history and past achievements of your company.

Negotiating is an important part of handling customers, and styles differ widely across the world. It's worth finding out the answers to some basic questions before you start negotiating. Where will the negotiations take place? In the office? In a restaurant? On a golf course? In the sauna? At home, in the pub, or maybe even in a karaoke bar?

Who should be present in negotiations? In cultures with steep hierarchies, like France or China, it may be essential that not only the technical experts but also senior managers are present – this is seen as a sign of respect for the importance of the customer.

When abroad, observe how people behave in shops. Tourists in Istanbul often view bargaining in the bazaars as a strange sport. Yet for Turkish business people, bargaining is a serious part of getting to know business partners. It is important to find out what the bargaining style of your client is. How far is your asking price from your desired price?

For that matter, when do you talk about price? Is it early in negotiations, as can happen in India, or is it only after you have had a chance to assess the precise requirements of the customers, as is common in Germany? Both approaches have a certain logic. The thinking behind the "early" approach is that there is no point out of reach. The "later" approach is based on the idea that you need to know what the customer wants in order to be able to say what it will cost.

Another key question is: what does the contract mean? Is it more of an expression of intent to work together, which can change when circumstances alter, as is sometimes found in China? Or is it a detailed agreement that has to be strictly adhered to, as is common in Germany?

How do you deal with complaints? Koichi Satoh, the general manager of Hotel Okura in Japan said: “The only thing we deliver, or are trying to deliver, to our guests, is satisfaction. We have nothing else. In our business, no excuse at all is accepted when something goes wrong.”

Macmillan Publishers Ltd and Spotlight Verlag GmbH 2010

I. Find business expressions in the article that match the definitions below:

1. starting the job that needs to be done _____. (5 words, para 2)
2. something that places a company above other companies in the same line of business 2. _____ (2 words, para 4)
3. someone’s life experience and the way it has been shaped by their religion, race, language, where 3. they live, etc. _____ (2 words, para 4)
4. dealing with, looking after and talking to clients _____. (2 words, para 6)
5. when it is very clear who is the boss and where everyone fits in within a company – at the top or the bottom of the ladder _____ (2 words, para 7)
6. the amount of money that you would like to pay _____. (2 words, para 8)
7. a way of saying that you want or mean to do something _____. (3 words, para 10)
8. when situations change _____ (three words, para 10).
9. kept to very clearly without any possibility of doing something differently _____. (3 words, para 10)
10. difficult to measure or judge _____ (3 words, para 15).
11. something positive you get back when you put something (effort, time or money) in. _____ (3 words, para 15)
12. try to imagine how someone else feels and thinks _____. (5 words, para 15).

II. Render the article according to the plan (p. 90-91).

Text 2. New Beginnings

by Margaret Davis

Immigration is a topic causing quite a stir in many places. What are its criteria? What about the language skills and the integration of new citizens? Margaret Davis reports on Canada about a model for successful immigration policy.

Jason Kenney sees immigrants as role models: “You observe how these new Canadians live their lives. ... They’re all about a massive work ethic.” The 41-year-old’s enthusiasm is understandable – after all, he is Canada’s minister for citizenship, immigration and multiculturalism. Yet Kenney also says that immigrants have a “duty” to integrate into Canadian society. In a 2010 speech to students at Huron University College in London, Ontario, the minister noted that Canada, with a total population of 34 million, accepts about 250,000 new permanent residents a year. In 2009, over 500,000 newcomers entered the country, if foreign students and temporary foreign workers are also included. “How can a country that maintains such a high level of immigration, while embracing the diversity that it brings, maintain a sense of social cohesion, of common purpose and of national identity?” Kenney asked.

Critics have described the Conservative Kenney as “repressive” and given him the title “minister of censorship and deportation”. Still, the minister’s calls for more integration are mild in comparison with the recent debates in Europe. He is critical of immigrants forming parallel communities, but adds that these “are to some extent a natural, unavoidable and arguably even desirable part of the immigration experience. People come to an immigrant-receiving country and get settled by initially attaching themselves to communities with which they’re familiar and that provide social support and social capital. My concern is to ensure that ethnic enclaves don’t become traps, preventing people from integrating into the broader Canadian society.”

Canada has been welcoming immigrants as a policy since the late 19th century. Initially, newcomers were encouraged to build the nation, clearing land for farms and working in forestry and mining. Today the country’s needs are

different: immigrants provide skilled labor for an information- and knowledge-based economy.

According to the Conference Board of Canada, an independent research organization, approximately two thirds of Canada's current population growth comes from immigration. The Conference Board estimates that Canada will need more than 300,000 new immigrants a year after 2011, not including non-permanent workers and students.

How will these immigrants adjust to life in Canada? The 2001 Federal Immigrant Integration Strategy states that "newcomers are expected to understand and respect basic Canadian values, and Canadians are expected to understand and respect the cultural differences newcomers bring to Canada. Rather than expecting newcomers to abandon their own cultural heritage, the emphasis is on finding ways to integrate"

An important road to integration is learning one of Canada's two official languages. Since June 2010, a language test of either English or French has become compulsory for skilled workers wanting to enter the country as immigrants. Quebec selects its own immigrants and has its own immigration site, which states: "Speaking French is a necessity."

Since the early 1990s, Canada has seen an increase in temporary foreign workers entering the country. In 2006, for the first time, the number of such workers was greater than the number of permanent immigrants. While this means that employers can respond to labor shortages more quickly, the trend has its risks. "How far down the road of recruiting workers to meet short-term, labor-market gaps should Canada go – especially when that raises the possibility of creating a class of individuals who, as a result, are not full citizens and who run the risk of being 'ghettoized' ... ?" asks the Conference Board in its 2008 report "Renewing Immigration".

Work permits are issued for specific purposes and for specific periods of time. According to Statistics Canada, female temporary workers are most often caregivers, domestics or nannies; men are often agricultural workers. Many

temporary workers want to become Canadian citizens. “What sets Canada’s temporary foreign worker policies apart from policies in most of the rest of the world is that Canada permits long-term international workers to become permanent residents and, ultimately, citizens,” notes the Conference Board. “In most other jurisdictions, international workers remain ‘foreign’ and are expected to leave the country on completion of their term of employment.”

Still, the programme is not without problems. While temporary workers can bring family members with them if they prove they can support them, most low wage earners are unable to do so. Asael Hernandez, 36, a farm worker in southern Ontario, has been leaving his family behind for five months a year for the past eight years. “... I miss [my family] a lot and I feel bad,” he told *The Northumberland News*. Hernandez has no plans to become a Canadian citizen and feels no particular ties to the country. “I don’t feel anything negative, or positive. Most of the time no one talks to us.”

On 24 December 2009, 4 immigrant workers were killed in Toronto when the scaffold they were standing on collapsed, and they fell more than 13 storeys to the ground. None of the men were wearing safety harnesses, according to the UFCW (United Food and Commercial Workers), a national union that speaks out for foreign workers in non-union positions.

“Foreign workers in non-union settings often aren’t told about their health and safety rights, including the right to refuse dangerous work,” says union representative Jim Wright. “Even if these workers were concerned that the scaffold was dangerous, migrant workers often work in such desperate conditions that many are afraid to report it because they might get fired and repatriated to their home country.”

Canada’s reputation for tolerance has been challenged in recent years by large numbers of non-white immigrants. But has multiculturalism failed? Not according to Phil Ryan, associate professor of public policy at Carleton University in Ottawa, and author of *Multicultiphobia*, a book that looks into immigration and the ways society can handle it. “Our society has changed a lot in its ethnic

composition over the last 30 years. Many other societies have changed as well,” Ryan told *Embassy* magazine. “We seem much more relaxed about that than many countries — for example, in western Europe. On a broad level, ... we’ll try to understand people from other countries, not simply say: ‘Look, this is the way it’s done here, there’s no discussion.’ We will adapt in some areas and try to put our fingers on what’s really important for us, where we don’t want to change and where we should change. I think it’s very healthy that we’re – by and large – able to do that here.”

Canadian journalist Margaret Davis edits the Careers and Global Business sections of Business Spotlight magazine. Business Spotlight, 1/2011, www.business-spotlight.de

I. Answer the following questions:

1. What information did Canada’s minister for citizenship, immigration and multiculturalism report about in 2010?
2. What level of immigration is Canada famous of?
3. What areas of skilled labor are immigrants to Canada in great demand nowadays?
4. How are work permits for immigrants with specific purposes and for specific periods of time issued?
5. Why do international workers remain ‘foreign’ in Canada?
6. Are Canadian immigrants expected to leave the country on completion of their term of employment?
7. What do you know about Canada’s reputation for tolerance in recent years?

II. Find the key sentences in the text.

III. Render the article according to the plan (p. 91-92).

Text 3. Good Connections

by Margaret Davis

Social media can help you to find a job or sell a business idea. But remember: inappropriate posts could also damage your reputation. MARGARET DAVIS reports.

If used properly, social networks like Facebook and Twitter and professional networks such as LinkedIn and XING can help you find a job, build useful contacts

and promote your business. In fact, some career experts say a social-media presence is essential in the modern workplace.

While Facebook is often seen as simply private entertainment, you should be aware that your comments may be seen by a wider audience (their friends, for example). And although Facebook may have played a role in the Arab Spring revolutions, it might be better to keep political comments to a minimum to avoid unwelcome attention.

Discussions of religion are also best avoided. As one of my colleagues likes to say: “Facebook is a cocktail party.” Like real-time cocktail parties, Facebook can be used for the sort of networking that will help you in your career – and not just for finding your high school girlfriend. This is especially true if you run your own business. You can link to your website and encourage others to become ‘fans’ and to ‘like’ your products. You can post regular updates on your business as well as invite your fans to attend events such as product launches. Some companies offer their fans the chance to take part in contests and quizzes. The range of possible networking activities is limited only by your imagination – and by the fact you still have to produce the product, whether it’s a hammer or a novel.

“We have to think about social media in a new strategic way,” says Sree Sreenivasan, dean of student affairs at the Columbia University Graduate School of Journalism. “It is no longer something we can ignore. It is not a place to just wish your friends happy birthday. It is a place of business. It is a place where your career is enhanced or degraded, depending on your use of these tools and services.”

Probably the best-known of the professional networks is LinkedIn. Launched in 2003, it has more than 150 million registered users in 200 countries. About half of its members are in the US. Its German competitor, *XING*, has 12 million users. One reason for the popularity of LinkedIn is the mobile nature of the US workforce. With people frequently moving to new jobs in different regions, having a variety of connections is extremely important. The recession also changed the way users present themselves, according to career experts. Don’t be embarrassed to admit you are laid off, for example.

“You exude confidence by not being ashamed to say that you’re between jobs,” executive coach Sandra A. VanGilder told *Forbes*. He says it is important to have a profile on *LinkedIn* because interviewers often check for them. “In creating a new profile or editing your current one, be very public about the fact that you’re looking for new opportunities.”

You can also use *LinkedIn* to search companies and find people you’re connected to – you may be surprised who they are. For example, just for fun, I searched the BBC and discovered the profiles of three members of its staff. I don’t know any of them, but one of my *LinkedIn* contacts does. This person could provide me with an introduction to the BBC employees or recommend that they add me to their professional network.

It is also useful to ‘follow’ a company; this means you can get email notifications that announce when someone is leaving a position. If this is a job that fits your qualifications and experience, you will find out about it early. American Molly Cain is a banker and CEO of the website *GlassHeel.com*, a careers and networking site for professional women. Cain says that it is important to have recommendations on your LinkedIn profile from former employers or people you have worked with successfully on business projects or charities. But don’t suddenly go from having none to having 20, Cain warns. This will be a clear sign that you are looking for a new job – perhaps not the sort of information you want your current employer or colleagues to know. Instead, make sure that you regularly add recommendations to your LinkedIn profile, even if you are happy in your job. In general, make changes to your profile gradually, Cain advises.

If you run your own business, a new site called *Pinterest* might be useful. Launched in 2010, the ‘online pinboard’ has about 12 million users, the majority of them women. Users post photos and videos, with links to their favourite websites. The most popular *Pinterest* categories are food and drink, do-it-yourself (DIY) projects and clothing, but perhaps ‘politics’ could soon be added to the list. Ann Romney and Michelle Obama are using *Pinterest* to support their husbands’ campaigns for the US presidency. Both are aiming to attract women, with posts

managed by their respective campaign staff. Romney joined in February, Obama in June. Both have *Twitter* accounts.

Twitter is an online social-media and microblogging network. Members communicate via short messages limited to 140 characters. “On *Twitter* you can easily interact with people you wouldn’t ordinarily meet,” says personal branding coach Jennifer Holloway. “You might follow and start tweeting with the CEO of a company you’re interested in working for. On *LinkedIn*, look at your contacts’ contacts. Get them to put you in touch with people you wouldn’t be able to get in touch with normally,” Holloway told the *Financial Times*.

What do you do if people react badly to something you say on *Twitter* or another social network? Apologize, says author and blogger Julien Smith. “Full disclosure and absolute honesty is the only option,” Smith told the *Financial Times*. “Nothing looks shiftier than taking down a tweet and pretending it never happened. It will always be archived somewhere.”

The video-sharing website *YouTube* can also be used to promote products and services. Imaginative ways of using this medium include instructional videos showing your products in action, video blogging or interviews. You can also ask customers and potential customers to send in questions that you can answer online on your website or in a conventional blog.

And what if you want to set up your own social website? The *Ning* platform is useful for professional groups such as teachers who want to share information. The American Peace Corps Association has its own *Ning* group to encourage cooperation among volunteers worldwide and to provide them with news. Finally, remember that networking should not be one-sided. You can help yourself by helping others, according to Allan Hoffman, an expert on tech jobs at Monster.com, an international employment service. “If you’re able to help people, they’ll be more likely to remember you and return the favor,” Hoffman says.

MARGARET DAVIS is a Canadian journalist and editor of the Careers and Global Business sections of *Business Spotlight International*. Adapted text from © *Business Spotlight*, 5/2012 www.business-spotlight.de

I. Answer the following questions:

1. What social networks do you know?
2. Why is the role of social-media presence essential in the modern workplace?
3. Is there any new strategic way of social networks nowadays?
4. Why are they a “place of business”?
5. What do you know about *LinkedIn*?
6. Can you give any examples of social net works to prove your ideas?

II. Find the key sentences in the text.

III. Render the article according to the plan (p. 91-92).

Text 4. Outdoor Office

by Rebecca Perl

Amphibians and reptiles were Dr. Chris Gleed-Owen’s childhood hobby – and this hobby led him to take up an exciting career. But the 42-year-old Briton has changed direction more than once. Here, he tells Rebecca Perl how he keeps learning new things, and how he eventually became his own boss.

Being paid to be outdoors looking for snakes and lizards sounds like every little boy’s dream. Dr Chris Gleed-Owen does just that. In 2008, Gleed-Owen set up his own ecological consultancy business, specializing in reptile and amphibian conservation. He advises clients who have a legal responsibility to look after wild animals that are threatened by development. “I spend all day rescuing snakes and lizards. It doesn’t feel like a job. It’s like being paid for your hobby,” he says. As a child, Gleed-Owen was interested in dinosaurs and fossils, but it was while studying geography at Coventry Polytechnic (now Coventry University) that he began learning about paleontology. “I dug up soil from a cave in Scotland and studied the microorganism remains I found. It was fascinating.” After finishing his studies, he volunteered on an archaeological dig in Oxford shire, and spent summer digging up woolly mammoth bones, also, the remains of other ancient animals.

Gleed-Owen returned to Coventry and worked as a cartographer and map librarian in the geography department for a year. While there, he decided he wanted to do a PhD. There were already people studying woolly mammoths, birds and fish, but no one studying reptiles and amphibians. He managed to get funding

to study the history of reptiles and amphibians in Britain since the Ice Age. “I had to learn to identify the sub-fossil remains. To most people’s disgust, this involved collecting dead animals from the road and stewing them up with chemicals. After 24 hours, you drain off a foul-smelling liquid, and you are left with the skeleton, which you can study.” When he was awarded his PhD in 1998, he was the only person in Britain with this specialty. As a result, he was asked to be an adviser on projects in Madrid, Gibraltar, Malmö, Gothenburg and Dublin. He worked for English Nature, a government agency, searching for remains of a species extinct in the UK. He took part in archaeological digs in Scotland, North Yorkshire and Portsmouth. But Gleed-Owen had trouble converting this work into a career. “A PhD is an opportunity to indulge yourself in something that fascinates you, but at the end of it, you have to join the real world,” he says. The prospect of staying in the academic world was attractive, but he could not find what he wanted. “I was looking for a research career that didn’t really exist,” he says now.

Instead, Gleed-Owen changed direction – in both location and career. He moved to Southampton, on the south coast of England, and spent a year doing digital mapping with the UK’s mapping agency, Ordnance Survey. The experience he gained there helped him find his next job, which was with a small charity in Bournemouth called the Herpetological Conservation Trust (now Amphibian and Reptile Conservation). “I had to talk my way in, really, because even though I had my PhD, it was a study of the past rather than the present.”

He got the job and started by setting up a rare-species database. The office was full of paper surveys from the past 25 years, and his job was to convert these into digital form. After a time, he got bored of being a “data monkey”, so he introduced a new focus to his role. He helped to train members of the public so that they could collect data for the charity. “I became volunteer coordinator to about 500 people all over the country.

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I. Write the key words from the article next to the definitions below:

a) Development PhD consultancy volunteer conservation

1. a company with expert knowledge about a particular subject which provides professional help and advice to other companies _____
2. the management of something, e.g. land and water, that prevents it from being damaged or destroyed _____
3. the process of putting new buildings on land _____
4. do some work without getting paid _____
5. Doctor of Philosophy: the highest university degree _____

b) Extinct research species indulge stewing

6. cooking slowly in liquid _____
7. a plant or animal group whose members all have similar general features and are able to produce young plants or animals together _____
8. when something (usually a plant or animal) no longer exists _____
9. to allow yourself to have or do something that you enjoy _____
10. the detailed study of something in order to discover new facts, especially in a university or scientific institution _____

c) Camaraderie charity rewarding stability survey

11. a set of questions that you ask a large number of people or organizations _____
12. an organization to which you give money to help someone or something _____
13. giving you satisfaction or pleasure, but not necessarily money _____
14. friendship and trust between people in a group _____
15. a situation in which things remain constant and happen as they should and in which there are no harmful changes _____

I. Complete the following sentences:

1. The clients who have a legal responsibility to look after...
2. When Gleed-Owen was awarded his PhD in 1998...
3. The prospect of staying in the academic world was attractive...
4. He got the job and started by...

II. Render the article according to the plan (p. 91-92).

Text 5. The Japanese Approach to Business

by John E. Rehfeld

Japan's invasion of Western markets has received widespread publicity in recent years. The success of its trading companies has indeed been spectacular. Not only have they held their ground in traditional markets but they also have conquered new fields formerly dominated by powerful competitors. As one might expect, their activities have been viewed internationally with a mixture of admiration, envy and fear. Working on the principle "if you can't beat them", the Western business community has begun to study closely how the Japanese system works. This examination has revealed four elements which seem to create special attitudes and relationships in Japanese countries.

In most large companies, a **policy of lifetime employment** is practiced. What this means is that when people leave school or university to join an enterprise, they can expect to remain with that organization until they retire (usually at the age of 55 or 60). In effect, the employee gets job security for life, and can only be fired for serious misconduct. Even in times of business recession, he or she is free from the fear of being laid off or made redundant.

One result of this practice is that the Japanese worker identifies closely with his company and feels intense loyalty to it. By working hard for the company, he believes he is safeguarding his own future. It is not surprising that devotion to one's company is considered a great virtue in Japan. A man is often prepared to put his firm's interests before those of his immediate family.

The job security guaranteed by this system influences the way employees approach their work. They tend to think in terms of what they can achieve throughout their career. This is because they are not judged on how they are performing during a short period of time, perhaps when they are under pressure to increase company earnings. They can afford to take a longer perspective than their Western counterparts. This marriage between the employee and the company – the consequence of lifetime employment – may explain why Japanese workers seem positively to love the product their company is producing and why they are willing

to stay after work, for little overtime pay, to participate in earnest discussions about the quality control of their products.

Some people have criticized the principle of lifetime employment. They point out that it works well in periods of boom, but when a recession comes, it can lead to rigidity and too much staff in companies. When the going gets tough, Japanese companies use various means to maintain the workforce untouched. For example they may get rid of part-time workers first or perhaps keep workers busy by transferring them to projects which will improve the future efficiency of the business. Nevertheless, if there is a prolonged slump, some of the methods can throw a strain of resources.

Although common in large companies, lifetime employment is less popular in smaller companies. Also, while it applies to almost all white-collar workers, fewer blue-collar ones get this kind of protection. Consequently, the blue-collar group shows greater job mobility.

Promotion by seniority is one of the main pillars in the system of management in Japan. This policy means, *firstly*, that the more important and responsible positions generally go to long-serving employees. For this reason, a young managing director is scarcely conceivable in Japan. It can take anything from 10 to 16 years for someone to reach even a middle-management post. Such a person is likely to be between 35 and 45 years old before reaching the level of a department manager.

Secondly, salary levels are geared to years of service rather than to the responsibility of the job. The longer a person has been with the company, the higher his salary and status will probably be.

Therefore, if two employees have joined the company at the same time, then 10 years later, they will earn similar even though their responsibilities in the company may be different.

Because of this **policy regarding salaries and promotion**, employees will usually take on any work within their capacity; they do not object to training for new duties within the company since their salaries and fringe benefits will not be

greatly affected. For the same reason, they are unlikely to resist technical change. One more point is worth making. It is certain that an increasing number of young Japanese would like to be able to change their jobs without losing seniority, pay and other benefits. However, there is no great pressure to change to a system in which salaries would be strictly linked to ability and job responsibility.

Lastly, we turn to the consensus method of arriving at decisions in Japanese enterprises. Their term for this is *ringi seido* which can be translated as **consultation system**. The essence of the technique is that many employees at different levels participate in the process of making decisions.

A second feature of the *ringi system* is that decisions involve first from lower level management. They are not handed down from the top as in Western companies. This method is sometimes called “bottom-up decision making”.

Here is an example how the system works. A junior executive in a trading company may draft a report recommending some course of action. This document is then passed to the deputy head of the department. He will annotate it, perhaps even revise it, and then stamp it with his personal seal (the equivalent of initialing).

Before the report goes to a higher management, all relevant departments of middle management will examine it, and after discussions, make their own modifications. From this, it can be seen that acceptance of a course of action does not depend essentially on approval being given at a particular level in a company. The plan will be approved in a prescribed form, in sequence, at various executive levels.

The *ringi system* may take as long as six months if a major proposal has been made, and because of this, it has been criticized as being a slow and cumbersome method. Also, some say that the process makes it difficult to pinpoint responsibility for mistakes. The Japanese argue that a lot of seals give a sense of security to the parties concerned.

hbr.org/1990/11/what-working-for-a-japanese-company-taught-me

I. Answer the following questions:

1. Why has success of Japanese trading companies been spectacular?
2. What traditional world markets have been conquered by Japan?
3. What principle was used by the Western business community to study closely the Japanese system?
4. What are the four elements creating special attitudes and relationships in Japanese countries?
5. What reason can it be to fire an employee?
6. When are employees under pressure to increase company earnings?

II. Find the key sentences in the text.

III. Complete the following sentences:

1. A policy of lifetime employment means...
2. By working hard for the company, the employee believes that...
3. The marriage between the employee and the company means ...
4. The employees are willing to stay after work for little overtime pay, to participate in discussions about the products quality control because...
5. Promotion by seniority means, *firstly*... and *secondly* ...
6. Employees do not object to training for new duties within the company as ...

IV. Read the text and decide if the statements are true (T) or false (F):

1. The employee gets job security for life, and can only be fired for serious misconduct.
2. A man is never prepared to put his firm's interests before those of his immediate family.
3. A principle of lifetime employment in time of recession can lead to rigidity and too much staff in companies.
4. A principle of lifetime employment applies to only to blue-collar workers, get lots of protection.
5. The technique of a consultation system means that many employees at different levels participate in the process of making decisions.
6. A junior executive is fully responsible for some course of action.

UNIT VII

LEADERSHIP STYLE

Text 1. Japanese Management Style

by Charles Y. Yang

The Japanese management style is more of a family-type relationship. As in a family, the assumption is that each member is a permanent part of the group. This results in the common Japanese custom of lifetime employment with one company. Although fewer than one-third of Japanese male employees work for large companies that actually promise lifetime employment, this job-for-life custom remains the model for Japanese people management.

The employee is viewed as a permanent member of the group. Therefore, the stress is placed on preserving an employee's sense of personal dignity. Problems are solved in an informal, face-saving atmosphere whenever possible.

Many non-Japanese wonder how difficult business decisions are made in this extraordinary *polite environment*. In fact, it focuses on the problems rather than personalities. It can be very effective, since full communication cannot take place if there are strong emotions, anger, or personal animosities.

The Japanese companies have little use of criticism aimed at individual personalities. When they have a problem with an employee, the most common response is: "We must help him". Firing an employee is usually not an option, and is never the first option; moving the person to another job in the company is often the most extreme action contemplated in most Japanese companies. And this would only happen at the beginning of a fiscal period, in April or October, so that an appearance of it being an orderly and face-saving transition can be maintained.

People make mistakes. If it becomes known within an organization that mistakes are not fatal, it is possible to avoid the fear, which paralyzes activity of the whole group, which is common in dysfunctional organizations. Liberated from the fear of being put out in the street, employees feel free to experiment, to think more independently, and to act more decisively.

Managers should apply this technique whenever possible by making the phrase “fix the problem and not the blame” part of their company’s culture. Working through problems and maintaining long-term relationships within an organization is ultimately more profitable than constantly changing people and partners. The only way to establish this culture and to encourage people to fix processes rather than hide problems is to show by example that people do not get “beat up” when there is a problem. In the U.S. economy, where short-term pressures often result in layoffs, only those companies who manage to maintain the loyalty of their most precious human resource teams have any real hope of long-term survival.

hbr.org/1984/11/demystifying-japanese-management-practices

I. Answer the following questions:

1. How can a Japanese management style be interpreted?
2. How many Japanese male employees work for large companies?
3. What does extraordinary polite environment mean?
4. Could you dwell on “a face-saving atmosphere” and “a face-saving transition”?
5. What is more profitable than constantly changing people and partners?
6. What is the way to encourage people when there is a problem?

II. Give the definition to the following term / word-combination:

1. assumption;
2. a permanent part of the group;
3. lifetime employment;
4. an employee’s sense of personal dignity;
5. personal animosity;
6. a dysfunctional organization;
7. a long-term relationship;
8. loyalty of human resources.

III. Find the key sentences in the text.

IV. Render the article according to the plan (p. 91-92).

Text 2. Calm and Productive

by Margaret Davis

People, who suffer from stress, perform poorly at work. But how does stress manifest itself, what are the reasons for it and how can we deal with it? Margaret Davis gives an overview and speaks to an expert.

These days, everyone seems to be talking about stress at work. That's not surprising: new technologies are increasing the pace of change and, in many professions; lay-offs have brought extra work to the employees who have kept their jobs. Still, stress is not always a negative thing, and there are methods of dealing with it that anyone can learn.

Experts say that one of the best ways to fight stress is simply to move around. This is one area in which European workers have important advantages. Unlike cities in North America, European communities are built for pedestrians. So if you want to take a short break from work, you will probably have no trouble finding a place to walk.

"There is a direct relation between the built environment and people's lifestyles," says Rick Bell of the American Institute of Architects. Bell and other American architects are supporters of the active-design movement, which involves creating buildings that encourage healthy habits. "It makes [workers] feel valued and a lot of this stuff doesn't really cost anything because it's where you locate things," Joan Blumenfeld, of the international architectural firm *Perkins+Will*, told *USA Today*. Principles behind active design include building stairs rather than elevators, making use of natural light, moving printers from individual desks and placing them in central locations so that people have to get up from their desks, and building outdoor spaces such as roof gardens that encourage workers to leave their desks and get a bit of fresh air and exercise.

While you're outside, why not have lunch? A recent study showed that only 21% of Americans regularly leave their desks to have lunch. Instead, most hurriedly eat "al desko" while continuing to stare at their computer screens. "Far fewer employees are feeling comfortable enough with their workloads to take time

away,” says Michael Haid, senior vice president of *Right Management*, the international recruiting firm that did the study. “One has to ask if such pressure, without any let-up, actually benefits the individual or the organization,” Haid told *CNN Money*. “We are definitely not talking about a return to the days of the three-martini lunch, but have we gone too far in the other direction?”

Tony Schwartz, CEO of *The Energy Project*, a New York City consultancy, says there is “a clear link between exhausted employees and poor performance.” Schwartz adds: “By pushing people too hard, you actually make them less productive. Letting employees recharge at midday is a tremendous competitive advantage. Look at *Google*. Everyone goes to lunch there. The food is great, and it’s free. And people are having terrific conversations in the dining room. *Facebook* and *Twitter* now offer the same thing, that chance to connect with colleagues and share ideas over a relaxing meal.”

Even if your company doesn’t provide you with a free lunch, you can make your working day more relaxed by being well organized, says Dr. Shelley Narula. This helps you “avoid delays and mistakes, which often bring additional stress,” Narula writes on *Steady Health.com*. “Doing one thing at a time and finishing it before taking up another ... is an equally good antidote against work-related stress.” She advises the low-tech method of listing your tasks in an appointment book. “Putting these tasks on paper also eliminates the worry that often comes with trying to remember all these details. And it also makes you feel a great sense of accomplishment checking off a finished task.”

Have you ever worked with someone who always looked on the dark side of life? Don’t be that person yourself, advises Dr. Jeanne Segal. “Your emotions are contagious, and stress has an impact on the quality of your interactions with others. The better you are at managing your own stress, the more you’ll positively affect those around you, and the less other people’s stress will negatively affect you,” says Segal, who runs the *Help Guide website* with Melinda Smith, Lawrence Robinson, and her husband, Robert Segal.

“Try to think positively about your work, avoid negative-thinking co-workers, and pat yourself on the back about small accomplishments, even if no one else does,” she comments.

Many people react to stress with headaches, eye strain, or stomach problems. If you’re one of them, try deep breathing or massage. Paying for a professional massage could be money well spent, since you can learn techniques that you can later use for self-massage. Eye strain and tiredness are a common side effect of spending eight hours a day staring at a computer screen. If you’re having serious eye problems (blurry vision, eye pain, or headaches), you should go to a doctor. Self-help includes frequently blinking to prevent dry eyes, changing focus (look off into the distance at regular intervals), and taking regular breaks (spend five minutes of every hour away from the screen).

An effective relaxation technique for the eyes is palming: rub the palms of your hands together to warm them, and then place them lightly over your closed eyes. Sit with your elbows on your desk, placing your head in your hands. Breathe slowly and deeply for about 15 seconds. Repeat this exercise whenever your eyes feel tired. Tinnitus, that ringing or buzzing sound in your ears, is often caused by stress, and can be reduced through relaxation techniques. After every hour that you work, try 30 seconds of deep breathing or sitting quietly with your eyes closed. Of course, as with any potentially serious physical symptom, you should see a doctor before attempting self-diagnosis or treatment. And what about that pain in your neck / back / head? Good posture – standing and sitting straight with your feet flat on the floor – can reduce pain and help lower back. Simple stretches often help muscles to relax. So does tightening and then releasing muscles.

There’s nothing like a good laugh to take some of the pressure off. Mike Collins, president of The Perfect Workday Company, keeps jokes and amusing books in his office. When he needs to relax, he looks at the jokes or picks up a book and reads until he starts to laugh. YouTube could fulfill a similar function, as could watch online versions of your favorite comedy show, but be careful not to violate company policy on internet use.

Experts say that a good way to deal with stress is to think about what your job really means, and to remind yourself why you chose your profession. Rick Best, a health-services scientist for Lockheed Martin, has studied the stress levels of nurses who work with war veterans. “The meaning they got from their job was high,” Best told *The Wall Street Journal*. “They went into the profession of nursing to help people. As a consequence, they derived much meaning from what they were doing, and they were better able to handle stress.”

But not every job is rewarding, so don’t expect yours to provide emotional as well as financial satisfaction. “With so many expectations, it’s no wonder that work can’t meet all of that,” says Ken Pinnock, associate director of employee relations and services at the University of Denver. “So we get disappointed, but I don’t know whether work could fulfill all those things.”

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I. Answer the following questions:

1. How can stress, influence people’s work?
2. Is stress always a negative thing?
3. What is one of the best ways to fight stress?
4. What does active-design movement involve?
5. Why is letting employees recharge at midday a tremendous competitive advantage?
6. What helps you to avoid delays and mistakes, which often bring additional stress?
7. What effective relaxation technique for (eyes / neck / back / head / muscles) do you know?

II. Give the definition to the following term / word-combination:

1. a community;
2. feel valued
3. a let-up;
4. a recharge;
5. to violate company policy;
6. to derive;
7. to get disappointed.

III. Find the key sentences in the text.

IV. Render the article according to the plan (p. 91-92).

Text 3. Changing Status

by Jeffrey Catrett and Michael Lynn

In the past, status symbols for senior management were regarded as vital. These days, some companies are already breaking free from old-fashioned ideas of status and convention. In some countries, open plan offices shared by the manager have been popular for some time. Recent indications show that many more companies are moving towards more open management. Offices shared by managers and other employees are an example of this. The manager may share an office with other employees but usually he or she is at a discreet distance from them or has the best position, near the window!

In Scandinavia, the idea that “to assume responsibility is, in it, a privilege” has been accepted for a long time. The participative style of management sometimes encourages employees to tell the Chief Executive what is wrong with the company and where improvements can be made. As a result, senior management is regarded as more approachable by their employees who, in turn, feel that their contributions to the company are valued.

Management changes. Management style has changed considerably over the last few years. In the past, management and workers were completely separate, even to the extent of having separate restaurants for lunch. “Single status” canteens are now very common. In some companies, “perks”, formerly enjoyed by senior executives are being extended to all workers. This includes holiday houses, which can be used by employees and also the opportunity to participate in company share saver schemes. In some, more traditional, companies change has to be introduced more gradually as the symbols of status are regarded as very important by employees. For example, in certain companies, the model of car is an indicator of which grade of management a person has reached. Even office furniture and fittings can be status symbols. The withdrawal of such items of recognition can be seen as de-motivating in companies where such symbols have been important. The attempt to reduce status symbols should not be linked to ideas of democracy or

equality in the workplace; it is purely concerned with involvement, which must surely strengthen most companies.

linguarama.com/ps/management-themed-english/changing-status.htm

I. Find words or expressions in the text with the following meaning:

- intentionally not attracting attention by behavior or appearance;
- special advantage, opportunity or honor;
- restaurant in a company or factory where employees can eat;
- advantages or benefits such as luncheon vouchers or a company car given to employees;
- take part in an activity;
- taking away;
- the belief in freedom and equality among people

II. Find the key sentences in the text.

III. Work in pairs. Compose your own questions to the text. Ask your partner. Give your *pros* and *cons* to support /contradict statements if any.

IV. Render the article according to the plan (p. 91-92).

Text 4. The Eternal Coffee Break

by Leo Jones, March 24, 2016

American managers who want to get more out of their white-collar workforce will be in for shock if they seek advice from Frank Becker, a professor at Cornell University who studies the pattern of office work. His advice: companies need to devote more office space for creating places like well-tended living rooms, where employees can sit around in comfort and chat.

Mr. Becker is one of a group of academics and consultants trying to make companies more productive by linking new office technology to a better understanding of how employees work. The forecasts of a decade ago – that computers would increase office productivity, reduce white-collar payroll and help the remaining staff to work better – have proved much too hopeful. Mr. Becker predicts that the central office will become mainly a place where workers from satellite and home-based offices meet to discuss ideas and to reaffirm their loyalty to fellow employees and the company. This will require new thoughts about the layout of office buildings. Now, spaces for copying machines, coffee rooms, meetings and reception areas usually come second to the offices in which people

spend most of the day working Mr. Becker sees these common areas gradually becoming the heart of an office.

Managers, says Mr. Becker, will also have to abandon their long-cherished notion that productive employee is an employee who can be seen. Appearing on time and looking busy will also become irrelevant. Technology and new patterns of office use will make companies judge people by what they do, not by where they spend their time. That does not mean the end of the office, just its transformation into a social center. New ideas about offices are catching on elsewhere. Digital Equipment Corp's subsidiary in Finland has equipped offices with reclining chairs and stuffed sofas to make them more comfortable and conducive to informal conversations and the swapping of ideas. Companies such as *Apple* and *General Electric* are experimenting along similar lines.

Steel case, a manufacturer of office furniture, is one of the firms keenest to experiment with new office layouts and designs. The company's research center in Grand Rapids, Michigan, is a \$1 m building completed in 1989. It is designed to create a unity of "neighborhoods" that put marketing, manufacturing and design people close to each other so that they can find it easier to discuss ideas and solve problem. Employees on different floors can see one another through glass, and easily go from floor to floor via escalator. Top managers work in a cluster of offices that are wrapped around a hall in the middle of the building, rather than occupying the usual suite of top-floor offices. They can see, and be seen, by the people they manage. But sometimes even the most communicative employee just wants to be left alone.

eternalcoffeebreaks.wordpress.com/2016/03/24/i-choose/

I. Answer the following questions:

1. What advice does the author of this article give to company managers concerning their employees?
2. Why is 1) layout of office buildings and 2) spaces for copying machines, coffee rooms, meetings and reception areas are so important for efficient work?
3. Do you agree that "a productive employee is an employee who can be seen"?
4. What offices / floors would you recommend to a senior management?

5. Do you belong to “an employee who just wants to be left alone”?

II. Find the key sentences in the text.

III. Express your personal opinion of the article using the phrases below:

- I'm (very) surprised to learn that...	- Thanks for letting me know that...
- I didn't know that...	- That is true, but I'd like to add that...
- I didn't have the slightest idea about...	- I share the author's view, but ...
- That's a very interesting fact that...	- Pardon, but I see the problem in a different way...
- You've persuaded me that ...	- Sorry, I agree only to a certain extent / I disagree that...
- Now I am competent about...	

IV. Work in pairs. Compose your own questions to the text. Ask your partner. Give your *pros* and *cons* to support /contradict statements.

Text 5.Do You Talk Too Much?

by Marty Nemko

Are you one of those people who often talk too much, thereby alienating your listeners? Marty Nemko tells you how you can change this:

Blah-blah, blah-blah, blah-blah, blah. Have you ever talked to someone who, long after you've stopped listening, continued to blab on? Being long-winded is a sure route to career failure. Of course, no one thinks they talk too much. Otherwise, they wouldn't do it. But without realizing it, could you be one of those irritating people? True or false:

1. *You see yourself as a talker rather than a listener.*
2. *In conversation, you often talk without stopping for more than a minute.* (This is the most important sign that you talk too much.)
3. *You can come up with many ideas quickly, and you want to express them all at once.*
4. *You're detail-oriented.* Those people who are detail-oriented often include things that seem important to them but bore the pants off the typical listener.
5. *Your colleagues look away from you when you walk by.* (They're afraid you'll come over and bend their ear.)

6. *The people who know you best see you as self-absorbed, narcissistic, selfish, or egocentric.* A conversation is about sharing and paying attention to your conversation partner's needs.

7. *You don't look for a sign that your listener wishes you'd stop talking.* Those signs could include eyes wandering more than a third of the time, or frozen in a stare. You might also notice fingers or toes tapping, interruptions, or body language that suggests the other person is trying to get away from you. Yes, some listeners are impatient, but if you see such reactions from more than 25 percent of people, the problem is more likely to be you.

The more times you answered “true” to those seven questions, the more you need to follow the “traffic-light rule.” During the first 30 seconds, your light is green: your listener is probably paying attention. During the second 30 seconds, your light is yellow: your listener may be starting to wish you'd finish. After the one-minute mark, your light is red. Yes, there are rare times when you should “run a red light”, if your listener is clearly interested. But usually, after a minute, you increase the risk of boring the other person with each passing second. What can you do to be seen as interesting, not irritating? Try these **tips**:

1. *As you're talking, keep asking yourself: "Does this detail risk boring my listener?"*
2. *Unless you're saying something you know deserves more than a minute, at the 30-second mark, look for a place to stop.* Listeners who want more can ask a question. They rarely will. Try it and see.
3. *What if you're saying something that requires more than a minute?* Break it up into segments, and after each segment, ask something like: “What do you think of that?” or “Am I being clear? Really?” The “really” is important because it lets the listener know that your request is not gratuitous.
4. *Be alert to the other person's non-verbal cues, especially after the 30-second mark.* Does your listener seem fully engaged?

5. *Combine the traffic-light rule with taking an interest in what the other person is saying.* This will make you a better conversationalist than 99% of the population. Encourage others to talk until the subject runs out. Then it's your turn.

Remember, anyone who cares about other people must make them part of a discussion. And if you tend to be selfish, know that you'll get more of what you want if you trade in your talk-talk-talk self for someone who truly listens – and doesn't just speak.

Marty Nemko is one of America's top career coaches. The author of *Cool Careers for Dummies*, he has been advising clients for more than 20 years. He is based in Oakland, California.

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I. Answer the following questions:

1. Do you have any colleagues that you avoid because they talk too much?
2. Don't you answer the phone when you see that a particular person is calling?
3. Have you ever started to fall asleep in a meeting or presentation?
4. Have you ever changed your place because someone was talking too much?

II. Match the key expressions from the article with their definitions:

1. alienating;	a) making someone not like you or not want to support you
2. blab on;	b) to continue talking when it's no longer necessary or appropriate
3. long-winded;	c) using more words and taking more time than necessary to say something
4. irritating;	d) someone who gets on your nerves and annoys you is this
5. bore the pants off somebody;	e) an informal American English expression that describes how incredibly boring somebody is
6. bend somebody's ear;	f) to talk and talk to one person about something for an overly long time
7. self-absorbed;	g) too concerned about yourself and not interested in other people
8. selfish;	h) thinking only about yourself and not caring about other people
9. run a red light;	i) literally <i>to drive through a traffic light even when you should stop</i> ; an informal American English expression that means <i>to carry on even when you should probably stop</i>
10. gratuitous;	j) done without any good reason
11. engaged;	k) interested and involved in something
12. trade something in for something	l) to exchange one thing for another

III. Work in pairs. Compose your own questions to the text. Ask your partner. Give your *pros* and *cons* to support /contradict statements if any.

UNIT VIII

LEADERS – BORN OR MADE

Text 1. A Sixth Sense

by Bob Dignen, updated 20/10/2015

A sixth sense can be useful when we need to quickly form a good business relationship with people who we don't know very well. But the way we go about this is decisive, as Bob Dignen explains.

In the increasingly complex global business world, we have to interact with more and more people, but often less frequently and only superficially. At the same time, we have to deliver results together to tight deadlines. Building effective working relationships quickly has therefore become both more necessary and much more challenging. Indeed, we need to develop a completely new talent – a kind of sixth sense for people.

A learning cycle. Many people love to play the role of amateur psychologist, analyzing their colleagues and clients. But developing a sixth sense is not about making these kinds of judgments, which are often too confident and categorical. So, although we often need to make quick judgments, we also have to recognize that these are superficial – and should therefore commit to the following four-step learning cycle:

Step 1: Observe. To understand others, we first need to observe them and to collect information. But what should we observe? A useful image is that of an iceberg, which is frequently used in intercultural training. Some aspects of other people's behavior and personality are clearly visible, for example, the words they use, their tone of voice and their body language. But many aspects – possibly, like with an iceberg, the majority – are less obvious, e.g. their beliefs or motivations.

Step 2: Assess. After observing people, we need to be able to assess them in a quick and effective way. To do so, it is useful to have some kind of model or framework. In professional settings, many psychometric models are used to profile people, such as the Myers-Briggs or Team Management System (TMS) models. But such complex frameworks don't really help us to assess others when we meet

them briefly and there is no opportunity to get them to complete a detailed questionnaire.

One simple tool is the ‘Diversity Icebreaker’, developed by Bjorn Z. Ekelund of Human Factors in Norway. Ekelund is a psychologist who has worked for more than 25 years in management consulting. “The tool identifies three fundamental styles of thinking and communicating – called ‘Blue’, ‘Red’ and ‘Green’ – with the following characteristics”, Ekelund says that, although everyone has all three styles inside them and is capable of using them all, one style normally dominates.

Improve your ability to judge others accurately. Judging people too quickly is risky. We have different moods at different times and we each have our own psychological and cultural filters. We often see the positive in people who comfort our own sense of identity and feel aggressive towards those who threaten it. A few simple rules will help you to improve your ability to judge accurately:

- *Know what mood you are in* when assessing others (bad moods don’t lead to accurate judgments).
- *Manage negative perceptions carefully* (you may be guilty of ‘projection’ – blaming others for the faults you don’t want to admit in yourself).
- *Be wary of positive perceptions* (you may like the person simply because they are like you).
- *Back up initial perceptions* (by asking for second opinions).

Step 3: Strategize. Now comes the hard part: to come up with a strategy for communicating and interacting with others in a way that engages and motivates them – and helps us to deliver the desired results. This does not necessarily mean simply being nice to someone or accepting their behaviors and values. Here are some strategies to use:

a. Adapt. This is the approach usually recommended by management trainers. There is a strong logic to adapting: being flexible is an attempt to make others feel more comfortable and more motivated to cooperate.

b. Blend. Blending means developing a communication style that keeps the best dimensions of your natural style, while integrating components from other styles. For example, you might prefer to state the truth clearly and directly. Honesty is likely to be a shared value and should thus be retained. But in some situations, you may need to adapt your style so that you don't seem rude or disrespectful. Instead of saying, "You're absolutely wrong", you could say, "I understand your point of view but the facts are very different". In other situations, it may be all right for you to be direct, as long as others understand that your directness is an expression of honesty.

c. Co-create. This involves discussions with others in order to develop a common communication and working culture with agreed norms. This sounds attractive but it can be very difficult in practice. It works best if you keep the number of agreed norms to a minimum and check regularly to make sure that everyone is practicing what they agreed.

d. Divide. This could be a spoken or unspoken agreement to vary the way things are done. For example: "We do it your way in your country. We do it my way in my country." Or: "In finance meetings, we talk detail. In marketing meetings, we try to look at the big ideas."

e. Enforce. It can happen that people upset others at work, don't listen, act selfishly, deliver late and shirk responsibility. Many forms of behaviour, attitudes and values can be destructive in the workplace. Unfortunately, some of the people involved are immune to feedback or coaching. One solution, if you have the authority, is simply to enforce your own expectations on them. This is not pleasant but it is an approach that may be necessary at times.

Step 4: Interact. Next, you have to use your selected strategy to communicate with colleagues and to see how they respond. Do people react positively to your style? Do they listen and take your ideas on board? Do they understand your priorities and needs? Do they deliver on agreed targets? If you are getting a significant number of negative answers to these questions, there are a number of possible explanations:

- *Your assessment of the other person could be incorrect.* You need to observe them closely, understand their communication style and develop a new strategy.

- *Your assessment was correct but your strategy is not working.* Perhaps your calculated flexibility is seen as superficial or weak. Maybe your intended toughness is seen as disrespectful. Think again and try something different.

- *There could be hidden factors driving this person's behavior* – psychological, cultural or organizational. People may appear open and collaborative, yet in reality, live in a very different world. This dissonance may become clear only over time. Cultural differences can also appear suddenly. Globally, we use common terminology, such as *leader*, *decision* and *urgent*. But words mean different things to different people and in different places. Finally, you may be underestimating the negative influence of other people in the background, such as the other person's boss.

Knowing me, knowing you. Getting to know others is a challenging process. But we can make the task easier if we model the openness and transparency we wish to see. If we make ourselves easier to know and to trust, we may inspire others to be more transparent with us about who they are, how they think and feel, and how they best like to work together. Here are four ideas for how to inspire openness in relationships:

- *Show your competence.* If people understand what you are good at, they are more likely to respect and trust you.

- *Talk about things you have in common* with other people. Beginning with safe ground allows you to approach aspects of problematic diversity more confidently at a later date.

- *Offer support for people.* If others sense that you care about them, they are more likely to confide in you.

- *Don't keep secrets.* Share information and your inner thoughts freely. This can encourage others to show their feelings and share their insights.

• *Ask for feedback* about your communication style. This encourages others to think about your working relationship.

Modern organizations throw people together in the most challenging and contradictory circumstances. Other people can be puzzling, fascinating, inspiring and frustrating. The trick is to observe, assess, work with different strategies, interact and try to keep learning. As you do this, you will develop a sixth sense for people that allow you to build relationships and take smart decisions faster.

About the Author: Bob Dignen is a director of York Associates, which specializes in language, communication and intercultural training. He is the author of many business English books, including *Effective International Business Communication* (Collins).

I. Answer the following questions:

1. What are 4 steps of a learning cycle?
2. What and why could be observed and assessed?
3. Could you interpret a term “Diversity Icebreaker”, used by a Norwegian psychologist Bjorn Z. Ekelund?
4. Which is the most important rule for you to judge people accurately?
5. What is the difference between “strategize” and “interact”?
6. Could you dwell on the 4 ideas how to inspire openness in relationships?

II. Find the key sentences in the text.

III. Express your personal opinion of the article using the phrases below:

- I'm (very) surprised to learn that...	-Thanks for letting me know that...
- I didn't know that...	- That is true, but I'd like to add that...
- I didn't have the slightest idea about...	- I share the author's view, but ...
- That's a very interesting fact that...	-Pardon, but I see the problem in a different way...
- You've persuaded me that ...	- Sorry, I agree only to a certain extent /
- Now I am competent about...	I disagree that...

Text 2. The Art Doctor

by Karen Richardson

In this article from Business Spotlight magazine, a businessman Karen Richardson talks about his decision to dramatically change his career path and the consequences on his life.

Robert Mitchell was an ideas man from a young age. He remembers his first business at the age of nine: “I cut out old Christmas cards, stuck them on cardboard

with small calendars and tied on ribbons. I sold them for sixpence outside the Watney Brewery down the road.”

Born in Richmond, in south-east England, in 1941, Mitchell says his family was “as poor as church mice” because his father did not return home after the Second World War. Education at the time was very bad, according to Mitchell, so he largely taught himself and had to grow up quickly.

After entering the working world as an electrician at 16, Mitchell went into dry-cleaning engineering at the age of 18. By 21, he had worked his way up to becoming the foreman of a factory in Richmond. As a *BÖWE Permac* engineer, he gained a wide knowledge of the German machines used there, which he describes as “beautifully designed and built”.

Mitchell says: “I was in my early twenties when I realized I had a very powerful brain. My mind is quite Germanic when it comes to electrical machinery. You have to understand the brain of the machine.” He went on to manage a chain of dry-cleaning shops – but it was around this time that his unusual journey from the engineering world to the art world began. He was asked to create a vacuum surface for a work colleague who wanted to bond a picture on to a new canvas. Mitchell built him a vacuum-conservation hot table, using German technology and parts. By doing so, three career choices suddenly opened up to him. He had to decide between staying in dry-cleaning engineering (where he was safe), building more conservation tables to sell, or using the conservation table to start restoring paintings himself.

The last option was by far the most difficult route Mitchell could have chosen, and it was the one he took. “I left my job as general manager with one month’s salary, one conservation table and two contacts in the business. I had a wife and two young children to support, so I gave myself three years to make it work.”

Mitchell worked seven days a week. It wasn’t an easy time, but by the third year, he had built up a healthy business as an oil-painting conservator.

Thirty-eight years later, the business is still successful; he has conserved over 60,000 oil paintings, making him one of the most experienced conservators in the world. Mitchell owns a gallery in Addlestone, Surrey, and a conservation studio in nearby Chertsey. He lives between the two and says he likes to stay within the “Mitchell triangle” – commuting is wasted work time, as far as he is concerned. His son Darrell, 40, is his business partner, and Vicki, his wife, is his studio assistant.

Finding Mitchell in his gallery surrounded by 400 paintings, one might think that he has always had an interest in art, but that is not the case. In fact, he describes art as something that “happened to him”. Since that event, Mitchell has gained a fine understanding of the subject, and restoring paintings is more than a job for him – it’s a passion. “I stop further damage, so that paintings won’t need restoring for another 200 years,” he explains. He has taught himself to look at paintings in a different way, and can immediately tell their age and condition.

For many years, Mitchell spent his limited spare time working as an FA (Football Association) coach. This experience has helped him in the art world, as he advises a number of artists, trying to bring out the best in them in order to improve their skills.

Mitchell is the kind of person who never sits still for long. He likes to help processes develop and is constantly improving his methods. He has branched out to build up a healthy picture-frame business. He also provides advice on art to his customers, visiting their homes and advising them on the best places to hang their paintings. Mitchell’s most recent business idea is giving talks for up to 30 people at the gallery. He hasn’t publicized the talks but word-of-mouth has brought a constant stream of interested groups. His knowledge of, and passion for, art and conservation is immediately evident, making him a fascinating speaker.

With no retirement plans on the horizon, Mitchell says: “I always wanted to work for myself and to start a business from home.” He has also reached his goals. From starting with nothing, Robert Mitchell has built up a small art empire.

onestopenglish.com/business/business-spotlight/the-art-doctor/157652.article

I. Answer the following questions:

1. What was the first business of Robert Mitchell ?
2. Who taught him electrical machinery?
3. Did anyone help him to build up a healthy business as an oil-painting conservator?
4. What experience has greatly helped him in the art world?

II. Find the key sentences in the text.

III. Read the text again and decide if these statements are true (T) or false (F):

1. Robert Mitchell came from a very rich family.
2. He has taught himself to look at paintings in a different way, and can immediately tell their age and condition.
3. From having enormous wealth from his family, Robert Mitchell has built up a small art empire.
4. Mitchell's most recent business idea is talking to 30 people at the gallery.

IV. Render the article according to the plan (p. 91-92).

REFERENCE

The Plan for Rendering an Article

1. Headline/Title of the Article	The article is headlined... The article goes under the headline... The article under the headline... has the subhead...
2. The Place of Origin	The article is printed/ published in... The article is from a newspaper under the nameplate...
3. Time of Origin	The publication date of the article is... The article is dated the first of October 2007 The article is printed on the second of October in 2017
4. The Author	The article is written by... The author of the article is... The article is written by a group of authors
5. The Theme/Topic	The article deals with the topic... The basic subject matter of the script is... The article touches upon the topic of... The headline of the article corresponds to the topic...
6. The Main Idea/Aim of the Article	The purpose of the article/author is to give the reader some information on...; to inform with...; to compare/determine...; to provide the reader with some material/data on...
7. The Contents of the Article (a short summary in 3 or 4 sentences) + important facts, names, figures	<p>The article can be divided into some parts (The first part deals with..., the second covers the events, the third touches upon the problem of..., the fourth part includes some interviews, dialogues, pictures, reviews, references, quotations, figures;</p> <p>The article is written in the form of the monologue, from the first/third person narration;</p> <p>In the video report we come across an interview, historical facts, a speech of..., the picture from the place of events;</p> <p>The author starts by telling the reader... (writes, states, stresses, depicts, says, informs, underlines, confirms, emphasizes, puts an accent on, accepts/denies the fact, reports, resorts to, hints on, inclines to and so on);</p> <p>The article describes, goes on to say...</p>

	In conclusion/the author comes to the conclusion/concludes The key sentence/words of the article... the following...
8. The Vocabulary of the Article -the topical voc.; -the author's voc.	<p>While reading I've come across some topical words and expressions like...</p> <p>A great number of words belong to the topic: The author's vocabulary is rather vivid, poor, rich;</p> <p>The author resorts to colorful general phrases/ cliches/stable statements/understatements/exaggerations/words with negative/positive connotation/fine; words/descriptive adjectives/comparisons (to create a vivid picture, a humorous effect/to enforce the influence the reader);</p> <p>We see the author's mastery in conveying the main idea to the reader with the help of the phrases/parenthesis/sayings/proverbs;</p>
9. Personal Opinion/Impression of the Article	<p>I found the article interesting/important/hard to understand (Why?)</p> <p>I appreciate the author's word-painting as/superb/ordinary/ exaggerated;</p> <p>The message of the writer is clear to understand...</p> <p>I share the author's view...</p> <p>I see the problem in different way...</p> <p>I don't quite agree with the fact...</p>
10. Personal View on the Topic /Idea /Problem	<p>The message of the writer is clear to understand..</p> <p>I share the author's view...</p> <p>I see the problem in different way...</p> <p>I don't quite agree with the fact...</p>