

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ**  
**УМАНСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ САДІВНИЦТВА**

Кафедра української та іноземних мов

## **ІНОЗЕМНА МОВА**

**НАВЧАЛЬНО-МЕТОДИЧНИЙ ПОСІБНИК ДЛЯ  
САМОСТІЙНОЇ РОБОТИ ДЛЯ СТУДЕНТІВ ДРУГОГО  
(МАГІСТЕРСЬКОГО) РІВНЯ ВИЩОЇ ОСВІТИ**

Умань-2024

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**Рекомендовано** до використання у навчальному процесі на засіданні методичної комісії факультету менеджменту (протокол від 8 серпня 2024 року № 1).

Бечко Я. В. Іноземна мова: навчально-методичний посібник для самостійної роботи для студентів другого (магістерського) рівня вищої освіти. Умань : Видавничо-поліграфічний центр «Візаві», 2024. 30 с.

Даний навчально-методичний посібник є комплексним і комунікативно-орієнтованим, сприяє активному оволодінню лексикою за темами зі сфери ділового спілкування, розвиває уміння і навички у всіх видах мовленнєвої діяльності.

Запропоновані тексти сприяють не лише розвитку навичок читання та перекладу, а також поглиблюють знання студентів у сфері ведення ділового листування. Варіативні завдання до текстів спрямовані на активізацію лексичного та граматичного матеріалів. Посібник містить інтерактивні вправи для розвитку навичок усного мовлення, оригінальні неадаптовані тексти. Посібник призначений для студентів другого (магістерського) рівня вищої освіти.

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## UNIT 1

### BUSINESS ETIQUETTE

There is no need to say that there are great differences in people behavior and communication in different countries. As each of them has its own traditions, customs, culture of behavior. This can make a serious barrier for business and professional relations. It's highly advisable for a businessman to be informed exactly about the rules of behavior in this certain country, in the country they deal with in order to establish their relations in a proper way.

Knowing the rules of etiquette may keep you from making a fool of yourself in many occasions. It also will save you a lot of trouble — and not a few embarrassing moments. Since we are dealing with the English language we are going to speak on the rules, which are common in the English speaking countries, basically in the USA as they are the main trend setter in the economical and business life of the world.

***Americans say, that if you really want to be a success as a businessman, promise yourself:***

- to be so strong that nothing can disturb your peace of mind;
- to talk health, happiness and prosperity to every person you meet;
- to make all your colleagues feel that there is something in them;
- to look at the sunny side of everything and make your optimism come true;
- to think only of the best, to work only for the best and expect only the best;
- to forget the mistakes of the past and press on the greater achievements of the future;
- to give so much time to improvement of yourself that you have no time to criticize others;
- to be too large for worry, too noble for anger, too strong for fear and too happy to permit the presence of trouble.

**Exercise 1. Answer the following questions:**

1. What can make a serious barrier for business and professional relations?
2. What is highly advisable for a businessman?
3. What about our national business culture: do you think that our really successful businessmen consciously or subconsciously act like this?
4. Do you agree that these recommendations can help a businessman to be successful?
5. How can these recommendations help our businessmen in relations with American businessmen?

**UNIT 2****TELEPHONE ETIQUETTE**

Nowadays telephone is considered to be the most convenient means of communication. It is because distances are no obstacles to telephone conversation. If you have a telephone at home or in the office you call up anybody you like at any time and either have a talk or leave a message. The appearance of cellular and mobile telephones made it possible to connect participants of conversation separated from each other by hundreds of kilometers. Telephone talk represents a special kind of communication. Since participants of a conversation do not see each other they can't make use of gestures, mimics and other non-verbal methods which usually help to establish mutual understanding. Besides as telephone connection is not always perfect, it can distort one's pronunciation so that often you can't tell by the voice who you are speaking with. To use a phone is especially difficult for foreigners who do not have good command of a foreign language. Nevertheless, either in this country or abroad, you can't avoid using a phone.

A telephone talk is subjected to certain rules. It means that there exists a special telephone etiquette which is necessary to obey while speaking over the phone. First of all there are certain set phrases used on the phone which are

advisable to learn.

The technique of telephoning is very much the same in all countries. Only remember your good telephone manners:

1. When talking on the telephone – speak clearly. Do not shout and take a cigarette out of your mouth.
2. Use an earpiece in high-traffic or noisy locations. That lets you hear how loud you sound at the other end, so you can modulate your voice.
3. Make sure that your conversation with a busy person is as brief as possible.
4. Before you call to your foreign business partners, do not forget to check their office hours.
5. Be careful with the pronunciation of the name of the company and the person you are calling (people are very sensitive to their names).
6. Do not use slang language or abbreviations when talking with business partners.
7. Remember, if you smile while you are talking on the phone, your listener can “hear” your smile. But it’s best to try not to be funny or make jokes over the phone – your listener may not share your sense of humor.
8. Always identify yourself when making a call, especially if you are calling on business, e.g. “This is Mr. Vasylenko of the Ukrainian Trade Mission. Can I speak to Mr. Jones...?” Even when calling a friend who does not recognize your voice don’t play: “Guess who?” Introduce yourself promptly.
9. When you get a wrong number don’t ask: “What number is this?” It is a good manner to ask: “Is this two-three-four-five-six?” If not apologize.
10. If a wrong number call comes through, don’t lose your temper. Simply say: “Sorry, wrong number” and hang up. Don’t bang the receiver.
11. If you have a visitor, do not carry a long chat where your visitor tries hard to avoid listening to your conversation. The best thing to do is to say you are

busy at the moment and say “May I call you back in a little while?” But don’t forget to do so.

12. When inviting friends to a party do not ask: “What are you doing Saturday night?” or “Will you be busy on Saturday night?” The correct way is to say: “We’d like to have you over for dinner on Saturday.”
13. Ask your friends, parents, relatives not to disturb you with annoying phone calls while you are having classes.
14. Never take a personal mobile call during a business meeting. This includes interviews and meetings with co-workers or subordinates.
15. Maintain at least a 10-foot zone from anyone while talking.
16. Never talk in elevators, libraries, museums, restaurants, cemeteries, theatres, dentist or doctor waiting rooms, places of worship, auditoriums or other enclosed public spaces, such as hospital emergency rooms or buses. And don’t have any emotional conversations in public – ever.
17. Don’t use loud and annoying ring tones that destroy concentration and eardrums.
18. Finally, remember: if you make the call, you should terminate it yourself. Do not “Drag it out”.

**Exercise 1. Answer the following questions:**

1. Is the technique of telephoning very much the same in all countries?
2. Can we use slang language or abbreviations when talking with business partners?
3. Can we take a personal mobile call during a business meeting?
4. What is the least foot zone from anyone while talking?
5. What does loud and annoying ring tone destroy?

### UNIT 3

#### ON-LINE ETIQUETTE FOR NEWBIES

Nowadays many people all over the world prefer to communicate via e-mail with friends, family and business colleagues rather than by phone. They feel that this is a faster and more convenient way of exchanging ideas.

And indeed, e-mail does offer several ways for people to communicate including discussion groups, BBS's or bulleting boards, and chat channels. Discussion groups are normally formed around a specific theme of interest to certain individuals and everybody in the group takes turns in the conversation. BBS's are electronic bulleting boards where people can post messages on specific subject. Finally, chat channels enable users to communicate in real-time by interactive conversation similar to having a conference call on the phone. Of course the only difference is that you're typing the message on the computer rather than speaking on the phone.

Just like in any other type of communication, be it by phone, fax, or mail, e-mail users follow certain rules of etiquette. One of the most basic rules of on-line etiquette is to be brief and to the point. In that way you save both your precious time and money. In trying to be brief and quick, an on-line type was created. There are a number of different acronyms that might be confusing to a person who's just beginning to use e-mail, but since they are so frequently used, they're easy to learn. Some of the most common are:

<i>AAMOF</i>	<i>As A Matter Of Fact</i>
<i>BBFN</i>	<i>Bye Bye For Now</i>
<i>BTW</i>	<i>By The Way</i>
<i>CMIW</i>	<i>Correct Me If I'm Wrong</i>



<i>EOL</i>	<i>End Of Lecture</i>
<i>IAC</i>	<i>In Any Case</i>
<i>IMHO</i>	<i>In My Humble Opinion</i>
<i>OTOH</i>	<i>On The Other Hand</i>
<i>TYVM</i>	<i>Thank You Very Much</i>
<i>ASAP</i>	<i>AS Soon As Possible</i>

When joining a discussion group for the first time it is advisable to observe what's going on, for a while before actually jumping into participate in the conversation. However, eventually you should participate actively, because lurking without participating is considered rude. It is also considered rude to place offensive or inappropriate messages. This behavior is known as “flaming” and may make some members of the group quite angry. Another, inappropriate behavior is to place the same message several times on different areas of a board. This is known as “spamming” and it wastes the time and money of people who want to retrieve messages.

There are several typing rules to follow. Using all uppercase letters is known as “shouting” and it can be considered rude if used inappropriately. On the other hand, using all lowercase is known as “mumbling”.

E-mail users personalize their messages by adding written clues known as “Smiles” or “emoticons” to express their mood and emotions. Smiles are symbols used to communicate your mood by indicating facial expressions. Tilt your head to the left and you see the face:

☺ Smile

☹Crying

☹Frowning

:-/ Undecided

☹ Indifferent                    :-D Laugh  
 :-> Sarcastic                    :-X No comment  
 ;-) Winking

**Exercise 1. Answer the following questions:**

1. Is communication via e-mail a faster and more convenient way of exchanging ideas?
2. Do chat channels enable users to communicate in real-time?
3. What is a “flaming” behavior?
4. What is “shouting”?
5. What is “mumbling”?

## UNIT 4

### WHAT’S BUSINESS?

Business is relationships among people in production and exchange of goods and services for making profit.

The word “business” is used in many modern languages. In ancient times it meant trade for things people wanted. Nowadays, it is production, distribution and sale of goods or services to get some profit.

Production is, as a matter of fact, making things, producing goods and rendering services. Distribution is moving things from the place of production (works, factory) to the market-place. As for the sale of goods and services, it is the exchange of a product or service for money.

The major aim in any business is getting profits. Profit is defined as the amount of money that remains after covering all the expenses in business and paying all taxes.

Business is the exchange of goods and services, and money that results in mutual benefit or profit for both parties involved. An individual comes into

business because he believes that he rewards, or possible future benefits of a business are greater than its risks, or possible future sacrifices.

Business activities are events that involve carrying out operating, investing, and financing decisions that deal with business assets or obligations.

They distinguish between different types of business organizations. Sole Proprietorships, Partnerships and Corporations are the main ones.

**Exercise 1. Answer the following questions:**

1. What is business? Give as many definitions and explanations as you can.
2. What are the basic components of any business? Characterize them.
3. What are the main types of business organizations?
4. What is profit?
5. What is the major aim in any business?

## **UNIT 5**

### **PARTNERSHIP**

When a proprietor wants to expand his or her business, he can form a partnership, a business formed for profit by two or more co-owners. A partnership is defined as “a voluntary association of two or more partners to carry on as co-owners of a business for profit”. Rights and duties of a partnership are regulated by laws and by a legal agreement concluded by the co-owners. This agreement is called “Capital and Dividends Share” which stipulates all the points referring to management of a partnership.

This type of organization represents a logical development from one-person business. The motive may not be only financial – partnerships are often formed in order to bring new ability into business. A partnership agreement specifies the amount of money each is investing and the duties each partner has. There may also be “silent partners” who don’t take part in management, but who invest money into

business.

Partnership has the advantage of using managerial talent. One partner may be qualified in production, another in marketing. Besides, partnership has a favourable tax position if compared with corporation.

A major disadvantage of partnership is that each member is liable for all the debts of the partnership; actions of any partner are legally binding upon all the others. If one partner takes a large amount of money from the business and loses it, the others share this debt and must pay it out. Partnerships have another major disadvantage: decision-making is shared. If partners have serious and constant disagreements, the business is bound to suffer. The survival of a partnership depends upon the continued harmonious relationship between a number of people. Nonetheless, the partnership remains a vital part of business.

**Exercise 1. Answer the following questions:**

1. What is the role of agreement between co-owners of any partnership?
2. Why is a partnership considered to be the place of using the managerial talent?
3. Does partnership have more plusses or minuses if compared to sole proprietorship?
4. What is “Capital and Dividends Share”?
5. Would you like your friends or relatives to be your partners?

**UNIT 6**

**TACTIC SUGGESTIONS TO STUDENTS ON WRITING ESSAYS**

The instruction given below will help you to write an essay without any difficulties. And from now onwards essay will become your strong point.

The basic structure of the essay is extremely simple. It has three parts: an introduction, a body, and a conclusion.

**The introduction**, i.e. the first paragraph, is a short paragraph whose purpose is to give the reader a general idea of the subject of the composition. It should attract the reader's attention so that he/she wants to continue reading.

**The main body** usually consists of two or more paragraphs and its purpose is to develop points related to the subject of the composition. The number of paragraphs and the way you divide them depends on the specific topics of the composition. Each paragraph should deal with points related to the same topic. Whenever you discuss a new topic, you should begin a new paragraph. For example, in a "for and against" essay the main body should have two paragraphs: one discussing the points for, and another discussing the points against.

Main body paragraphs should begin with topic sentences. A topic sentence includes or summarizes the main topic of the paragraph and gives the reader an idea of what the paragraph will be about. The topic sentences should be followed by supporting sentences which provide examples, details, reasons, justifications and/or evidence to support the topic sentence.

**The conclusion** is a short final paragraph in which you can summarize the main idea of the subject restate your opinion in different words, make general comments, express your feeling, etc.

#### TIPS FOR EXPRESSING ONE'S OPINION

1. *In my opinion; to my mind; to my way of thinking; I'm convinced that; it strikes me that; it's my firm belief that; I 'm inclined to believe that; as far as I am concerned; I think that.*
2. *First of all; in the first place; firstly... secondly... thirdly... finally; to begin with I'd like to say that.*
3. *What is more; furthermore; apart from this; in addition (to this); moreover; besides; not to mention the fact that...; not only... but also.*
4. *With reference to; according to.*

5. *Because; owing to the fact that; due to the fact that; on the grounds that; since; for this reason.*
6. *Thus, therefore, so. Consequently, as a result, as a consequence...*
7. *Indeed, naturally, clearly, obviously, of course, needless to say.*
8. *It is the fact that; in fact; as a matter of fact; the fact of the matter is (that); actually, in practice.*
9. *For instance; for example; particularly /in particular / especially.*
10. *As a rule, generally, in general, on the whole.*
11. *To a certain extent / degree; to some extent / degree; in a sense / way.*
12. *To the best of my knowledge; as far as I know...*
13. *It is popularly believed that; some (many) people argue that: most people feel that; some people point out that; contrary to popular belief...*
14. *Yet; however; nevertheless; but; even; even so; still; nonetheless; although; even though; regardless of the fact that; in spite of the fact that; despite the fact that; while.*
15. *Opponents of ... argue /claim / believe that..., while it is true that .... in fact..., the fact that ... contradicts the belief/ idea that...*
16. *Neither... nor; either...or; apart from/ but / except (far)...*
17. *In other words; that is to say; to put it another way; similarly; likewise; in the same way.*
18. *On the one hand...; on the other hand; alternatively...*
19. *On condition that; only if; as long as. In case; otherwise.*
20. *Finally; all in all; taking everything into account / consideration; on the whole; all things considered; in conclusion; therefore I feel that; to sum up.*

**Exercise 1. Answer the following questions:**

1. What is the basic structure of the essay?
2. What is the purpose of *the introduction*?
3. What is the purpose of *the main body*?

4. Does a topic sentence include the main topic of the paragraph and give the reader an idea of what the paragraph will be about?
5. What is the purpose of *the conclusion*?

## UNIT 7

### HOW TO WRITE AND DELIVER A REPORT

Reports can serve a wide variety of purposes and so have a number of different formats. Most written reports, however, follow the same basic pattern, regardless of the subject or aim. This pattern is:

- 1) the preliminary page;
- 2) the introduction;
- 3) the body of the report;
- 4) the conclusion, recommendations or main findings;
- 5) acknowledgements;
- 6) appendix.

Before your report itself starts, you need to provide certain information, and this should be done in the preliminary pages. These pages should be:

- a) *The title page*, which gives the title of the report, the date it was written and distribution.
- b) *A summary*. If the report is a long one, it is a good idea to provide a brief summary (no more than 150 words), giving the gist of what the report contains, and the main conclusions, recommendations.
- c) *A table of contents*. This is also only necessary if the report is a long one and should be on the page itself. In it you should list the major headings and the pages on which they appear.

In your introduction give the background to the report itself:

- why it is written;
- what it is about;
- who it is intended for;

- the investigative and other methods used.

The body of the report is the largest part. There you set out all the relevant information – what you have discovered during your investigation, the facts on which you base your arguments, the details that you have been asked to provide. An analytical report should usually develop a logical argument, building up to a conclusion or recommendations.

In an investigative or analytical report, you may discover several possible solutions to the problem you have been investigating. You may, of course, only recommend one solution, but you should give all the possibilities in your conclusion, with their advantages and disadvantages. Your report is to contain both a conclusion and recommendations, then put them in two separate sections. Always give your reason for recommending a particular course of action.

If you need to acknowledge the help of other people or if you have referred to their written work you need to separate acknowledgements section. If you have referred to publications then it is customary to give the following information:

- in the case of *books*: the author, the title, the publisher, the year of publication;
- in the case of *magazine or journal articles*: the author, the title of the article, the title of magazine or journal, the volume and number (or date) of the particular issue, and the year of publication.

Make the body of your report as short and interesting as possible, so that you keep the reader's attention. But sometimes it becomes of real importance to prove solutions or investigation with long tables or something like this. So it's a good idea not only to mention just the main features in the report itself, but reproduce the tables in the appendix. Here are some useful advice to a speaker:

1. Regardless of your topic you should take into consideration the audience's background and the range of their knowledge in this particular field.



2. Don't try to cover too wide a field in your talk: one main idea consistently and methodically developed will ensure the understanding and appreciation of the audience. Arrange your arguments so as to support this main idea.

3. There are two ways of delivering your speech: talking or reading. If you decided on the first way, a previously prepared outline or notes on the cards will be good guides during your presentation. They will help you to keep the order of points and not forget something important. You may also write down your speech word for word but don't try to learn it by heart. Instead, practice delivering the information the speech contains in parts. After that go over the entire speech until you can speak freely.

4. If you read the text, make the rhythm and pace of your talk closer to those of natural speech. To keep up contact with the audience don't forget to look up regularly.

5. Emphasize the most important points, changing the tone and rate of your speech and making deliberate pauses. This will help you to hold the attention of the audience.

6. You ought to remember that your listeners don't have the opportunity to come back to what has been already said. They can't stop at a puzzling idea and think it over. For this reason, don't neglect repetition, specifications, internal summaries, etc.

7. If your speech exceeds the time allowed, don't be tempted to speed up your delivery. Think over in advance which parts of the text can be left out.

8. You are to talk to the audience as if you were talking to a group of your very good friends. Make your listeners feel that you are talking to each other individually.

### **Exercise 1. Answer the following questions:**

1. What is the basic pattern of the written report?
2. What information should be provided in the preliminary pages?

3. Should an analytical report develop a logical argument?
4. Is the body of the report the largest part of the report?
5. What are the ways of delivering your speech?

## **UNIT 8**

### **WRITING A SUMMARY**

A summary is a condensed version of someone else's work. A good summary concentrates on the factual information contained in the original document and does not contain personal opinions or evaluations. During college you will often need to write summaries of books, book chapters, lectures and, as a useful study technique, portions of your class notes. Summarizing forces you to think carefully about the ideas and concepts in anybody of information. When you write summaries, you call on your ability to comprehend, analyze, synthesize, and evaluate information – all important thinking skills. Developing your summarizing skills will prime you for success in college and beyond.

When you write your summary, make sure that you do the following:

1. State the source you are summarizing and its main idea in your opening sentence.
2. Include essential information – names, dates, times, and places.
3. Leave out examples and descriptive details.
4. Write each important idea in one clear sentence.
5. Arrange your ideas in the most logical order.
6. Conclude with a sentence that ties all your points together and brings the summary to an effective end.
7. Read your summary to a friend. Does he or she understand the main idea of the selection? If so, you've succeeded.

The abstract is a summary that presents an overview of an article or a report.

Many journals publish abstracts of all the articles in an issue. If you are looking for information on a particular subject, an abstract can help you determine whether the article is worth reading in its entirety. In addition, many collections of abstracts are available in databases that you can search using keywords. When you are asked to write an abstract of a paper or project, follow the guidelines below.

### **Guidelines for Writing an Abstract**

- Using a copy of the paper, highlight key information.
- Begin with the thesis statement (article's purpose).
- Summarize key points in the order they appear in the paper.
- Include only essential information, methods, and results.
- Limit the length of your abstract to one paragraph of 100-150 words.
- Avoid technical terminology, specific quotations, and interpretations.

### **Exercise 1. Answer the following questions:**

1. What is a summary?
2. Does a summary include essential information – names, dates, times, and places?
3. Does a summary include examples and descriptive details?
4. What is an abstract?
5. What is the length of an abstract?

## **UNIT 9**

### **AN INTERVIEW**

An interview is an important event in the life of every job applicant. It can be the last test on the way to a new position. That's why it's very important to be well prepared for an interview. Come in time to the appointed place for an interview.

Don't forget to take all the necessary documents for your better presentation (references, characteristics, diplomas).

Don't be nervous and tense with the interviewer, be polite and listen attentively to all the questions you are asked. If you are confident in what you are talking about, it will make a good impression on the interviewer. Try to give full and clear answers to the questions. Be ready to discuss the details of your future work. Try to persuade the interviewer that you are the best candidate for the chosen position and an asset for the company. Don't talk about personal qualities if they are not connected with the future work.

Don't hesitate to describe fully your responsibilities and regular duties at the previous job if you are asked. Show that you are thinking ahead in your career development. Be ready to explain the reasons of your desire to change the work. Tell about your educational history and obtained degree. Don't forget to mention your computer skills, language fluency if it's required by the company.

At the end of the interview thank the interviewer for his/her attention. Don't demand the immediate answer about his/her decision; appoint the certain date of it.

The application form usually includes the following sections general information about the institution, benefits, responsibilities, applicants' criteria, closing date for applications.

**Exercise 1. Answer the following questions:**

1. Is interview an important event in the life of every job applicant?
2. What documents should you take for your better presentation?
3. Should you discuss the details of your future work?
4. Should you talk about personal qualities if they are not connected with the future work?
5. What sections does the application form include?

## UNIT 10

### NEGOTIATING

Most of your activities as managers involve negotiating. If you are a skilled manager you're probably a skilled negotiator. Successful negotiation is where you get what you want, and the other party is happy with what he gets, where the result is "I win, you win". This is certainly true of the variety of negotiations, big or small, that you carry on every day with your colleagues, your boss, your subordinates. A better deal is always possible for both parties if both approach the negotiations as a cooperative enterprise.

Plan your strategy carefully. Decide first of all what you want to get from the negotiations. What is the best result you could hope for? What are your strengths and weaknesses? What are theirs? What information do you need?

There are a number of factors that affect the negotiating process. Your attitude is one. The higher your aspirations, the better your results. The attitude of the other party is important too. It's up to you to alter his expectations to encourage him to be satisfied with less than he originally hoped for.

Take into account the personal needs of the other party. Most people want to have a good image of themselves; they want to be liked: they want to impress their boss. Give attention to such needs and you'll find people are more willing to go along with you.

At the centre of all negotiating is the question of power – and it comes from a variety of sources. It comes from knowledge - the more you know about the other party, the more power you have. But most of power is in the mind. All of these factors – attitudes, personal needs, sources of power – should be considered before you sit down at the negotiating table.

When the negotiations begin, it's often a good tactic to start off with a firm demand. There is a variety of doing this. You can refer to the policy of your company: your company has always done things in this way. You can refer to

regulations, to your published price lists. And allow him to save face – give him time to express his views.

Negotiation usually involves making concessions. But before you start making concessions, find out what the other party wants. Don't let him know what you'll be satisfied with, until you've found out what he'll be satisfied with.

Don't be afraid of reaching a deadlock. Be prepared to stop negotiations and to start again. Say that you want to consult your boss, then come back and say that your boss has suggested a different approach. Or suggest that you both approach the problem from a different angle, so that he sees this as a joint effort to get things moving, rather than a concession on your part.

Throughout the negotiations, try to keep the relationship friendly. Maintain your integrity. You may often hide things from the other party, and you may allow him to form wrong impressions, but it's essential that trust is maintained.

**Exercise 1. Answer the following questions:**

1. What is the best result of successful negotiation?
2. What factors can affect the negotiation process?
3. What should you take into account?
4. Why is the question of power at the centre of negotiating?
5. Where does the question of power come from?
6. When is it easier to get the agreement you want?

## UNIT 11

### HOW TO DEVELOP A BUSINESS PLAN

Major preparatory steps for any type of business include developing a business plan, obtaining the necessary resources and selecting a site for business.

A business plan is a document written by the prospective owner that details the nature of business, the product or service, the customers, the competition, the production and marketing methods, the management, the financing, the other

significant aspects of the proposed business venture.

A well-prepared business plan can take 200 to 400 hours or even more to complete, depending on the complexity of the business, the strength of the competition, the number of different parties involved, and the number of other factors that must be considered.

A business plan serves several important purposes. For one thing, it helps prospective owners carefully think through every aspect of their proposed endeavor. Since a business plan requires writing down information about such aspects as risks, financing requirements, and intended markets, prospective owners are forced to think about such matters.

Most private investors will not even consider financing a venture without seeing a well-thought-out business plan. The main steps in developing a business plan are as follows:

1. Analyze your strengths and weaknesses paying special attention to your business experience, business education and desires.
2. Choose the product or service that best fits your strengths and desires.
3. Research the market for your product or service.
4. Forecast your share of market, if possible. Then forecast your sales revenues over a 3-year period broken down as follows: first year – monthly; second year – quarterly; third year – yearly.
5. Develop your marketing and production plans.
6. Develop your legal plan focusing on whether to form a sole proprietorship, a partnership and then explain your choice.
7. Develop your accounting plan, explaining the kinds of records and reports you need and how you will use them.
8. Develop your insurance plan.
9. Develop a computer plan, describing the way the computer services may help you plan and control your business.
10. Write a cover letter summarizing your business plan, stressing its

purpose and its promise. A well-prepared business plan is necessary for the success of any business affair.

For example, an owner uses a business plan to help obtain outside funding for his various ventures. Obtaining significant funding from banks will also involve submitting a business plan. Even short-run Loans may be easier to negotiate when an owner can demonstrate that a new business venture is progressing according to a plan.

Finally, a business plan often helps prospective owners establish credibility with others which is required for the organization's success. For example, potential employees may need to be convinced that they are joining an organization with a strong chance of success. Suppliers may be more willing to extend a line of credit when a business plan appears sound. Major customers may be more inclined to place orders when there are convincing arguments that a new venture or a small business will be able to deliver the necessary products or services.

**Exercise 1. Answer the following questions:**

1. What are the major preparatory steps for any type of business?
2. What factors must be considered for writing a business plan?
3. What important purposes does a business plan serve?
4. Most private investors will not even consider financing a venture without seeing a well-thought-out business plan, will they?
5. What are the main steps in developing a business plan?

## **UNIT 12**

### **HOLDING MEETINGS**

Meetings are often seen as a waste of time, but they are in fact one of a manager's most useful means of communication, whether with subordinates or colleagues — provided they are conducted effectively. This means having a clear



idea of the purpose of the meeting and ensuring that the meeting addresses itself to this purpose.

▶ *Preparation is essential.* Think out your objectives. Why are you holding the meeting? Is it to convey information? To get information? Is it to solve a problem?

To initiate some course of action identify the specific items that you want the meeting to consider. Arrange them in sequence in the agenda, allocating a certain amount of time to each, and giving priority to those that are important, rather than those that are merely urgent.

▶ *As chairman you are concerned with two things.* One is the subject that is being discussed; the other is the people who are discussing it. The first requires giving attention to appropriate procedures, the second, using your leadership skills. Dealing with the subject means, primarily, making sure that the discussion remains relevant to the items being discussed and to the overall purpose of the meeting.

▶ *Begin the meeting by stating its purpose.* Everyone should have a clear understanding of why it is being held. As you approach each item on the agenda briefly introduce it, stating what the objective is in discussing it.

▶ *Keep the discussion relevant.* Don't allow people to jump ahead to the next item, or to go back to points that have already been dealt with. Watch out for repetition, for speakers going off on tangents, for people talking at cross-purposes. As the meeting progresses, make sure that everyone understands what is being talked about and what is being said about it. Where necessary seek clarification from speakers on behalf of others.

▶ *Provide occasional summaries.* After each item has been discussed, briefly summarize the conclusions that have been reached. At the end of the meeting give an overall summary, relating the final conclusions to the initial statement of the purpose of the meeting. In dealing with people your main concern is that everyone with a contribution to make, makes it. This means, in particular, encouraging the silent and controlling the over-talkative.

► *Begin the meeting on time.* Don't wait for latecomers. When they do arrive briefly tell them what conclusions have been reached. This will bring them up to date and may encourage them to be more punctual in future. At the beginning the discussion may be slow to get started. You can get it going by asking open-ended questions, addressed to individuals. — John, how does this affect your department? As the meeting progresses the most effective form of leadership is probably the one that is least obvious.

► *Avoid answering questions.* Pass them on to others. In particular, try not to get involved in arguments. Disagreement is very useful for stimulating thought, but it is better if challenges are answered by other participants. If disagreement, however, becomes heated, and becomes a clash of personalities rather than of ideas, then refuse it.

You can do this by asking each to repeat what the other has said to the other's satisfaction; or by drawing a neutral participant into the discussion.

► *Respond positively to suggestions.* These are easier to dismiss than facts or opinions, but they are essential if new ideas are to be generated. Those who dismiss them should be invited to put forward alternative suggestions. Draw out the shy, but wait until the discussion has got going. Ask them open-ended questions — "Brian, what do you feel is the reason for this?"

► *Praise their contributions.* Keep the over-talkative in check, but without putting them down. Pick out one of the points they are making and pass it to someone else for comment — "Changing the schedule, that's an interesting idea. Ron, what do you think of that?"

► *Finally, finish the meeting on time.* As the end approaches, remind participants that there is a limited amount of time left and encourage speakers to keep their final contributions as brief as possible. By recognizing that participants have other demands on their time you are more likely to get a full attendance at future meetings.

**Exercise 1. Answer the following questions:**

1. Are meetings one of a manager's most useful means of communication with subordinates and colleagues?
2. Is preparation for the meeting essential?
3. What should you start the meeting with?
4. Is disagreement useful for stimulating thought?
5. Is it important to finish the meeting on time?

**UNIT 13****MAKING CONTACTS**

Making contact is very important in business. Numerous problems and complications of the business done with firms and companies make the use of different methods of business communications a necessity.

You may use telephone, fax, e-mail, Skype and other modern means for making contact. Their growing use is reducing the need for letter writing. But the writing of letters continues in spite of all modern means of communication; in fact most of telephone and telegraph communications have to be confirmed in writing.

Most people prefer phoning in their contacts. This method of communication is fast and simple. A few common expressions are enough for most telephone conversations in making contacts.

The day before the meeting you may want to call your contact to confirm the arrangement before arriving at the firm. But it is not always possible to follow your original plans.

You or your contact may want to change an appointment. If one wants to change the appointed date, it's better to apologize and suggest another date.

If you make a "cold call", you could have difficulty in getting past the secretary of the person you want to see. You should know a few suggestions of things you might say to the secretary.

Before talking about the details of your business there is usually a period of social conversation (small talk) which can be difficult. A good tactic is to ask questions for “breaking the ice”. There are three reasons for this: most people like talking about themselves; it is easier for you to listen; you may learn something useful.

If the small talk continues too long, you may want to change the subject to business matters and talk about the reason you have arrived. After every visit to a company, it can be useful to keep in touch.

There are some ways “to keep the door open”: phoning, writing to contacts, paying visits, sending a fax and so on.

Some contacts do not keep in touch, you have to telephone them to let them know that you still exist. The most difficult contacts say very little on the telephone. This can be because of their personality, their attitude to you, or their difficulty with English. If they do not speak, you have to.

**Exercise 1. Answer the following questions:**

1. Is making contact a very important in business?
2. What modern means for making contact can you use?
3. What does “cold call” mean?
4. What does the tactics of “breaking the ice” mean?
5. What are the ways “to keep the door open”?

## **UNIT 14**

### **HINTS OF BUSINESS CORRESPONDENCE**

A very large part of business in the world is conducted by means of correspondence. Therefore, it is extremely important to be able to write good business letters — letters that represent one's self and one's organisation to best advantage.

Writing good business letters is a matter of detailed and often quite specialised technique, which is not so complicated as you have been led to fear. All you need is the supply of visiting cards, some good paper, a pen, a typewriter, personal computer and some good will.

You should be familiar with two kinds of letters: business letters and personal letters. Business organisations usually use printed letter-head for their business letters. Private business letters are typed on plain paper.

You should answer all letters promptly: within ten days at the outside. If you can't fully answer them within that period, the least you can do is to acknowledge them and explain your delay.

Let everyone involved know what action has been taken on a letter.

You should always write a thank-you note to anyone who has given you a letter of introduction, reporting at the same time how well you were received or what results the introduction produced.

You should sign and send out only the letters that are well typed, well spaced, faultlessly neat and inviting to the eye, i.e. letters that make a good first impression. The letter you write is always a mirror which reflects your appearance, taste and character.

When writing a business letter in English, be careful not to use an old-fashioned commercial instruction book as a guide. The style of writing is changing rapidly. Every year it gets simpler and less formal. Business correspondents prefer simple English to express what they want to say as effectively as possible. But a writer of a business letter must create a good impression, so a few words to promote a feeling of friendship and good will be just to the place.

However, compliments must not be exaggerated, as they may produce the opposite effect, and the reader may feel that the writer is being insincere.

The following is to be remembered when writing a business letter in English:

1. Make a new paragraph for a new subject.

2. Say what you want to say in the simplest, clearest way.
3. Don't say aggressively.
4. Don't exaggerate compliments.
5. Remember that real feelings will have more effect than pretended ones.

**Exercise 1. Answer the following questions:**

1. What kinds of letters do you know?
2. Do business organisations usually use printed letter-head for their business letters?
3. Is it important to write a thank-you note in your business letter?
4. Do business correspondents prefer simple English to express what they want to say?
5. Can you use compliments in your business letter?

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