

**МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ
РОССИЙСКОЙ ФЕДЕРАЦИИ**
**Федеральное государственное автономное образовательное
учреждение высшего образования**
"Казанский (Приволжский) федеральный университет"
Институт управления, экономики и финансов
Кафедра иностранных языков и профессиональной коммуникации

ФОНД ОЦЕНОЧНЫХ СРЕДСТВ

по дисциплине «Иностранный язык деловой»

Направление подготовки: **38.03.01 Экономика**
Профиль подготовки: *Внутренний аудит*
Форма обучения: *очное*
Язык обучения: *английский*
Год начала обучения: **2019**
Авторы: *Горелова Ю.Н.*

Код и наименование компетенции	Планируемые результаты обучения	Планируемые результаты обучения для ин.яз.	Критерии оценивания результатов обучения				Оценочные средства
			неудвл.	удовл.	хорошо	отлично	
ОК-4 способность к коммуникации в устной и письменной формах на русском и иностранном языках для решения задач межличностного и межкультурного взаимодействия	31 Фонетические нормы изучаемого языка; особенности грамматики иностранного языка в объеме необходимом для осуществление устной и письменной деловой коммуникации;	31 Фонетические нормы изучаемого языка; особенности грамматики иностранного языка в объеме необходимом для осуществление устной и письменной деловой коммуникации;	Отсутствие знаний о фонетических нормах изучаемого языка и о грамматических особенностях для осуществления устной и письменной деловой коммуникации. Отсутствие ответа или отказ от него.	Недостаточно полный объем знаний, необходимых для осуществления процесса общения. Слабое владение языковыми средствами. Изложение ответа на вопросы с существенными ошибками.	Знание основных языковых средств, способность применять их для решения типовых речевых задач в рамках учебной программы по аспекту говорения.	Точное использование речевых клише, стилистических и грамотное, лингвистически и логически правильное изложение ответа. Владение всеми необходимыми языковыми средствами.	Деловая игра по теме "Устная деловая коммуникация", Письменная работа по теме " Письменная деловая коммуникация ", Дискуссия по темам " Организация в эпоху перемен ", Письменная деловая корреспонденция
	3 ₂ – общепотребительную лексику повседневно-бытовой сфер иностранного языка в рамках изучаемой тематики; речевые клише для решения	3 ₂ – общепотребительную лексику повседневно-бытовой сфер иностранного языка в рамках изучаемой тематики;	Язык использован на уровне отдельных слов и словосочетаний в знакомой ситуации.	Учащийся делает большое количество грубых лексических ошибок.	Лексические ошибки разные но незначительны и влияют на восприятие речи учащегося.	Использованы различные лексические единицы и речевые клише в соответствии с задачей и требованиям	Деловая игра по теме "Устная деловая коммуникация " Письменная работа по теме " Письменная

	коммуникативных задач в повседневно-бытовой и деловой сферах.	речевые клише для решения коммуникативных задач в повседневно-бытовой и деловой сферах.					деловая коммуникация ", Дискуссия по темам " Организация в эпоху перемен ", Письменная деловая корреспонденция
	Y_1 – передавать основное содержание полученной информации	Y_1 – передавать основное содержание полученной информации	Учащийся не способен передать содержание полученной информации.	Учащийся частично передает содержание полученной информации и совершает значительно количество фонетических, грамматических ошибок, препятствующих пониманию	Учащийся в целом передает содержание полученной информации совершают незначительное количество фонетических, грамматических ошибок, не препятствующих пониманию	Содержание полученной информации передано в полном объеме с минимальным количеством ошибок, препятствующих пониманию	Дискуссия по теме "Участие в переговорах", " Участие в совещаниях" Письменная работа по теме "Общение с деловыми партнерами" "Участие в международной конференции", "Участие в переговорах"
	Y_2 решать поставленную коммуникативную задачу:	решать поставленную коммуникативную задачу:	Учащийся не может решить поставленную	Коммуникативная задача решена	Коммуникативная задача решена на 80%,	Коммуникативная задача решена на 100%,	Деловая игра по теме "Устная деловая

			ю коммуникативную задачу, испытывает значительные сложности при инициировании общения и поддержания разговора.	частично, учащийся испытывает сложности при высказывании собственного мнения и при восприятии речи на слух	учащийся испытывает минимальные сложности при передаче информации, высказываний собственного мнения, адекватно воспринимает иноязычную речь на слух	учащийся правильно воспринимает речь на слух, высказывает собственное мнение, передает содержание полученной информации без информационных потерь	коммуникация ", Письменная работа по теме " Письменная деловая коммуникация ", Беседа по теме "Участие в круглом столе", "Участие в переговорах" Презентация по теме "Общение с деловыми партнерами"
	<i>B₁</i> – основными навыками восприятия, обработки передачи информации, полученной из предложенных печатных электронных источников	и из и и	основными навыками восприятия, обработки передачи информации, полученной из предложенных печатных электронных источников	Студент не ориентируется в тексте и не способен выполнять поставленную коммуникативную задачу.	Студент находит в данном тексте (или данных текстах) 1/2 заданной информации и способен выполнить работу в таком же объёме.	Студент способен достаточно быстро просмотреть текст или серию небольших текстов различного жанра, типа, стиля с целью поиска конкретной	Деловая игра по теме "Устная деловая коммуникация ", Письменная работа по теме " Письменная деловая коммуникация ", Презентация по темам "Организация

					информации . Он владеет навыками отбора значимой информации для решения задач. Однако объем выполненной работы составляет лишь 2/3 от нужного.	информации, оценить выбранную информацию с точки зрения ее значимости для решения поставленной коммуникативной задачи.	в эпоху перемен", "Тимбилдинг", "Публичные выступления" Беседа по темам "Организация в эпоху перемен", "Письменная деловая корреспонденция", "Публичные выступления"
	<i>B₂</i> – нормами устной и письменной повседневно-бытовой и деловой коммуникации.	нормами устной и письменной повседневно-бытовой и деловой коммуникации.	Коммуникация осуществляется без учета норм письменной и устной повседневно-бытовой и деловой коммуникации	Коммуникация осуществляется с частичным учетом норм письменной и устной повседневно-бытовой и деловой коммуникации	Коммуникация осуществляется с назначительными отклонениями от норм письменной и устной повседневно-бытовой и деловой коммуникации,	Коммуникация осуществляется с полном соответствии с нормами письменной и устной повседневно-бытовой и деловой коммуникацией, поставленная коммуникативная задача решена	Дискуссия по теме "Участие в переговорах", "Участие в совещаниях" Письменная работа по теме "Общение с деловыми партнерами" "Участие в международной конференции", "Участие в переговорах"

					ивная задача решена			Деловая игра по теме "Устная деловая коммуникация", Презентация по темам "Организация в эпоху перемен", "Тимбилдинг", "Публичные выступления" Беседа по темам "Организация в эпоху перемен", "Письменная деловая корреспонденция", "Публичные выступления"
ПК-7 способностью, используя отечественные и зарубежные	31 инструменты для анализа зарубежных источников информации;	31 инструменты для анализа зарубежных источников информации;	Учащийся не знает инструменты анализа зарубежных	Учащийся демонстрирует знание отдельных инструмент	Учащийся знает технологию представлени	Учащийся знает подходы и инструменты для	зачет	

источники и информации, собрать необходимые данные проанализировать их и подготовить информационный обзор и/или аналитический отчет			источников	ов для анализа зарубежных источников	информации по отдельным инструментам интерпретации данных	оценки, анализа и интерпретации информации зарубежных источников	
	32 речевые клише, обороты и терминологию для презентации полученной информации зарубежных источников из	32 речевые клише, обороты и терминологию для презентации полученной информации зарубежных источников из	Не умеет применять речевые клише и обороты для представления информации из зарубежных источников	Использует ограниченный круг речевых клише и оборотов для представления информации полученной из зарубежных источников информации	Использует достаточно широкий круг речевых клише и оборотов для представления информации полученной из зарубежных источников информации	Использует разнообразные по значению и составу речевые клише и обороты для представления информации полученной из зарубежных источников информации	зачет
	У1составлять краткий обзор на иностранном языке по тематике делового общения	У1составлять краткий обзор на иностранном языке по тематике делового общения	Не умеет составлять краткий обзор на иностранном языке по тематике делового общения	Умеет составлять краткий обзор на иностранном языке по тематике делового общения, имеются значительные	Умеет составлять краткий обзор на иностранном языке по тематике делового общения, имеются незначительные речевые	Обзор составлен полно, логично, без каких-либо нарушений речевого и языкового характера.	зачет

				стилистические, фактические и логические нарушения	ошибки, логика изложения не нарушена.		
B1 навыками аннотирования и рефериования на иностранном языке	B1 навыками аннотирования и рефериирования на иностранном языке	Не владеет навыками аннотирования и рефериирования на иностранном языке	Аннотирование и рефериование выполнено с нарушением основных принципов и правил	Учащийся выполняет рефериование и аннотирование текста с незначительными языковыми и речевыми ошибками.	Аннотация и реферат выполнены согласно принятым правилам и нормам без речевых и языковых ошибок.	зачет	
B2 навыками представления информационного обзора в устной форме на иностранном языке	B2 навыками представления информационного обзора в устной форме на иностранном языке	Испытывает значительные сложности при составлении устного обзора по заданной тематике.	Составляет обзор, не отличающийся логикой изложения, содержит значительно количество языковых и речевых неточностей.	Обзор представлен в соответствие с нормами изучаемого языка, сообщение адекватно воспринято аудиторий, имеются незначительные речевые и языковые неточности.	Обзор представлен в соответствие с нормами изучаемого языка, сообщение адекватно воспринято аудиторией.	зачет	

**ОЦЕНОЧНЫЕ СРЕДСТВА И ИНЫЕ МАТЕРИАЛЫ, НЕОБХОДИМЫЕ ДЛЯ
ПРОВЕРКИ ЗНАНИЙ, УМЕНИЙ, НАВЫКОВ И (ИЛИ) ОПЫТА
ДЕЯТЕЛЬНОСТИ, ХАРАКТЕРИЗУЮЩИХ ЭТАПЫ ФОРМИРОВАНИЯ
КОМПЕТЕНЦИЙ**

ТЕКУЩИЙ КОНТРОЛЬ

5 семестр

Распределение баллов за формы текущего контроля:

- Письменная работа №1,2,3,4 по теме " Письменная деловая коммуникация "(Вариант 1,2,3,4) - 15
- Деловая игра № 1, № 2 по теме "Организация в эпоху перемен" (Вариант 1,2,3) – 10
- Презентация №1,2,3 по темам "Организация в эпоху перемен", "Тимбилдинг", "Публичные выступления" (Вариант 1) - 10
- Беседа № 1,2,3, по темам "Организация в эпоху перемен", "Письменная деловая корреспонденция", " Публичные выступления" (Вариант 1,2,3) - 15
- Дискуссия № 1,2 по темам " Организация в эпоху перемен ", Письменная деловая корреспонденция" (Вариант 1) - 10

Итого: $15 + 10 + 10 + 15 + 10 = 50$ баллов

Зачет – 50 баллов

$50 + 50 = 100$ баллов

6 семестр

Распределение баллов за формы текущего контроля:

- Деловая игра №1,2 по теме "Устная деловая коммуникация" (Вариант 1,2,3) - 10
 - Беседа №1,2 по теме "Участие в круглом столе", "Участие в переговорах"(Вариант 1,2,3) - 10
 - Презентация №1, 2 по теме "Общение с деловыми партнерами" (Вариант 1,2,3) - 10
 - Дискуссия № 1, 2 по теме "Участие в переговорах", "Участие в совещаниях" (Вариант 1,2,3) - 10
 - Письменная работа №1,2, 3 по теме "Общение с деловыми партнерами" "Участие в международной конференции", "Участие в переговорах" -10
- Экзамен – 50 баллов
- $50 + 50 = 100$ баллов

5 семестр

Темы:

Раздел 1. Бизнес в эпоху глобализации.

1. Организация в эпоху перемен.
2. Работа в международной компании.
3. Тимбилдинг.

Раздел 2. Письменная деловая коммуникация.

Тема 1. Композиционные и лингвистические особенности деловых писем. Виды деловых писем. E-mail.

Тема 2. Составление служебных записок.

Тема 3. Составление письменных отчетов.

ПИСЬМЕННАЯ РАБОТА

1. Письменная работа проводится по 4 вариантам заданий. За выполнение 1 варианта студент может получить 5 баллов. В рамках семестра предусмотрено 4 письменные работы. Таким образом, за данную форму текущего контроля (письменная работа) по дисциплине студент получает до 20 баллов.

2. Критерии оценивания

5 баллов (выполнено от 91% до 100%)

Правильно выполнены все задания. Продемонстрирован высокий уровень владения материалом. Проявлены превосходные способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача решена полностью.

Организация работы: высказывание логично, использованы средства логической связи, соблюден формат высказывания и текст поделен на абзацы.

Лексика: лексика соответствует поставленной задаче и пройденному материалу.

Грамматика: использованы разнообразные грамматические конструкции в соответствии с поставленной задачей и требованиям данного года обучения языку, грамматические ошибки либо отсутствуют, либо не препятствуют решению коммуникативной задачи.

Орфография и пунктуация: орфографические ошибки отсутствуют, соблюдены правила пунктуации.

4 балла (выполнено от 70% до 90%)

Правильно выполнена большая часть заданий. Присутствуют незначительные ошибки. Продемонстрирован хороший уровень владения материалом. Проявлены средние способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача решена полностью.

Организация работы: высказывание логично, использованы средства логической связи, соблюден формат высказывания и текст поделен на абзацы.

Лексика: лексика соответствует поставленной задаче и пройденному материалу, но имеются незначительные ошибки.

Грамматика: использованы разнообразные грамматические конструкции в соответствии с поставленной задачей и требованиям данного года обучения языку, грамматические ошибки незначительно препятствуют решению коммуникативной задачи.

Орфография и пунктуация: незначительные орфографические ошибки, соблюдены правила пунктуации.

3 балла (выполнено от 51% до 69%)

Задания выполнены более чем наполовину. Присутствуют серьёзные ошибки. Продемонстрирован удовлетворительный уровень владения материалом. Проявлены низкие способности применять знания и умения к выполнению конкретных заданий.

Содержание: основная коммуникативная задача решена.

Организация работы: высказывание нелогично, средства логической связи использованы неадекватно содержанию текста, текст неправильно поделен на абзацы, но формат высказывания соблюден.

Лексика: лексика не всегда соответствует поставленной задаче и пройденному материалу, имеются ошибки.

Грамматика: имеются грубые грамматические ошибки.

Орфография и пунктуация: незначительные орфографические ошибки, не всегда соблюдены правила пунктуации.

1-2 балла (выполнено от 0% до 50%)

Задания выполнены менее чем наполовину. Продемонстрирован неудовлетворительный уровень владения материалом. Проявлены недостаточные способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача не решена.

Организация работы: высказывание нелогично, не использованы средства логической связи, не соблюден формат высказывания, текст не поделен на абзацы.

Лексика: большое количество лексических ошибок.

Грамматика: большое количество грамматических ошибок.

Орфография и пунктуация: значительные орфографические ошибки, не соблюдены правила пунктуации.

3. Методические указания для учителя. Студенты получают один вариант для написания того или иного вида делового письма. Студенты выполняют работу письменно.

4. Методические указания для студента. Read the task, write what is required.

Письменная работа по теме № 1 Вариант 1:

Напишите ***email*** в соответствии с ситуацией. Объем письма 140-190 слов.

Write the email in a formal/neutral style to a customer Barberry Ltd to tell them that the hammers they want is not available at the moment.

Письменная работа № 1 Вариант 2

Напишите ***email*** в соответствии с ситуацией. Объем письма 140-190 слов.

Write an email in an informal style to a friend Lucy to tell her that you haven't got an application she wants from you.

Письменная работа № 1 Вариант 3

Напишите ***email*** в соответствии с ситуацией. Объем письма 140-190 слов.

Write an email in an informal style to your friend Lucy to tell her that you haven't got an application she wants from you.

Письменная работа № 1 Вариант 4

Напишите ***email*** в соответствии с ситуацией. Объем письма 140-190 слов.

Write an email in an appropriate style to your colleague Alex to tell him that you have got staffing issues concerning the projects you are both in.

Письменная работа № 2 Вариант 1

Напишите ***report*** в соответствии с ситуацией. Объем документа 200-250 слов.

Your manager would like to improve the administration system in your company and has asked you to write a proposal which includes details of two systems you would suggest adopting.

Write the report for your manager, including the following information:

- ***explaining what each system does***
- ***saying which system would be most suitable for your company***
- ***describing how your company would benefit.***

Письменная работа № 2 Вариант 2

Напишите **report** в соответствии с ситуацией. Объем документа 200-250 слов.

Your manager would like to improve the level of staff motivation in the company and has asked you to write a report giving details of current levels of motivation and suggesting ways to improve it.

Write the report for your manager, including the following information:

- *explaining how you assessed current motivation levels*
- *stating the reasons for the current levels*
- *suggesting ways to improve the situation.*

Письменная работа № 2 Вариант 3

Напишите **report** в соответствии с ситуацией. Объем документа 200-250 слов.

Your manager is keen to introduce new practices into your company. He has asked you to write a report which includes details of two practices from another company which you would suggest adopting in your own company.

Write the report for your manager, including the following information:

- *what you admire about the other company*
- *which two of its practices you would adopt*
- *why your company would benefit from them.*

Письменная работа № 2 Вариант 4

Напишите **report** в соответствии с ситуацией. Объем документа 200-250 слов.

Your company has employed an outside consultant to organise an exhibition of your products, to be held next month. His work is unsatisfactory, and your boss has now decided that you should take over full responsibility instead. Your boss has asked you to write to the consultant to explain why he has been replaced.

Write a letter to the consultant,

- *giving two reasons why he has been replaced*
- *telling him he will be paid for this work*
- *asking him to brief you on the current situation*

Письменная работа № 3 Вариант 1

Напишите **memo** в соответствии с ситуацией. Объем документа 50-100 слов.

You work as a clerk in the personnel department. For the past six years you have taken your vacation in the usual summer months. This year, however, your sister is getting married and you will need to travel out of town and would like to take your two week vacation in October. You are aware that vacation leave is not normally granted at this time of year, but feel your reasons are valid.

Write a memo to your unit head, Mr. Roberts, to inform him of your situation and request your vacation for October.

Письменная работа № 3 Вариант 2

Напишите **memo** в соответствии с ситуацией. Объем документа 50-100 слов.

You are the Training Co-ordinator. You have been asked to make arrangements for a half-day seminar at the Conference Centre. The seminar is for 25 Division Chiefs from various departments.

Write a memo to the director of the Conference Centre, Mary-Ann Downs, making arrangements for space, tables, audio-visual equipment, and refreshments.

Письменная работа № 3 Вариант 3

Напишите **memo** в соответствии с ситуацией. Объем документа 50-100 слов.

You are employed in the accounting department for a large company. Your department paper shredder has been causing problems because it gets used so much.

Write a memo to the purchasing manager explaining the problem and requesting the purchase of a new, larger capacity paper shredder. Provide a rationale for the expense.

Письменная работа № 3 Вариант 4

Напишите **memo** в соответствии с ситуацией. Объем документа 50-100 слов.

You are the personnel director for a school (maybe Strategic English Language Academy). You have interviewed a candidate that you want to hire for the job of English teacher.

Write a memo to the principal of the school of your choice and explain why that candidate is outstanding. Use some information from your own resume and/or cover letter to support your position.

Письменная работа № 4 Вариант 1

Напишите **email** в соответствии с ситуацией. Объем письма 140-190 слов.

Your company employs a maintenance company to look after the computer system. However, their service has been unsatisfactory and your boss has asked you to write to the maintenance company to express your dissatisfaction.

Write the email to the maintenance company, including the following:

- *explaining why you are not satisfied*
- *saying what you expect the maintenance company to do*
- *informing them what will happen if nothing changes.*

Письменная работа № 4 Вариант 2

Напишите **report** в соответствии с ситуацией. Объем документа 200-250 слов.

Your company has decided to conduct an investigation into the possibility of increasing the number of ways in which technology is used throughout the organisation. You have been asked to write a report about technology in your department for the Managing Director.

Write your proposal, including the following:

- *a brief outline of the current uses of technology in your department*
- *a description of what technological improvements could be made*
- *an explanation of the benefits these changes might bring*
- *recommendations for the kind of training that would be necessary*

Письменная работа № 4 Вариант 3

Напишите **memo** в соответствии с ситуацией. Объем документа 50-100 слов.

You are the manuscript reader for Dog and Cat World Publishers. You have read the manuscript, *Understanding Dogs and Cats*.

Write a memo to the Editor-in-Chief that D&C World to make a recommendation to publish this book. Use your imagination but remember to be concise.

Письменная работа № 4 Вариант 4

Напишите *email* в соответствии с ситуацией. Объем письма 140-190 слов.

Write an email in an informal style to your friend Lucy to tell her that you haven't got an application she wants from you.

ДЕЛОВАЯ ИГРА

1. Деловая игра проводится по 4 вариантам. Студенты делятся на три группы, каждая группа получает свой вариант ситуации.

За работу в группе студент получает до 5 баллов. В рамках семестра предусмотрено 4 деловые игры. Таким образом, за данную форму текущего контроля (деловая игра) по дисциплине студент получает до 20 баллов.

2. Критерии оценивания:

- лексическое разнообразие;
- корректное использование грамматических конструкций;
- аргументированность принятых решений;
- решение проблемы;
- бегłość речи.

5 Баллов:

- Задание полностью выполнено: цель общения успешно достигнута, тема раскрыта в заданном объеме.
- Демонстрирует способность логично и связно вести беседу: активно включается в беседу и поддерживает ее с соблюдением очередности при обмене репликами, при необходимости проявляет инициативу при смене темы, восстанавливает беседу в случае сбоя.
- Демонстрирует словарный запас, адекватный поставленной задаче.
- Использует разнообразные грамматические структуры в соответствии с поставленной задачей; практически не делает ошибок.
- Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

4 Балла:

- Задание выполнено: цель общения достигнута, однако тема раскрыта не в полном объеме.
- В целом демонстрирует способность логично и связно вести беседу: включается в беседу, и в большинстве случаев поддерживает ее с соблюдением очередности при обмене репликами, не всегда проявляет инициативу при необходимости смены темы, демонстрирует наличие проблемы в понимании собеседника.
- Демонстрирует достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при подборе слов и отдельные неточности в их употреблении.
- Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания.
- В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

3 Балла:

- Задание выполнено частично: цель общения достигнута не полностью, тема раскрыта в ограниченном объеме.
- Демонстрирует неспособность логично и связно вести беседу: не сразу включается в беседу и не стремится поддерживать ее, не проявляет инициативы при необходимости смены темы, передает наиболее общие идеи в ограниченном контексте; в значительной степени зависит от помощи со стороны собеседника.
- Демонстрирует ограниченный словарный запас, в некоторых случаях недостаточный для выполнения поставленной задачи.
- Делает многочисленные ошибки или допускает ошибки, затрудняющие понимание.
- В отдельных случаях понимание речи затруднено из-за наличия фонематических ошибок; неправильного произнесения отдельных звуков; неправильного интонационного рисунка; требуется напряженное внимание со стороны слушающего.

2 балла:

- Задание не выполнено: цель общения не достигнута.
- Не может поддерживать беседу.
- Словарный запас недостаточен для выполнения поставленной задачи.
- Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи.
- Речь почти не воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков.

0 баллов:

- Отказ от выполнения задания

3. Методические указания для учителя. Учитель заранее готовит материалы для проведения деловой игры, которые могут содержать описание ролей, справочную информацию. На занятии учитель знакомит студентов с ситуацией и раздает подготовленный материал, задача студентов – используя предложенный материал, решить ту или иную коммуникационную задачу, которая содержится в описании деловой игры.

4. Методические указания для студента. Listen to the description of the situation. Pick the card and use the information from the card in order to solve the task.

Деловая игра №1 Business Changes

Группа делится по парам. Ваша цель – изучить свои роли, составить наводящие вопросы и разыграть коммуникативную ситуацию.

Task 1. Read the information about BTS (Business Travel Services).

Business Travel Services is based in Philadelphia, USA. One of its most important clients is the large multinational corporation NeoTech, whose head office is also in Philadelphia. Recently, NeoTech's senior executives have had problems when they have been on business trips organised by BTS.

Who we are

BTS provides a full range of corporate travel services. We are highly experienced in handling the requirements of today's business traveller. Among our many clients are multinational companies which are household names.

What we do

Our travel consultants work to produce top-value fares and the best itineraries to suit the needs of your staff. We will minimise your expenses by arranging your staffs travel at the right price, getting additional discounts for you and establishing direct contact with the best service providers. All our overseas partners are selected because of their high standard of service, attention to detail and quality of product.

We offer: Flights, Hotel bookings, Car rental, Conference bookings, Insurance.

Task 2. The Head of Travel at NeoTech phones the Account Manager of BTS to set up a meeting, so that they can discuss the problems that executives have had while on business trips. Following a request from BTS's Account Manager, NeoTech's Head of Travel sends summaries of three problems which senior

executives at NeoTech had during recent business trips. Read the problems in the box below.

Problem 1 Hotel Problem

Last Thursday, I checked into the Excelsior Hotel. The receptionist told me I had been upgraded and the room was on the 16th floor. Well, I stayed there for an hour or so, then asked to move to another room. The 'upgraded' room had no safe for my money and the lighting was very bad. Also, there was a group of noisy people next door.

The new room was no better. I couldn't take a shower because there was no water for four hours. The coffee machine didn't work, the Ice machine was out of order and the desk was too small. I called the receptionist to get some action but she seemed too busy to do anything. This hotel simply isn't up to standard. What can you do about it for me?

Problem 2 Car rental problem

The rental office at the airport couldn't give me the car I had reserved. It was in the medium price range at \$250 a week. Instead, they offered me a choice:

- a smaller car, which was uncomfortable and had a small trunk;
- a bigger car for an extra \$20 a day.

I was expecting a free upgrade, but the clerk on the desk refused to do that. His attitude was 'take it or leave it'. So I hired the bigger car.

When the company billed me, I ended up paying \$490 for the car.

Problem 3 Diverted Flight

I was on a flight to Moscow, but the flight was diverted to Helsinki because of bad weather. There was a lot of confusion at Helsinki because the airline sent all the passengers to the same hotel for the night. Some passengers became very aggressive when they tried to get a room. I had to share a room with another passenger. The hotel made all passengers pay for their rooms. The next morning, we had to wait SIX hours in a cold terminal for the flight to Moscow. The airline would not pay for our hotel expenses. They said the circumstances were 'beyond their control'. I think we should be compensated for all the inconvenience.

Task 3. Work in groups of four. One of you is BTS's Account Manager, the other three are travel consultants who work with the Account Manager.

- 1) Each member of the group (Account Manager/Travel consultants) reads one of the problems above and makes notes about it.
- 2) Each person summarizes the problem for his/her colleagues, and answers any questions they may have.
- 3) After each summary, the groups discuss the following: Did the executive in

each case deal with the problem effectively? Why? / Why not? What can 8T5 do to help to solve the problem? What is the best solution for each executive? What, if anything, should he/she hope to get from the company concerned?

Деловая игра №2 Meeting in Corporation

Группа делится по парам. Каждому студенту достается роль: «Student A», «Student B», «Student C», «Student D». Ваша цель – изучить свои роли, составить наводящие вопросы и разыграть коммуникативную ситуацию.

Task 1. Read the information about “InStep’s”.

A US-based shoe manufacturer must decide whether to relocate the head office of its European subsidiary, InStep, from Paris to a small industrial town 120 kilometers away.

Background. *Three years ago, InStep moved its factory to Beauchamp, a small, industrial town in northern France. The plant is modern with new equipment. A large warehouse and distribution centre were built near the factory. InStep is now considering moving staff from the Paris office to a purpose-built, six-storey building in the same town. Beauchamp has a population of 25,000, with a high proportion of young people. The relocation, if it goes ahead, will create employment opportunities for local inhabitants .*

A 'getting to know you' meeting. *The Vice-President of the parent company has come to Paris to discuss the proposed relocation with two senior managers from the Paris subsidiary and an independent relocation consultant. This group will discuss the relocation and make a recommendation to the Board of Directors on whether to go ahead with the relocation or not.*

Task 2. Read the message from the Vice-President. Discuss the questions. How do you think staff will react to this message? Do you think the benefits described by the Vice-President will persuade staff to accept the relocation? Why? / Why not?

MESSAGE FROM THE VISE PRECIDENT TO ALL STAFF

A decision concerning the proposed relocation to Beauchamp will be made in the near future. The relocation offers our company significant benefits:

- The reduction in costs will boost our profits.
- The town council in Beauchamp has offered us tax incentives to relocate to their town.
- The relocation will result in improved working conditions and better communication.

Task 3. You are members of the Management Committee. Work in groups. Take one of these roles.

- 1) Read your role cards and prepare for the meeting.
- 2) Hold the meeting. Consider the advantages and disadvantages of relocating to Beauchamp.
- 3) Argue in favor of or against the relocation.
- 4) Decide whether or not to recommend relocation to InStep's Board of Directors. If necessary, vote. The Vice-President has the deciding vote if you cannot reach agreement.

Student A	<p>Vice President</p> <p>You chair the meeting. You have not finally decided on the relocation. Listen to the opinions, then make up your mind. You have the following thoughts at present. Add any other points you can think of.</p> <ul style="list-style-type: none">• You can understand that many staff may not want to leave a beautiful city where they have friends and relatives.• Some staff will not be able to move because they are caring for elderly relatives.• Overseas visitors would probably prefer to visit the Head Office in Paris, even though hotels there would be more expensive than in the Beauchamp region. <p>But ...</p> <ul style="list-style-type: none">• The new purpose-built building will help to create a more loyal, less mobile workforce.• The working environment in the new building will be good for communication and staff relations.• Buying land for further expansion will not be expensive in the new location.• Rising rental costs in Paris will make it difficult for InStep to expand in the city.
Student B	<p>Manager A</p> <p>You are strongly against the relocation. Listen to the opinions of the other members of the committee. Try to persuade them to oppose the relocation. These are some of your reasons. Add any other points you can think of.</p> <ul style="list-style-type: none">• The open-plan office in the new building will be unpopular with staff. Most people like to have their own office.• Young, talented graduates will not want to work in Beauchamp. They will prefer to be in Paris, so there will be a recruitment problem.• Some workers may choose to stay in Paris, but travel 120 kilometers each day to the new building. They will be tired and

	<p>stressed, which will affect their work.</p> <ul style="list-style-type: none"> • The move will have a bad effect on the work-life balance of most staff. • Overseas visitors enjoy coming to the European Head Office in Paris. Will they enjoy staying in a small, northern, industrial town?
Student C	<p>Manager B</p> <p>You are in favor of the relocation. Listen to the opinions of the other members of the committee. Try to persuade them to agree to the relocation. These are some of your reasons. Add any other points you can think of.</p> <ul style="list-style-type: none"> • Relocation will reduce costs and boost profits in the long run. • Having everyone on one site will improve communication. • Excellent facilities in the new building will motivate staff. For example, there is a top floor cafe, fitness centre and a swimming pool in the basement. • Relocation grants and tax incentives will be available from the local authority in the area. • Overseas visitors will enjoy the surrounding countryside. • There are several cheap hotels in Beauchamp and the surrounding area.
Student D	<p>Independent Management Consultant</p> <p>You have advised many companies on relocation. You think the relocation would be good for the company. Add any other points you can think of.</p> <ul style="list-style-type: none"> • The new building will have a large, open plan office, which is very good for communication and staff relations. • Teamwork should improve in the new building because there is a spacious lounge where staff can relax and share ideas. • InStep will help staff to relocate. The company will provide: <ul style="list-style-type: none"> - vans to help them move their belongings; - subsidized meals in the canteen; - child care facilities (crèche); - petrol subsidies; - flexitime working hours for staff with young children.

Деловая игра №3 Teambuilding

Студенты делятся по группам. Каждому студенту достается роль: «Director A», «Director B», «Director C», «Director D». Ваша цель – изучить свои роли, составить наводящие вопросы и разыграть коммуникативную ситуацию.

Task 1. Read the information about DKP.

Background. *Designer Kitchen Products (DKP) is based in Leicester, England. It sells a range of high-class kitchenware to stores across Europe. A year ago, the company hired a new Sales Manager, David Seymour, to improve the sales*

revenue and create a highperforming team. However, since David Seymour's appointment, the sales team has not met its targets, and morale in the department is low. The management is disappointed with the results in the UK, as they are planning to expand into Asia in the near future. In addition, the management needs a high-performing sales team to successfully launch several exciting new kitchenware products early next year. The sales team consists of a mix of nationalities, but they are not working well together. David Seymour is considering various actions to improve the team's performance. He is well aware that if he cannot motivate the team to raise its performance, his own job will be on the line.

David Seymour. When David Seymour was appointed Sales Manager of DKP, he was given the task of increasing the company's sales revenue by at least 20% and building up the sales team for further expansion in Europe. He has so far failed to achieve his main objective. To improve the sales team's performance, he now believes the team needs to be more motivated and to be set much more challenging sales targets. He would also like to have tighter control over the team and to upgrade their training.

Task 2. Read about David Seymour's plans below. Then, in pairs, discuss which plans you think will benefit sales or teambuilding.

David Seymour's plans		
To meet the target of increasing sales by 20%, each member of the sales team will be expected to increase sales by 20% in their area.	The sales representative with the biggest percentage increase in sales over a six-month period will be given a prize.	Staff will attend webinars (web seminars) about new products twice a month. There will also be much more use of video conferences run by me.
Commission will be based entirely on the team's monthly performance. There will be no individual commissions.	Each month, I will Choose the outstanding salesperson of the month. His/ Her photo will appear in the company newsletter.	Staff must send in weekly reports about their activities.

Task 3. You are Directors of DKP. Work in groups of four. Choose a role. Director 1 leads the meeting.

- 1) Read your role cards and prepare for a meeting to resolve your company's teambuilding problems.
- 2) Make a list of the problems that are affecting the performance of the sales team.
- 3) Consider David Seymour's proposals. Decide which ones, if any, should be acted upon.
- 4) Discuss any other ideas you may have to improve the team's performance.

Decide which of your suggestions should be put into effect.

- 5) Work out an action plan for the next six months.
- 6) If there is more than one group of directors, compare your action plans.

Director 1	<p>You are the leader of the meeting. You want to:</p> <ul style="list-style-type: none">• get rid of David Seymour by asking him to resign. You think he has some good ideas for improving sales, but he is not a suitable person to manage the sales team. He's not a 'people person'. He's been given more than enough time to turn things round.• replace him with a new person from outside the company. A new manager should be appointed - someone with good people skills and better managerial ability.• discuss David's proposals and find out what the other directors think about them.• think of some other ways of motivating the sales staff and improve team spirit.
Director 2	<p>You want to:</p> <ul style="list-style-type: none">• keep David Seymour as manager. You are a close friend of David's. You think he's an excellent manager of a difficult team. He just needs more time to put things right.• send David on a management training course which focuses on team building.• get rid of Hank. He is rude and immature, and upsets the other members of the team.• have fewer reports, meetings and web communications, so that the sales reps can focus on increasing sales and looking after customers' needs.• think of some other ways of motivating the sales staff and improving team spirit.
Director 3	<p>You want to:</p> <ul style="list-style-type: none">• move David Seymour to another department in the company.• replace him with another member of the sales team. Chang might be a good choice.• have a department meeting every two weeks, led by the new manager. Everyone should be encouraged to express their opinion.• keep Hank in the sales team. You are Hank's closest friend - you went to school together. <p>He is a difficult person, but a top-class salesman.</p> <ul style="list-style-type: none">• reduce the sales team to five members and make the others work harder and be more productive (you decide who should go).• reorganize the sales team (you decide how).• think of other suggestions for improving the performance of the team.

Director 4	<p>You want to:</p> <ul style="list-style-type: none"> • hear the opinions of the other directors before making up your mind. You are not sure whether to keep David Seymour or not. • appoint Sonia as manager if the other directors think David should go. Sonia is tough, talented and dynamic, just what the team needs as a leader. She's also a very good communicator. • replace Max with one of the other sales reps. He is not a dynamic person and has a poor record at getting new business. • insist that Hank attends a course to improve his interpersonal skills. • to think of other suggestions for improving the performance of the sales team.
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Деловая игра №4 Building Relationship

Студенты делятся по группам. Ваша цель – изучить свои роли, составить наводящие вопросы и разыграть коммуникативную ситуацию.

Task 1. Read the information about Al Munir Hotel and Spa Group.

An Arab hotel group wishes to build customer loyalty by getting to know its visitors better and encouraging them to return to its hotels.

Background. Vanessa Schultz, recently appointed Director of Customer Relations, has been hired by the Al-Munir Hotel and Spa Group to improve the group's customer relations. The group has a number of hotels in Oman and the United Arab Emirates. Vanessa Schultz's first task is to focus on building better relationships with the guests who use the hotels, especially with those who may become frequent visitors. The challenges facing the hotel group are exemplified by the following facts. In the last five years:

- group turnover has fallen by 22%
- the group's room occupancy rate has dropped from 81 % to 62%
- customer surveys have indicated increasing dissatisfaction with the hotels
- the retention rate of guests has fallen from 25% to 8%
- there seems to be little customer loyalty to the hotel group
- recent reviews have reduced two of the hotels' rating from four stars to three.

Task 2. Vanessa Schultz has used the services of Abd Al-Halim Hamdi, a local consultant specialising in hotel management, to find out why many guests do not return to stay at the hotels on a regular basis. Hamdi carried out a survey of guests by telephone and written questionnaires and is now reporting his findings to Vanessa Schultz. Look at the results of a customer satisfaction survey on the right. What conclusions should Vanessa Schultz draw from them?

Results of Customer Satisfaction Survey (Average scores for responses from
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customers completing the questionnaire this year)

Key: 5 = outstanding, 4 = good, 3 = average, 2 = below average, 1 = poor

Category/ Score

Location 5

Rooms 4

Amenities * 3

Service 2

Staff ** 2

Information *** 1

Value for money 3

*Amenities include such things as a restaurant, cafe, spa, gym, business centre, swimming pool, creche, concierge.

**Respondents were asked to grade staff in terms of their helpfulness, enthusiasm and knowledge.

***This refers to the information about the hotel provided in rooms, and about sites and attractions in the region.

Vanessa Schultz has called a meeting which will be attended by members of the Guest Relations and Marketing Departments. This is the agenda for the meeting.

AGENDA

1. How can the Al-Munir Group make guests feel 'special' and 'highly valued'?
2. What can the group do to a) reward loyal customers, and b) persuade guests who have stayed once to return?
3. What can be done to make staff more motivated and customer-orientated in their approach to their work?
4. What questions should the management be asking in order to gather information for an accurate, up-to-date profile of each guest? For example: How did the guest find out about the hotel?
5. How can the group maintain its relationship with guests once they have left its hotels?
6. What other actions can the group take to improve customer loyalty, increase the average scores in the next customer satisfaction survey and get back its four-star rating?

Task 3. Work in small groups. You are members of either the Guest Relations or Marketing Departments.

1. Prepare for the meeting by discussing each item on the agenda. One of you should lead the discussion and note down your ideas.
2. Meet as one group. One person should play the role of Head of Guest Relations.
3. Share your ideas on each item of the agenda.
4. Agree on an action plan which you will present to the Board of Directors of the Al-Munir Group at their next meeting.

ПРЕЗЕНТАЦИЯ

1. Презентация проводится по трем вариантам. Студентам дается ситуация и три варианта входных данных. За выполнение одного варианта студент получает до 5 баллов. В рамках семестра предусмотрено 2 презентации. Таким образом, за данную форму текущего контроля (презентация) по дисциплине студент получает до 10 баллов.

2. Критерии оценивания.

Критерии оценки выступления и презентации:

- соответствие содержания теме;
- правильная структурированность информации;
- эстетичность оформления, его соответствие требованиям;
- набор лексических и грамматических единиц, их правильное использование;
- взаимодействие с аудиторией, умение отвечать на вопросы, соблюдение регламента.

Критерий № 1: 1 балл – содержание выступления соответствует теме, 0,5 балла – содержание выступления частично соответствует заявленной теме; 0 баллов – содержание не соответствует теме.

Критерий №2: 1 балл – выступление и презентация структурированы правильно, согласно требованиям; 0,5 балла – структура частично выдержанна в рамках правил; 0 баллов – информация не структурирована.

Критерий №3: 1 балл – презентация оформлена согласно требованиям; 0,5 балла – презентация оформлена частично по требованиям; 0 баллов – оформление не соответствует требованиям.

Критерий №4: 1 балл – лексика и грамматика использованы правильно, выступающий владеет английским языком уверенно; 0,5 балла – лексические и грамматические явления использованы с ошибками, не влияющими на понимание, 0 баллов – лексика и грамматика используются не правильно, много ошибок.

Критерий №5: 1 балл – выступающий взаимодействует с аудиторией, уверенно и лаконично отвечает на вопросы, не вышел за рамки регламента; 0,5 баллов – выступающий слабо взаимодействует с аудиторией, плохо отвечает на вопросы, немного вышел за рамки регламента; 0 баллов – выступающий не взаимодействует с аудиторией, не может ответить на вопросы, не соблюдает регламент.

3. Методические указания для преподавателя. Студентам зачитывается тема презентации и вопросы, которые должны быть рассмотрены в рамках данной презентации. После этого студенты получаются один из трех вариантов входных данных. Далее студенты используют данные из сети интернет и/или материалы, предложенные преподавателем. По итогам собранной информации студенты готовят презентацию.

4. Методические указания для студента. Study the topic of the presentation and the list of questions to be observed. Choose the variant of the task. Use the Internet and/or the teacher's resources, make a presentation.

Презентация № 1 по теме "Организация в эпоху перемен"

1. The disadvantages of changes in a company
2. Recession as a drive to start making changes
3. Old bad days

Презентация № 2 по теме "Тимбилдинг"

1. Ways to build an effective team
2. Roles in a corporate team
3. Why are some teams more successful?

Презентация № 3 по теме "Публичные выступления"

1. The secret of best presenters
2. How to make your audience listen
3. The importance of visual tools

БЕСЕДА

1. Беседа проводится по трем вариантам. Студент получает одну из трех карточек, на которых указаны 5 вопросов для устного опроса. За правильный ответ на 1 вопрос, студент получает 1 балл, соответственно за выполнение одного варианта студент получает до 5 баллов. Таким образом, за данную

форму текущего контроля (устный опрос) по дисциплине студент получает до 5 баллов.

2. Критерии оценивания

5 баллов - Задание полностью выполнено: цель общения успешно достигнута, тема раскрыта в заданном объеме. Демонстрирует способность логично и связно вести беседу: активно включается в беседу и поддерживает ее с соблюдением очередности при обмене репликами, при необходимости проявляет инициативу при смене темы, восстанавливает беседу в случае сбоя. Демонстрирует словарный запас, адекватный поставленной задаче. Использует разнообразные грамматические структуры в соответствии с поставленной задачей; практически не делает ошибок. Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

4 балла - Задание выполнено: цель общения достигнута, однако тема раскрыта не в полном объеме. В целом демонстрирует способность логично и связно вести беседу: включается в беседу, и в большинстве случаев поддерживает ее с соблюдением очередности при обмене репликами, не всегда проявляет инициативу при необходимости смены темы, демонстрирует наличие проблемы в понимании собеседника. Демонстрирует достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при подборе слов и отдельные неточности в их употреблении. Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания. В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

3 балла - Задание выполнено частично: цель общения достигнута не полностью, тема раскрыта в ограниченном объеме. Демонстрирует неспособность логично и связно вести беседу: не сразу включается в беседу и не стремится поддерживать ее, не проявляет инициативы при необходимости смены темы, передает наиболее общие идеи в ограниченном контексте; в значительной степени зависит от помощи со стороны собеседника. Демонстрирует ограниченный словарный запас, в некоторых случаях недостаточный для выполнения поставленной задачи. Делает многочисленные ошибки или допускает ошибки, затрудняющие понимание. В отдельных случаях понимание речи затруднено из-за наличия фонематических ошибок; неправильного произнесения отдельных звуков; неправильного интонационного рисунка; требуется напряженное внимание со стороны слушающего.

1 - 2 балла - Задание не выполнено: цель общения не достигнута. Не может поддерживать беседу. Словарный запас недостаточен для выполнения поставленной задачи. Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи. Речь почти не

воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков

3. Методические указания для преподавателя. Устный опрос проводится по трем вариантам. Студент получает одну из трех карточек, на которых указаны 5 вопросов для устного опроса. В случае необходимости предоставляется время на подготовку.

4. Методические указания для студента. Answer all the questions on your card. You have 5 minutes for preparation.

Беседа по теме «Устная деловая коммуникация»

Вариант 1:

1. What are the general rules for business greetings and introductions?
2. What techniques could keep the conversation moving?
3. What types of meetings do you know, what are their typical features?

Беседа по теме «Устная деловая коммуникация»

Вариант 2:

1. How to increase the efficiency of the meeting?
2. What are the most common types of negotiations?
3. Describe the most popular negotiating strategies.

Беседа по теме «Устная деловая коммуникация»

Вариант 3:

1. Dealing with difficulties and confrontations during the negotiations.
2. Speak on bidding and bargaining techniques.
3. Describe the useful tips for making proposals and counterproposals.

Беседа по теме «Публичные выступления»

Вариант 1:

1. What makes a good presentation? (structure, voice, rapport with the audience, timing)
2. Speak on the dos and don'ts when preparing for a presentation.
3. Speak on the typical structure of the presentation (introduction, main part, conclusion, Q&A session) and the ways how to make them effective.

Беседа по теме «Публичные выступления»

Вариант 2:

1. Speak on the effective use of visuals during the presentation.
2. What makes a round table successful? (strong moderator, clear focus, comprehensive agenda).
3. What steps should you take preparing for a round-table?

Беседа по теме «Публичные выступления»

Вариант 3:

1. Provide some suggestions on a roundtable facilitation.
2. How could participation in the international conferences help you boost your image and build new business connections?
3. How could participation in the international conferences help you boost your image and build new business connections?

ДИСКУССИЯ

1. Дискуссия проводится по трем вариантам. Студенты делятся на три группы, каждая группа получает свой вариант. Студенты готовят монологическое высказывание по каждому вопросу, ведут дискуссию в большой группе, задают вопросы. За выполнение одного варианта студент получает до 5 баллов. В рамках семестра предусмотрено 2 дискуссии. Таким образом, за данную форму текущего контроля (дискуссия) по дисциплине студент получает до 10 баллов.

2. Критерии оценивания

5 баллов - Обучающийся сумел решить речевую задачу, правильно употребив при этом языковые средства, свободно выражал коммуникативное намерение, адекватно использовал компенсаторные языковые возможности. В ходе дискуссии умело использовал реплики, в речи отсутствовали ошибки, нарушающие коммуникацию.

4 балла - Обучающийся решил речевую задачу, но произносимые в ходе дискуссии реплики были несколько сбивчивыми. В речи были паузы, связанные с поиском средств выражения нужного значения. Практически отсутствовали ошибки, нарушающие коммуникацию

3 балла - Обучающийся решил речевую задачу не полностью. Некоторые реплики партнера вызывали у него затруднения. Наблюдались паузы, мешающие речевому общению.

1-2 балла - Обучающийся не справился с решением речевой задачи. Затруднялся ответить на побуждающие к говорению реплики партнера, его участие в дискуссии было минимальным или молчал

3. Методические указания для преподавателя. Студенты делятся на три группы, каждая группа получает своей вариант. Студенты готовят монологическое высказывание по каждому вопросу, ведут дискуссию в большой группе, задают вопросы.

4. Методические указания для студента. Make up 3 groups. Pick up the card with the discussion questions and discuss them within the group. Each of you should make a short speech, and be ready to discuss your point of view.

Дискуссия № 1 по теме «Организация в эпоху перемен»:

1. How could companies survive in a world that is constantly changing?
2. Business processes reengineering: benefits and pitfalls.
3. Which types of companies structure work best in the situation of change?
4. What are the most relevant skills for the 21st century jobs?
5. What could help build an effective team?
6. How have employment opportunities changed recently?

Дискуссия № 2 по теме «Письменная деловая коммуникация»:

1. What are the typical features of an application letter?
2. What are the typical features of an inquiry and reply letter?
3. What are the typical features of a complaint and apology letter?
4. Describe the main structural features of an e-mail.
5. Speak on the functions of a memo as an internal communication tool.
6. What are the main functions of a factual report?
7. Describe the most effective ways of presenting factual information in the report.

Оценочные средства для проведения промежуточной аттестации обучающихся

По дисциплине предусмотрен зачет в 5 семестре. Зачет проходит по билетам. В каждом билете по два вопроса. Максимум за экзамен можно набрать 50 баллов. Студенту на экзамене также могут задаваться дополнительные вопросы по смежным темам.

Зачет проходится по билетам. В каждом билете два задания: устный ответ по теме и проблемный анализ предложенного текста.

За устный ответ по теме можно набрать максимум 25 баллов.

Критерии оценивания:

Зачтено

Обучающийся обнаружил знание основного учебно-программного материала в объеме, необходимом для дальнейшей учебы и предстоящей работы по специальности, справился с выполнением заданий, предусмотренных программой дисциплины.

Не зачтено

Обучающийся обнаружил значительные пробелы в знаниях основного учебно-программного материала, допустил принципиальные ошибки в выполнении предусмотренных программой заданий и не способен продолжить обучение или приступить по окончании университета к профессиональной деятельности без дополнительных занятий по соответствующей дисциплине.

Критерии оценки проблемного анализа текста:

18-25 баллов - Задание полностью выполнено: анализ проблематики статьи проведен в полном объеме. Демонстрирует способность логично и связно выстроить устное высказывание, обобщать разрозненные факты и делать выводы, делать предположения, высказывать свое мнение. Демонстрирует словарный запас, адекватный поставленной задаче, знание терминологии и умение ее использовать. Использует разнообразные грамматические структуры в соответствии с поставленной задачей; практически не делает ошибок. Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

14-17 баллов - Задание выполнено: цель достигнута, однако анализ проблематики статьи проведен не в полном объеме. В целом демонстрирует способность логично и связно выстроить устное высказывание, обобщать разрозненные факты и делать выводы, делать предположения, высказывать свое мнение, демонстрирует наличие проблемы в понимании собеседника. Демонстрирует достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при выборе терминологии и отдельные неточности в ее употреблении. Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания. В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

10-13 баллов - Задание выполнено частично: цель достигнута не полностью, анализ проблематики статьи проведен в ограниченном объеме. Демонстрирует неспособность логично и связно выстроить устное высказывание, имеет проблемы с выдвижением предположений и высказыванием личного мнения, демонстрирует наличие проблем в ответе

на вопросы. Демонстрирует ограниченный словарный запас терминологии, в некоторых случаях недостаточный для выполнения поставленной задачи. Делает многочисленные ошибки или допускает ошибки, затрудняющие понимание. В отдельных случаях понимание речи затруднено из-за наличия фонематических ошибок; неправильного произнесения отдельных звуков; неправильного интонационного рисунка; требуется напряженное внимание со стороны слушающего.

От 9 баллов и менее - Задание не выполнено: цель не достигнута. Не может провести проблемный анализ текста, высказать мнение, сделать предположение. Словарный запас недостаточен для выполнения поставленной задачи. Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи. Речь почти не воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков.

Вопросы к зачету 5 семестр

1. How could companies survive in a world that is constantly changing?
2. Business processes reengineering: benefits and pitfalls.
3. Which types of companies structure work best in the situation of change?
4. What are the most relevant skills for the 21st century jobs?
5. What could help build an effective team?
6. How have employment opportunities changed recently?
7. What is a typical layout of a business letter?
8. What are the typical features of an application letter?
9. What are the typical features of an inquiry and reply letter?
10. What are the typical features of a complaint and apology letter?
11. What are the typical features of an adjustment and sales letters?
12. Correct the e-mail to meet stylistic and linguistic requirements.
13. Describe the main structural features of an e-mail.
14. Speak on the functions of a memo as an internal communication tool.
15. Speak on the ways how to organize information in a memo (layout).
16. What are the main functions of a factual report?
17. What is a typical layout of a report?
18. Describe the most effective ways of presenting factual information in the report.

Форма билета

**Министерство науки и высшего образования РФ
ФГАОУ ВО «Казанский (Приволжский) федеральный университет»**

Институт управления, экономики и финансов

Кафедра иностранных языков и профессиональной коммуникации

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ЗАДАНИЕ К ЗАЧЕТУ № 1

1. Speak on the topic: How could companies survive in a world that is constantly changing,
2. Describe the most effective ways of presenting factual information in the report ?
3. Render the article # 1

Доцент кафедры иностранных языков
в сфере экономики, бизнеса и финансов
Ю.Н.

_____ Горелова

Зав. кафедрой иностранных языков
в сфере экономики, бизнеса и финансов
О.В.

_____ Полякова

Примерные статьи для проблемного анализа:

1. Why corporate team-building events can be terrible

Nothing quite strikes fear into the heart of employees like the words "team-building event" - especially for those who have attended enough of these events to know how downright bizarre they can sometimes be, says author Alison Green, and creator of the workplace advice column Ask a Manager.

What's the strangest team-building exercise you've ever been on? Circus skills, ice-carving or even sheepdog herding are all genuine days out workers have been subjected to.

Team-building events are, ostensibly, designed to boost the cohesion of a team and increase communication, co-operation, and morale.

Those are all worthwhile business goals, but in practice, many such events involve things like blindfolded trust falls, humiliating dance performances, rope-climbing courses, and other endeavours where the connection to those business goals isn't quite clear.

Another reader wrote in about a team-building event that her office held on a horse farm. One horse got over-excited and nearly trampled one of her colleagues. "It was a bonding experience to a certain extent," she wrote, "but only because we all thought we were going to die."

Another reader described a team-building exercise where she and her co-workers had to spit soda into each other's mouths - why, I don't know - and another was made to watch videos about the leadership skills of dolphins.

Unsurprisingly, tears ensued. She noted that, contrary to the purpose of the event, she and her colleagues went from not being able to work together well to actively disliking each other in about 30 minutes.

Another person's team had to line up and pass a grapefruit down the line without anyone using their hands or arms, and without letting the grapefruit fall.

Still other team-building exercises put pressure on people to do things that they physically can't do.

Recently I heard from a reader whose boss was requiring everyone to gather together in a room to do tai chi several mornings a week - allegedly as a form of team-building. My reader had a medical condition that prevented him from participating.

Rather than excuse him entirely, the boss told him to sit silently and watch everyone else do it.

"It has left me feeling singled out and punished for not being able to participate, and fielding questions from co-workers about why I'm not following along with the programme," he told me.

Not exactly what team building is supposed to achieve.

And some team-building exercises ask people to share things that would normally be considered way too personal for an employer to ask about - things like your deepest fears or experiences from childhood.

I heard about one where participants were asked to share the story behind a scar - physical or emotional. Yes, emotional. Those questions can be easy for some but if you're someone who, say, dealt with trauma or abuse in your childhood - or if you're someone who just prefers privacy - these are not fun games to play.

As these examples make clear, too often employers schedule team-building events without putting real thought into how they'll produce better results, or they use them as a substitute for more meaningful work on communication or co-operation issues.

As a result, these events can be tremendously annoying to employees and - the opposite of raising morale - they can actually lower morale, especially if they're a response to deep-rooted, problematic team dynamics that require more serious solutions.

Real team building isn't about one or two events per year. Instead, it's about how a team runs, day to day.

Good managers prioritise communication, co-operation, and morale year-round, not just for the duration of a team-building event.

And good managers build strong teams by having people work together on projects with clear goals, clear roles, and appropriate feedback and recognition; by creating opportunities for people to get a deeper understanding of each other's work; and by giving people the chance for meaningful input into the direction of the team.

People are more likely to feel like part of a real team if they have a chance to share their input and talk over challenges, and if they see that that input is welcome and truly considered.

And oddly, many team-building exercises are based around solving artificial problems as a group, like building a balloon tower or untangling a human knot - things that aren't likely to come up in our actual work for most of us.

It's far more effective, and useful, to instead involve your work group in grappling with real challenges as part of the normal course of business.

In other words, what builds strong teams is... good management, day after day after day. That may not be as entertaining as dance performances or rope courses, but it's what works.

2. Why businesses are saving the humble text message

If you think that WhatsApp is killing the humble text message you may need to think again.

A growing number of us are sending far fewer text messages than we used to.

Armed with our fancy smartphones, in recent years we have instead switched to the likes of Facebook Messenger, Google Hangouts, Snapchat, and of course WhatsApp for our chats.

As a result, the number of text (or SMS, as they are officially known) messages being sent per day around the world has now fallen far behind the more hi-tech rivals.

At WhatsApp alone, 55 billion messages are now [sent](#) globally every day, more than twice the [22 billion](#) figure for SMS messages.

Yet while the number of text messages being sent by people in the developed world has [fallen](#) since 2011, there continues to be one big growth area - notification SMS messages sent from businesses to customers.

Most of us are now increasingly receiving such text messages on a regular basis, such as when you are being reminded of an opticians' appointment, when an engineer will come to repair your boiler, or when a delivery is going to arrive.

One company at the forefront of this business text messaging industry is a small English firm Esendex, based in Nottingham, in the East Midlands.

With just 200 employees, it now sends out two billion text messages per year, on behalf of 30,000 businesses and other organisations, up from 100 million texts in 2010.

Esendex is already the biggest player in the UK, France and Italy; it is growing strongly in Germany, Spain and Australia.

And it is a lucrative business. Esendex has annual revenues of £23m a year, as firms pay it a fee for every text sent. Meanwhile, a [report](#) earlier this year predicted that the global business text message industry would be worth \$70bn by 2020, up from \$55bn in 2014, as more and more texts are sent out to customers.

Geoff Love, Esendex's chief executive, says while friends may like to chat over Facebook Messenger and WhatsApp, there are a number of key reasons why businesses prefer to send out text messages instead.

"SMS is the only app that's on every phone in the world, so no matter who you are trying to communicate with, you know they can receive a text message."

"That's not the same with WhatsApp, Facebook Messenger or any of the other applications. SMS is simply ubiquitous," he says.

"SMS is also very powerful - people read text messages. 95% of text messages are read within five seconds, so you know your message will get there quickly and cheaply.

"And with SMS we know that the text message has been delivered to the person's phone."

Majority-owned by a private equity firm, Esendex is continuing to quickly expand overseas through a determined acquisitions policy.

Given that the global marketplace is a crowded one, with a large number of firms touting to help businesses send out text messages to their customers, mobile phone industry expert Ben Wood, says Esendex is right to have wanted to grow quickly.

"It is a cutthroat business, down to fractions of a penny in terms of margins," says Mr Wood, who works for research group CCS Insight.

"So scale is all important, companies need to be growing in the space in order to make sure that they're able to buy messages at scale, and therefore compete when they're tendering for business."

With its main overseas offices in Barcelona, Spain, and Melbourne, Australia, plus others in France and Italy, Mr Love says an attempt to break into the US market failed.

"Melbourne and Barcelona grew quickly, [but] things were tougher in America, and we ended up closing down our American operation.

"Not all of the [US] mobile telephone networks could communicate with each other, so you'd be in a situation where you might send a message and it wasn't received because the two networks didn't have any kind of agreement between them to receive messages, which was crazy."

"In Europe, whilst it appears to be more complicated because people speak different languages, in reality they are far more similar," says Mr Love.

Yet there are some differences in Europe, he adds, with companies in Germany demanding far more stringent tests on the software and technology.

Entering the Australian market also brought an unforeseen issue - due to the time difference it can't shut down its UK head office computer systems overnight for maintenance, because it is daytime in Australia.

"It forced us to become a 24/7 business," says Mr Love. "That was quite hard to begin with because it meant changing the way we operated... but in the end it turned into quite an advantage because the companies we are working with are using us for mission-critical stuff 24/7 anyway."

"Our customers are in every single industry you can think of, it could be a very small business or a massive enterprise. But typically it's organisations who really need to communicate with a large number of people very quickly."

3. Love it or loathe it, e-mail changed the world

If you've ever sent an email to the wrong person or hit "reply all" by accident, this story might make you feel better.

It happened in 2008, when a Philadelphia attorney began typing an email to a colleague. The missive involved a proposed settlement of a lawsuit against pharmaceutical giant Eli Lilly and Company. The attorney started typing her colleague's name in the "send" line and didn't notice that her email auto-filled another name.

The actual recipient? A New York Times reporter. Days later, the paper published a front page story about the proposed billion-dollar settlement. It's unclear just how much the mistake factored in to the paper's scoop, but it remains one of the most talked-about email blunders ever.

The dominance of email in business communications means we all have stories of embarrassing blunders — though we've hopefully avoided the multi-billion dollar mistakes. Another burden of this tool: the overwhelming obligation of answering our inbox.

But, love it or hate it, the adoption of email as a way to communicate in business has forever reshaped how we do our jobs. In a generation, sending and receiving information went from a slow, uncertain process to lightning fast.

These days, people send 100 billion business-related emails a day, [**according to researchers at the Radicati Group**](#). That number is expected to hit 130 billion by 2017. And it's all happened in just a couple of decades. Very few people used email consistently even 20 years ago.

Sure, many of us had AOL accounts back then, but those were largely personal. All the way into the 1990s, speedy replies were not the norm, and even faxes were considered a more effective way to send information than email.

That changed in the early 2000s, when email at the office became ubiquitous. Then came the BlackBerry in 2003. It wasn't the first phone that allowed access to email, but the BlackBerry's portability, ease of operation, handy keyboard and security features meant that professionals were expected to check email and answer messages almost immediately, even in off-hours.

Very quickly, email drastically changed the way nearly every professional works, said Will Schwalbe, who is executive vice president of editorial development and content innovation at book publisher Macmillan in New York City. Suddenly people became obsessive about checking inboxes, spending hours sending and receiving messages and worrying over the undefined rules of email etiquette.

"It arrived on the world without any guide on how to use it," Schwalbe said.

Changing our work and our lives

In the early days of the new millennium, Schwalbe was a book editor and he soon began noticing how much email had consumed his time. "It's like we all woke up one day and realised we're spending 70% of our days just doing email," he said.

So in 2006 Schwalbe and writer David Shipley sat down to pen a handbook of sorts. *Send: Why People Email So Badly and How to Do It Better* became one of the early guides to the rules of business email.

Among its missives: managers should define good email practices, employees should avoid replying to everyone on a group message (rarely is it necessary) and

firms should develop internal shorthand, such as NRN, which means no reply necessary.

For those who do it well, email has become the world's first near-instant deliverer of information. "Email is just an unbelievable mechanism for communicating with people," Schwalbe said.

Blurred lines

It's hard to quantify just how much more efficient the world has become thanks to email, both in sending information and in basic communication such as setting up a meeting or an introduction. But with email now on smartphones and even smart watches, it has also become a burden to many, a tool that means never disconnecting from work, said Julie Morgenstern, a time management expert and author of the book *Never Check Email in the Morning*.

The problem is that many let email get the better of them, even if their companies don't require 24-7 response, Morgenstern said. "Email is an incredibly powerful tool, but if you don't use caution, it can take over everything you do."

But one thing is for sure: We simply can't get away from it — and not just because our work won't allow it. Email is addictive, triggering the same areas in our brain as crack cocaine, [**according to University of Sheffield researcher Tom Stafford**](#). That's because people can get a rush from the feeling that they're getting something done by answering email.

In reality, it's a false sense of accomplishment. For the most part, emailing doesn't appear anywhere on our job descriptions. The exception to this, Morgenstern said, might be people in customer service whose job duties include sending and receiving messages. For the rest of us, our job performance, and whether we're considered successful, will likely never be defined by how many emails we send a day.

Too much of a good thing

The secret to breaking email addiction is to begin by curtailing the times of the day that you email, Morgenstern said. Start by avoiding your inbox the first hour of your day. Then add the hour before you go to sleep. Soon, you'll work up to answering email at times of the day generally considered least productive for accomplishing other work, such as right before lunch and just before leaving for the day.

What if you fall behind and have a thousand emails in your inbox? "Don't try to catch up," Morgenstern cautioned. "You'll never do it."

Instead, declare email bankruptcy, a term credited to a Harvard law professor in 2004. That begins by creating a folder called, say, "2014." Drop all those old emails in there. Likely you'll never get through them all, so you might as well put them away and start over.

With that clean slate, it's time for best practices.

Email is more manageable for those who respond less often, said Natalie Houston, a productivity coach and associate English professor at University of Houston in Texas. If you answer emails right away, you train your co-workers into thinking that you're always available. Wait a few hours before responding if it's not urgent.

Consider how you write and send email. You can lessen the burden of all-email, all-the-time by writing your missives carefully, employing short graphs, bulleted points and sub-headlines, said Houston.

A typical conversation on email includes seven notes. Making that initial message effective means fewer follow-ups, which will help unclog your in-box.

"The same rules about writing a good proposal apply to writing a good email," Houston said. "You want it to be easy to understand and to get your point across without a lot of back and forth."

There's also just this simple rule that Schwalbe follows: if it's controversial or complicated, it's not for email.

For the better

Though overflowing email inboxes can create stress and distraction, there's no arguing that it has fundamentally changed many industries for the better. Case in point: Taylor Packaging in Imperial, Missouri.

In the late 1990s, the designer of plastic packaging sent samples to customers by mail. Then, sometimes weeks later, the sample would return with a note of changes the customer wanted. Multiple rounds would follow. Now the company's chief executive officer, Sara Taylor Hardy, emails a digital model, and gets changes back sometimes within hours.

"It used to take six weeks start to finish by snail mail," Taylor Hardy said. "Now? We can get completed parts to a client within a week, easily."

4. We don't talk any more - is technology harming communication?

In a world of tweets and texts, email and instant messaging, are we communicating any better?

Or is modern technology making us lazy about actually talking to each other, with damaging effects on both business and society?

This was the issue that the Today programme guest editor Sir Victor Blank asked me to investigate. Having only had a brief email explaining what he wanted, I was still rather unclear about his thesis - until I got him on the phone for a chat. Which sort of made his point...

"Technology is a massive aid to communication," he told me, "but if it takes away regular face-to-face or direct conversations, then you lose something of the softer edges."

Sir Victor, the former chairman of Lloyds TSB, seemed particularly concerned about the impact that modern methods were having in the business world, with executives firing off emails in anger, and making deals they might later regret, rather than seeing the whites of the eyes of their counterparts in face-to-face negotiations.

That was a concern shared by one person Sir Victor suggested as a possible interviewee. The former Times editor Lord Rees-Mogg told me that if he were in the newspaper business today he would of course use the most modern methods. But he felt that many people could become addicted to email and social networking. "I do notice that emails are often fired off without any real

consideration - they're also much ruder than more considered communications, so I think they're inferior."

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Media captionFormer editor of the Times Lord Rees-Mogg: Emails are much ruder than more considered communications

Perhaps surprisingly, that view might get a sympathetic hearing at the technology firm Atos, which has decided to phase out email as an internal communications tool. "Email has become the easy way to communicate but also the lazy way," says Rob Price, the UK managing partner of Atos.

Anyone who has arrived at their desk to find that they have been copied in on dozens of internal emails of no relevance, will say amen to that. But Atos is not rejecting modern communication techniques, simply recognising that a new generation already thinks email is old hat. Its new recruits arrive from university accustomed to instant messaging and social networks - far more rapid methods of communication.

Another major corporation has recognised that forcing its employees to be "always on" has its limits. Volkswagen's Works Council has decreed that the German firm's Blackberry server should stop sending emails to employees thirty minutes after their shift ends.

But what I really needed was someone who had taken an objective, scientific look at the way we use communications technology - and Dr Monica Bulger of the Oxford Internet Institute fitted the bill.

Far from dumbing down the way we communicate, technology had made us smarter, she told me. In particular, executives like Sir Victor Blank had been made more literate by the arrival of computers and word processing. "Prior to word processors, executives would dictate messages to secretaries and speak on the phone. So the use of technology has improved literacy."

Dr Bulger conceded that face-to-face communication was important, but said it also had its dangers: "I've sat in meetings where people have said things they shouldn't have." Whereas email gave more time for considered reflection: "You can do the count to ten rule and think a bit before you respond."

Overall, the academic's conclusion was that the different technologies now available to us were helping not hindering communication. But she conceded that there was an issue with what she described as "cognitive overload or data deluge."

Tell me about it. As someone who is addicted to these technologies, I still find myself oppressed by the sheer quantity of emails, phone messages and social media activity that need to be dealt with each day. I can't imagine how I would do my job without tools like Twitter. Yet I sometimes wonder whether I communicated better 30 years ago.

In my student days, before the age of the mobile or email, we used to simply drop in on people or bump into them in the street - but still managed to have rich and varied social lives and make enduring friendships.

So I decided to go back to university to give the final word to members of today's Facebook generation. I knocked on the door of my son's student flat in

Oxford and asked him to go and get some friends from next door - he immediately reached for his phone to text them, rather than walk a few steps.

But once we'd gathered them together, the students proved to have quite a nuanced view of modern communication. One of them hardly ever used social networks and said he just bumped into people in the street; another mentioned the danger of becoming obsessed with Facebook at the expense of face-to-face communication.

And a third summed it up for me: "You use social networking and modern technology to arrange meeting people face to face, when otherwise you might not see them for a few weeks - you might not bump into them." We agreed that new communication technologies provided an addition, not a replacement, for traditional means.

So what shall I tell Sir Victor? It seems to me that his concerns about the impact of email, social networking and instant messaging on our ability to communicate, are somewhat exaggerated. But maybe we need to meet face to face to talk it through...

5. The biggest writing mistakes new graduates make

New to the work world? Employers say university graduates get these simple things wrong — a lot. Don't learn the hard way, read this instead.

The job market for new university graduates might be improving, but employers say there are two crucial skills 2015 US grads sorely lack — and they both involve something core to almost any workday: writing.

Companies prioritise clear and direct communication and say it is a vital indicator for quality of work.

According to [research](#) done by the Society of Human Resources Management, new graduates' written communication skills leave a lot to be desired, from their CVs and cover letters to their work reports and presentations. Writing well is a make-or-break skill that can get you noticed. Writing poorly draws attention too, but for all the wrong reasons.

Where are new graduates going wrong — and how can you avoid these all-too-common mistakes?

To be clear

Expressing themselves clearly is tough for young employees. Yet most companies prioritise clear and direct communication and say it is a vital indicator for quality of work.

That might be obvious in consulting, marketing or other word-heavy careers. Yet it's just as central in less-obvious professions. The theatre world, for example.

Lindsey Buller Maliekel, who manages the apprentice programme at New York's New Victory Theater, said clear writing "is integral to the work on stage", too. Good performers must be able to project their message or act to audiences from diverse backgrounds, and clear writing points to this skill, she said.

Social media use has hurt college grads' ability to communicate professionally.

When it comes to accounting, numbers matter but so does the ability to explain them. Rod Adams, recruiting leader of Pricewaterhouse Coopers in the US, said it is a misconception that accountants don't need to write well. For instance, it is important to communicate clearly and with authenticity. That "not only gets your messages across, but also helps you connect and convince other people", wrote Adams in an email.

Millennial symptom

Social media is increasingly creating new work opportunities for college graduates. [Studies](#) done by management consulting company Accenture show that social networking is now considered the most effective method of finding a job for 27% of 2015 graduates, beating out other means such as word of mouth (15%) and electronic job boards (14%).

But social media use has damaged college graduates' ability to communicate professionally. According to Phil Gardner, director of the College Employment Research Institute at Michigan State University in the US, social media-style communication lends itself to short, unsupported writing and typically ignores professional writing etiquette. Even if the interactions between employers and job seekers are changing thanks to social media, there are still protocols that university graduates must remember while connecting with employers, and they often don't have the practice.

Getting the message across

How do you become more authentic when you're presenting yourself to prospective employers? Experts recommend knowing — and telling your story.

For most, writing at the workplace is a continuous learning process.

PwC's Adams warns against reciting your CV or resume, especially in an interview. It's better to "tell a story about [yourself], [your] passions, experience and results", to show how well you will communicate with team members, managers and clients on the job.

Learning process

There is, however, only so much new graduates can do to improve their writing before their first job. For most, understanding how to develop your writing skills at work is a continuous learning process, with improvement accumulated from experience. Still, university students can, and should, familiarise themselves with professional writing by doing internships or job shadowing, Gardner suggested.

Katherine LaVelle, managing director of Talent & Organization at Accenture Strategy in the US, believes companies should invest more in learning and development, especially in fundamental skills such as writing, in order to train a more competitive and competent workforce.

"Doing so will not only help organisations attract and retain top talent, but ensure they can develop relevant skills among their workforce to be competitive," she said.

6. A Point of View: Mourning the loss of the written word

The modernist writer Virginia Woolf called letter writing "the humane art, which owes its origins in the love of friends". In our frenetic world of electronic communication, we must remember to write with thought and consideration, says historian Lisa Jardine.

In these days of email, texts and instant messaging, I am not alone, I feel sure, in mourning the demise of the old-fashioned handwritten letter. Exchanges of letters capture nuances of shared thought and feeling to which their electronic replacements simply cannot do justice. Here's an example.

In July 1940, with the country at war, Virginia Woolf published a biography of the artist, Roger Fry - champion of post-impressionism and leading member of the Bloomsbury Group. The timing could hardly have been worse. Fry's reputation was as an ivory tower liberal who believed that art inhabits a self-contained formal space remote from the vulgar world. As France fell to Hitler's troops and German planes pounded the south coast of England with increasingly regular air-raids, such artistic idealism seemed at best out of touch, at worst irrelevant.

Most of Woolf's friends were politely positive about the book. But in early August she received a letter from Ben Nicolson, the 26-year-old art critic son of her close friend Vita Sackville-West, who was serving as a lance-bombardier in an anti-aircraft battery in Kent under the flight-path of the German bombers. As enemy warplanes passed low overhead, Nicolson attacked the adulatory tone of Woolf's biography and accused Fry of failing to engage with the political realities of the inter-war years.

"I am so struck by the fool's paradise in which he and his friends lived," Nicolson wrote. "He shut himself out from all disagreeable actualities and allowed the spirit of Nazism to grow without taking any steps to check it."

Find out more

Woolf's answering letter did not mince words:

"Lord, I thought to myself," she wrote back. "Roger shut himself out from disagreeable actualities did he? What can Ben mean? Didn't he spend half his life travelling about England addressing masses of people who'd never looked at a picture and making them see what he saw? And wasn't that the best way of checking Nazism?"

Stung by Woolf's condescending tone, and unpersuaded by her argument, Nicolson wrote again, criticising Fry and the Bloomsbury Group in yet stronger terms. This time Woolf took his comments personally and drafted a lengthy, rebarbative reply, in which she turned Nicolson's attack on Fry and herself back on him. Nicolson's own chosen career as art critic was hardly more engaged: "I suppose I'm being obtuse but I can't find your answer in your letter, how it is that you are going to change the attitudes of the mass of people by remaining an art critic."

Reading over what she had written, however, Woolf thought better of her stern tone and did not send the letter. Instead, she rewrote it in more measured terms, moderating her sharp remarks with an opening apology. "I think it's extraordinarily nice of you to write to me," she now began, "I hope I didn't annoy you by what I said. It's very difficult when one writes letters in a hurry as I always do, not to make them sound abrupt."

It is this second version of the letter that was eventually dispatched, and which evidently satisfied its recipient, who called a truce on their differing views of Fry's influence and reputation. In early September, Woolf wrote to arrange for Nicolson to visit, adding: "I love getting your letters," and "I'm so happy you found the life of Roger Fry interesting as well as infuriating."

Two things strike me in this exchange. The first is the simple good manners both correspondents evidence in the way they address one another and present their arguments, in spite of the real, keenly felt differences of opinion.

Image caption Virginia Woolf understood the effects of letters written in haste
The second is the strikingly different outcome arrived at because Virginia Woolf restrained herself from dispatching her first, intemperate draft reply and carefully modified it so as not to hurt the feelings of the young man - a family friend, very much younger and less experienced than herself.

I have, of course, dwelt on this exchange for a purpose. In it, Woolf - using established letter-writing conventions - takes advantage of the time lapses between exchanges to recuperate, clarify, recast and take control of the argument. The result has the elegance of a formal dance - a kind of minuet, in which the participants advance and retreat according to well-understood rules, until they have arrived at a satisfactory outcome.

How unlike the rapid firing off and counter-fire of email messages in which many of us find ourselves engaged nowadays as our predominant means of communicating with colleagues and friends, and even with complete strangers. Each time I broadcast a Point of View, I receive large numbers of emails from people I have never met, while the script posted on the BBC magazine website generates hundreds of anonymous messages.

Very few of these observe the courtesies enshrined in traditional letter-writing. Many adopt a curiously curt tone: I have not consulted my sources correctly, they insist, or I have misled my listeners. "Call yourself a historian" is a regular, shrill opener - emails and posts have mostly dispensed with the niceties of "Dear Lisa" or "Yours sincerely."

Yet if I answer such an email - and I do try to respond to them all - the reply that follows will be couched in very different terms. It will be prefaced by the kind of placatory remark Woolf used in responding to Nicolson: "I did not mean to imply criticism" or "I hope you did not think me rude." It is as if between the first and the second response I have become a person - an actual recipient of the communication - rather than an impersonal post box. So the courtesy and simple good manners of more old-fashioned letter-forms are restored to our correspondence.

Image caption Emails have replaced the handwritten letter

The most dramatic feature of electronic communication is surely its propensity to tempt us into dashing off a message in haste that we repent at leisure. As the emails ping into our inbox we answer them helter-skelter, breathlessly, without pausing to reflect on nuance or tone. As a consequence, misunderstandings often arise - "I'm sorry to have upset you," a colleague will reply to an email I intended as a matter-of-fact response to a bit of university business.

No doubt I am sentimentalising the orderliness of written letters by comparison with emails. When feelings run high, an ill-judged letter can cause as much emotional damage as any dashed-off online posting. Here's another example from Virginia Woolf's prolific correspondence.

In 1938, she wrote to Vita Sackville-West - with whom she had had a passionate affair in the late 1920s - refusing to read a poem Vita had sent her via Woolf's husband Leonard. Woolf was annoyed at hurtful remarks Vita had made about her: "Leonard says you have sent a poem and would like to know what I think of it. Now I would like to read it and normally would fire off an opinion with my usual audacity. But I feel I can't read your poem impartially while your charges against me, as expressed in a letter I have somewhere but won't quote, remain unsubstantiated."

Image captionVita Sackville-West was 'horrified' by one of Woolf's letters
Vita was appalled. Her response was a frantic telegram: "Horrified by your letter." This in its turn elicited a further letter from Woolf the same day:

"What on earth can I have said in my letter to call forth your telegram? God knows. I scribbled it off in five minutes, never read it through, and can only remember that it was written in a vein of obvious humorous extravagance and in a tearing hurry."

Woolf explained that she had been annoyed by a letter Vita had sent shortly after publication of her last book. She had written back asking Vita to explain a comment she had made that "one moment you enchant with your lovely prose and the next moment exasperate one with your misleading arguments". What were the misleading arguments? Woolf had asked. Vita had not replied.

"It's a lesson not to write letters," Woolf now continued contritely. "For I suppose you'll say, when you read what I've quoted from your own letter, that there's nothing to cause even a momentary irritation. And I daresay you're right. So let us leave it: and I apologise and will never write a letter so carelessly again."

Virginia Woolf called letter-writing "the humane art, which owes its origins to the love of friends", and devoted a good deal of emotional energy to using it to maintain her friendships.

Today's electronic forms of communication may lack that emotional depth but they do enable us to connect more speedily and efficiently than I at least could manage with pen and ink. Still, when we take advantage of them, we ought always to heed Woolf's warning, never to write carelessly. And, if we can, at least count to 10, and read over what we have written, before we press "send".

7. Why I hate meetings - and how to make them better

Every time economists wonder why Britain's productivity is so low, it takes all my strength to resist spitting out one loathsome word - "meetings", says workplace commentator Stephanie Hare.

Conference calls and video conferencing are the worst. You can write off the first several minutes because you and your colleagues will be troubleshooting technical issues, checking that everyone can see what's being shared on the screen, and struggling to mute or unmute yourselves.

And just as everyone finally gets stuck into some content, someone will inevitably crash in, apologise for being late, and the whole thing starts over. In my experience, I've found that it's best to mute yourself before you start screaming.

Often there's no pre-meeting agenda, so it's entirely possible to attend a meeting without knowing what you're supposed to contribute or get out of it.

Nor is it always apparent why some of us are in the meeting. We may be wasting our time spectating, when we could be getting on with something more valuable - like working.

Image copyrightGETTY IMAGESImage captionElon Musk: Walk out of a meeting if it's a waste of your time

And if no-one agrees any "action points" at the end, you can leave a meeting wondering what just happened during that hour of your life that you'll never get back.

No wonder Elon Musk, the CEO of Tesla and SpaceX, recently urged colleagues to walk out of meetings as soon as it becomes obvious that they are not adding value. "It's not rude to leave," he explains. "It's rude to make someone stay and waste their time."

Amazon's Jeff Bezos is so wary of bad meetings, he's devised an entire mitigation strategy.

He avoids meetings before 10am, as he's figured out that he's not productive before then

He keeps meetings small - with attendance limited to the number of people that can be fed by two pizzas

And he's banned Powerpoint

Instead, he demands that his executives write a six-page "narratively constructed" memo. "It has real sentences and verbs and nouns," he confides. "It's not just bullet points."

Image copyrightGETTY IMAGESImage captionJeff Bezos: Keep things small, not before 10am - and read the meeting's memos

Now you Powerpoint junkies out there are no doubt gasping in disbelief.

I can only imagine how apoplectic you'll be when you hear this: no-one talks anyone through a deck in a Bezos meeting. Instead, the first 30 minutes are spent in silence, reading the memo, because Bezos knows that executives can behave like teenagers: showing up to meetings without doing any preparation.

Are some of you blushing? You know who you are!

Yet even if you've sent out your agenda to your perfectly sized group and agree action points at the end, you can still run a bad meeting by failing to ensure that all voices are heard.

This is more than just bad manners - it's bad management.

Our more introverted colleagues may not have the appetite, or frankly, the energy, to elbow their way into a conversation dominated by those who are more expressive.

And research shows consistently that women are often ignored and interrupted by men in meetings.

Image copyright STEPHANIE HARE
Image caption Include everybody, don't let the motor-mouths dominate your meetings, says Stephanie Hare

So to run a better meeting, here's a few action points for us all to consider.

For instance, research shows that when a woman asks the first question or offers the first comment in a meeting, other women are likely to speak, too. So ladies, when you're offered the space - take it.

Second, create space for quieter colleagues by asking them beforehand how they would like to be heard. After years of being talked over in meetings, I can promise you that they have many ideas.

Third, we all need to hold ourselves accountable. If we truly think a meeting is a good use of our time, let's check with our colleagues.

Finally, let's not take it personally if one of our colleagues pulls an Elon Musk and leaves our meeting. It doesn't necessarily mean we're boring - just that they've added what value they can.

8. Nine ways to succeed in meetings

Most of us see meetings as something to be endured. If you're lucky you'll get your points across. If unlucky you'll either emerge with reams of action points or worse, a headache from being trapped in an over-heated, under-ventilated room listening to people drone on.

[Tanya Beckett looks at the art of the meeting for In Business on Radio 4](#), but here's our take on how to succeed in meetings.

1. Get your agenda straight

What do you want from this meeting? Mark your own agenda points against those on the official agenda, so you can ensure you got your points across and you can keep yourself focused.

2. Know who everyone is

Get to the meeting early...good advice anyway, but this also gives you the added advantage of being to introduce yourself to anyone you don't already know and find out a little about them. There's nothing less empowering in a meeting than not being entirely sure what everyone's role and responsibilities are.

3. Position yourself well

The ideal position is where you are opposite, or at least within eye contact range of, the person with the highest status in the room. Don't take the chair that's been squodged in the corner of the table or you'll find yourself being pushed back and on the fringes of the group.

4. Speak up

In terms of voice, make sure you breathe slowly. If the people around you are stressed or excitable, or the meeting is a contentious one, you can find your own voice rising in pitch and your breathing becoming lighter and less beneficial. Don't get drawn into the tension, drop your shoulders and breathe deeply, and you can become the voice of authority rather than part of the clamour.

5. Don't be overly polite

Obviously we're not suggesting you bellow over other people's contributions, but if you feel (particularlly if you are chair) that someone has been holding forth for

too long, don't be afraid to say "thanks so much X; that's very helpful but we have limited time today so could we hear from other people?"

Don't get your phone out in meetings, it's distracting.

6. Do not have your phone out

It's rude, you'll be distractcted and you'll find checking it irresistible, and it will also distract other peoile. Even the flashing indicator of a silent message can be irritating to others.

7. Decisions, decisions

Be very specific. Don't review, discuss or consider, at a meeting; state your aim. "The reason were here is to decide whether we proceed with xx, and I'd like to have made that decision by 11am, when this meeting ends." If everyone's done a pre-read, there's no need to go through everything in the issues in the meeting.

8. Don't be 'that person'

Yes Ok you have a personal hobby-horse. You want to know why the printer never works, or why someone keeps taking your parking space, or why the canteen always runs out of the chicken before you get there. But this meeting is not the place to air it. If everyone's leaning forward and casting around to pick up their stuff and leave don't be the one that then clambers on their hobby horse and starts ranting.

9. Thank you letters

If someone championed you in a meeting, or chaired it well, or went to some effort to arrange refreshment or transport, thank them via email. Don't gush, but they will be glad you noticed.

Biscuits can make a meeting more tolerable.

9. Do the Japanese run the best meetings?

If you want to get your point across in a meeting in Finland, keep quiet; and let your counterparts deliberate. Of course, that won't work at all in, say, Canada.

As more of us do business across cultures and far-flung offices, every meeting can feel like a riddle. What do the long silences, idle chitchat and serious faces really mean in context?

It's easy to make a mistake.

You have two minutes to either gain credibility or lose it.

A familiar gesture at home can signal something altogether different elsewhere. For example, while answering a ringing mobile phone in North America and across Europe may be a sign of disrespect during a meeting, it's just part of the norm for some Chinese businesspeople — many of whom attend meetings with multiple phones in hand, said Robert Gogel, Paris-based chief executive of Integreon, a consulting firm with a focus on outsourcing and legal services.

"You have two minutes at the beginning of the meeting to either gain credibility or lose it," Gogel said.

It's best to prepare ahead of time so you can quickly zero in on cultural quirks before you head to the meeting table. "You at least have to understand your local customers," said Gogel, who spends most workweeks travelling between clients in Asia.

Here are five rules of thumb for different countries to make navigating your next international meeting a little less nerve-wracking.

Stick to the schedule

Where: Germany, Austria, Japan

We've all been to meetings that have a loose agenda, if any at all. They don't start on time and they seem to repeat as stragglers wander in. Not so in these countries. Japanese users of Do.com, an online meeting platform, are more likely to create a detailed agenda and pass out supporting documents several days prior to a meeting than meeting goers in any other country, according to founder Jason Shah.

In Japan, meetings start promptly, stay on schedule and have an agenda.

(Credit: Alamy)

"People [in Japan] are cognisant of how much time remains and don't go over," said Shah who is based in San Francisco. It's expected that you'll understand the written materials ahead of the meeting. If a meticulously planned meeting runs over the allotted time, the gathering might be deemed unproductive, he adds. Ultimately, it can lead to a negative outcome because participants may be seen as inefficient.

Germans and Austrians have a similar sentiment, said Stuart Friedman, founder of Global Context, a cross-cultural communication firm based in Redwood City, California in the US. In the US, a well-planned gathering that exceeds its scheduled time might signal great interest or excitement over the topic, but meetings that run long in Germany are often taken to mean that the parties are not communicating efficiently, he said.

Don't even think about a brainstorm

Where: China, Taiwan, Malaysia, Singapore

Backtracking or debating a topic can go against the traditional Chinese concept of "saving face", which is meant to avoid any mistakes or actions that could bring embarrassment. Laughing at even an obviously amusing answer, pointing out a potential mistake or even being too straightforward in an answer can derail the entire meeting.

In China, brainstorming doesn't take place in meetings.

Meetings in a number of Asian countries typically have a desired outcome, without much room for taking a new direction. Knowing the meeting's outcome saves participants from any confrontation or debates, but can be an odd experience for westerners.

"Some people will fly to attend a meeting that they hope to be a brainstorming session, but [in China] brainstorming doesn't take place in meetings," Friedman explained.

In some countries, people duck in and out on their own schedules. (Credit: Alamy)

Savour the interruptions

Where: Italy, France, Spain

When Munich-based Pascal Soboll meets with clients in Italy or Spain, he's no longer offended if they duck out early or arrive late. Rather than attend the entire three-hour meeting, the managing director at innovation and design firm Daylight Design, has learned that his counterparts there — and in some parts of France — attend based on their own timetable.

People... tend to come and go.

"People change their schedules very spontaneously," said Soboll. "They tend to come and go."

For Soboll that means tweaking his own German-based expectations of client behaviour. Rather than expecting the same group to sit through his entire presentation (often analysing the company's existing strategy) he makes it easier for people to turn up as needed. Those who have missed a portion of the presentation can then review and ask questions to avoid information lapses, he adds.

10. What's the best way to stay awake in meetings?

US Commerce Secretary Wilbur Ross is reportedly prone to dozing off in meetings. He's not the only one. So is there a trick to stopping those eyelids from suddenly feeling so, so heavy?

Meeting-induced sleepiness - it happens to the best of us.

Former vice-presidents Joe Biden and Dick Cheney; former Speaker of the House of Representatives Newt Gingrich; Supreme Court Justices Ruth Bader Ginsburg and Clarence Thomas - all famous faces who have made headlines for being caught napping during speeches and meetings.

Mr Ross is the latest politician to be criticised for being reportedly unable to "stop falling asleep in meetings" at his department, [according to Politico](#). But his staff denied his focus was so erratic that long meetings were avoided.

So how can you avoid the tempting pull of sleep during your next meeting - and how might you keep everyone awake the next time you have to lead one?

1. The right time...

Elise Keith, founder of Lucid Meetings, a US-based meeting coaching company, says that while time preferences may vary among individuals, research indicates that some periods may be better for achieving certain goals.

"Things like status updates and logical thinking - you want to do those earlier in the morning," she says. When impressing people is important - like status updates, sales demos, interviews - the morning, "when sharpness and enthusiasm are at their height", is best.

"Closer to the end of the day is a really good time for brainstorming... because the energy that you had in the morning has started to wear off," she says. "People loosen up, which is also what you want when you're trying to elicit cool ideas." And of course, never do meetings in the "dead zone" period - right after lunch.

Why I hate meetings - and how to make them better

UK-based author and workplace culture expert Judi James, however, says the exact time "matters less than we think" and ensuring a meeting has a clearly stated end time is more important.

"We often fall asleep in meetings out of boredom, not tiredness."

2. ... and right place

While some sessions must take place wherever the work can get done, meeting in unconventional locations can help boost creativity.

Standing meetings - where, as the name suggests, participants talk without sitting down - have also been praised by many efficiency experts for keeping things efficient.

Ms Keith suggests walking meetings or spaces outside for more creative sessions.

3. Be prepared

"The kind of meeting that leaves people to fall asleep is one where they probably shouldn't be there in the first place... or where other people are talking at them," Ms Keith says.

"Have clarity of what the meeting is about and a plan for reaching the outcomes of that meeting, which then allows you to only invite relevant people."

One recent study found American workers on average felt just 33% of leaders were well-prepared for meetings. And most managers, Ms Keith notes, may spend 80% of their time in meetings without ever having been trained how to lead one.

Ensuring a clear agenda is a common piece of advice from productivity gurus.

Annette Catino, a healthcare executive and entrepreneur, told the New York Times an agenda was essential, "because if I don't know why we're in the meeting, and you don't know why we're there, then there's no reason for a meeting".

Image copyrightGETTY IMAGES

"One of the ways that people stay awake is that they're in a meeting that's interesting to them and relevant to their work."

And if you're not certain who should be there? Make the meetings optional and see who shows, Ms Keith suggests.

*If you're still with us, now might be a good time for a stand-up-and-stretch break.

4. Stay alert throughout the day

Ms James recommends standing up from your desk every half-hour or to stretch and "invigorate" yourself throughout the day.

And though some companies like Google, Ben & Jerry's ice cream, and online retailer Zappos, have offered employees spaces to get some shut eye during the work day, Ms James cautions that "power naps aren't always effective as they help you see the workplace as a sleep place".

How to nap successfully at work

How long is the ideal nap?

5. To snack or not to snack?

While Ms James suggests turning down hot drinks or carb-heavy snacks before a meeting if you are prone to drowsiness, Ms Keith says the right kind of snacks can help improve meeting culture.

Snacks can keep people alert, for one thing, but are also a "symbol of caring" in many cultures.

"Why not bring that into your meetings? Why not show the people there that they are cared for, they belong, their wellbeing is something that matters to you?"

Of course, avoiding loud or smelly snacks is important, as is being mindful of participants' dietary restrictions.

6. Engage

Putting it simply - you can't fall asleep if you're participating.

"Speak up during the first three minutes," Ms James recommends. "It gets your voice into the room and allows you to feel like a contributor not a listener."

Ms James also suggests making active body language contributions - "nod , use eye contact, and non-verbal responses to what you hear".

Taking notes can also be helpful in keeping your brain alert.

Image copyrightGETTY IMAGES

"If the meeting is dragging on, make yourself the note taker, search for key points, decisions that seem to be getting made but nobody is articulating clearly," Ms Keith says.

"Raise your hand, interject, make sure they get called out. You can help other people be heard and ask questions."

For leaders, Ms James says make sure to adhere to the agenda and only the agenda - tacking on "other business", she warns, is "when the bores kick off".

7. Fidget away

When all else fails, keeping your hands busy can help.

Ms Keith's fidgeting tool of choice is a pipe cleaner - simple, and quiet, if a little odd.

Doodling is another longstanding go-to for bored meeting goers, but Ms James says it can make you even more drowsy.

Sometimes, it may just take a pinch on your own arm instead, she adds.

And if you do happen to nod off?

Both Ms James and Ms Keith agree, if you succumb to sleep, it may be best to leave.

"Make a swift excuse that doesn't sound attacking, and if possible, get up quietly, apologise and leave," Ms James recommends. And if you notice a colleague drifting off, only nudge them awake if you are friends.

And after any such meeting, Ms Keith emphasises the importance of providing honest feedback.

"If you're in there and you're sleeping because the meeting is so poorly planned, so disengaging, and such a big waste of your time, then that's a massive bit of wasted investment for your company and the leading cause of employee disengagement," she says.

"That's the kind of thing that makes people quit."

Семестр 6

Темы:

Раздел 3. Устная деловая коммуникация. Тема 1. Общение с деловыми партнерами. Тема 2. Участие в совещаниях. Тема 3. Участие в переговорах.

Раздел 4. Публичные выступления. 1. Подготовка и выступление с презентацией. 2. Участие в круглом столе. 3. Участие в международной конференции.

Распределение баллов за формы текущего контроля:

- Деловая игра №1,2 по теме "Устная деловая коммуникация" (Вариант 1,2,3) - 10
- Беседа №1,2 по теме "Участие в круглом столе", "Участие в переговорах" (Вариант 1,2,3) - 10
- Презентация №1, 2 по теме "Общение с деловыми партнерами" (Вариант 1,2,3) - 10
- Дискуссия № 1, 2 по теме "Участие в переговорах", "Участие в совещаниях" (Вариант 1,2,3) - 10
- Письменная работа №1,2, 3 по теме "Общение с деловыми партнерами" "Участие в международной конференции", "Участие в переговорах" -10

Итого: $10 + 10 + 10 + 10 + 10 = 50$ баллов

Экзамен – 50 баллов

ДЕЛОВАЯ ИГРА

1. Деловая игра проводится по 5 вариантам. Студенты делятся на три группы, каждая группа получает свой вариант ситуации.

За работу в группе студент получает до 5 баллов. В рамках семестра предусмотрено 4 деловые игры. Таким образом, за данную форму текущего контроля (деловая игра) по дисциплине студент получает до 20 баллов.

Критерии оценивания:

- лексическое разнообразие;
- корректное использование грамматических конструкций;
- аргументированность принятых решений;
- решение проблемы;
- беглость речи.

5 Баллов:

- Задание полностью выполнено: цель общения успешно достигнута, тема раскрыта в заданном объеме.
- Демонстрирует способность логично и связно вести беседу: активно включается в беседу и поддерживает ее с соблюдением очередности при обмене репликами, при необходимости проявляет инициативу при смене темы, восстанавливает беседу в случае сбоя.
- Демонстрирует словарный запас, адекватный поставленной задаче.
- Использует разнообразные грамматические структуры в соответствии с поставленной задачей; практически не делает ошибок.
- Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

4 Балла:

- Задание выполнено: цель общения достигнута, однако тема раскрыта не в полном объеме.
- В целом демонстрирует способность логично и связно вести беседу: включается в беседу, и в большинстве случаев поддерживает ее с соблюдением очередности при обмене репликами, не всегда проявляет инициативу при необходимости смены темы, демонстрирует наличие проблемы в понимании собеседника.
- Демонстрирует достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при подборе слов и отдельные неточности в их употреблении.
- Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания.
- В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

3 Балла:

- Задание выполнено частично: цель общения достигнута не полностью, тема раскрыта в ограниченном объеме.
- Демонстрирует неспособность логично и связно вести беседу: не сразу включается в беседу и не стремится поддерживать ее, не проявляет инициативы при необходимости смены темы, передает наиболее общие идеи в ограниченном контексте; в значительной степени зависит от помощи со стороны собеседника.
- Демонстрирует ограниченный словарный запас, в некоторых случаях недостаточный для выполнения поставленной задачи.
- Делает многочисленные ошибки или допускает ошибки, затрудняющие понимание.

- В отдельных случаях понимание речи затруднено из-за наличия фонематических ошибок; неправильного произнесения отдельных звуков; неправильного интонационного рисунка; требуется напряженное внимание со стороны слушающего.

2 балла:

- Задание не выполнено: цель общения не достигнута.
- Не может поддерживать беседу.
- Словарный запас недостаточен для выполнения поставленной задачи.
- Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи.
- Речь почти не воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков.

0 баллов:

- Отказ от выполнения задания

3. Методические указания для учителя. Учитель заранее готовит материалы для проведения деловой игры, которые могут содержать описание ролей, справочную информацию. На занятии учитель знакомит студентов с ситуацией и раздает подготовленный материал, задача студентов – используя предложенный материал, решить ту или иную коммуникационную задачу, которая содержится в описании деловой игры.

4. Методические указания для студента. Listen to the description of the situation. Pick the card and use the information from the card in order to solve the task.

Деловая игра № 1 Late to work

Группа делится по парам. Каждому студенту достается роль: «Student A» или «Student B». Ваша цель – разыграть коммуникативную ситуацию, с использованием предлагаемых выражений , для этого изучите свои роли и составьте наводящие вопросы.

Situation:

Alan has just come to work late for the third time this week. His manager asks to see him.

Student A: You are Alan. You need to explain to your boss why you are late. You may wish to apologise.

Student B: You are Alan's manager. Find out why Alan has been late and decide whether you need to discipline him.

Suggested phrases:

- “I’m sorry I was late.”
- “It won’t happen again.”
- “This behaviour cannot continue.”
- “We expect our employees to be punctual.”

Деловая игра № 2 Bad Parking

Группа делится по парам. Каждому студенту достается роль: «Student A» или «Student B». Ваша цель – разыграть коммуникативную ситуацию, с использование предлагаемых выражений , для этого изучите свои роли и составьте наводящие вопросы.

Situation:

You come to work one day and notice an expensive car parking in the company’s handicapped parking space. A man exits the car and he looks perfectly fine.

Student A: You are the employee. Approach the visitor and find out why he is parking in a disabled spot. This spot is usually used by one of the employees, who is a wheelchair user.

Student B: Explain why you parked in the disabled space. You have a sore foot and you are in a hurry for an important meeting.

Suggested phrases:

- “Excuse me, may I ask you something?”
- “We do have disabled employees who need that spot.”
- “I have an extremely urgent meeting.”
- “I’ll be less than half an hour.”

Деловая игра № 3 No Receipt

Группа делится по парам. Каждому студенту достается роль: «Student A» или «Student B». Ваша цель – разыграть коммуникативную ситуацию, с использование предлагаемых выражений , для этого изучите свои роли и составьте наводящие вопросы.

Situation:

Recently, on a business trip, you stayed for two nights at the Fortuna Hotel at a cost of \$200. You wish to claim the expenses back from your company. However, you have lost the receipt. You decide to speak to the Finance Manager.

Student A: You are eager to claim your money as the two nights were quite expensive. Although you lost the receipt, the company knows that you stayed at the hotel.

Student B: You are the Finance Manager. You like to follow rules, especially where money is concerned. Your company has a simple rule: no receipt, no money.

Suggested phrases:

“I hope you can be lenient.”

“It’s a lot of money.”

“We have strict guidelines that we must follow.” “I don’t like to bend the rules.”

Деловая игра № 4 Cover Me

Группа делится по парам. Каждому студенту достается роль: «Student A» или «Student B». Ваша цель – разыграть коммуникативную ситуацию, с использование предлагаемых выражений , для этого изучите свои роли и составьте наводящие вопросы.

Situation:

Your co-worker often asks you to ‘cover’ for him. For example, yesterday he took an extra half-hour for lunch and he asked you to tell the boss that he was in a meeting.

Student A: Your co-worker wants you to cover for him again. You are becoming fed up with his behaviour and you are worried that the boss will catch both of you out.

Student B: You need to take an extra half hour on your lunch break to pick up some medicine for your daughter from the pharmacy. Ask your co- worker to cover for you if the boss is around.

Suggested phrases:

“You’re going to get both of us in trouble.” “The boss is very suspicious.”

“I really need you to do me a favour.” “This is an emergency.”

Деловая игра № 5 An Intruder

Группа делится по парам. Каждому студенту достается роль: «Student A» или «Student B». Ваша цель – разыграть коммуникативную ситуацию, с использование предлагаемых выражений , для этого изучите свои роли и составьте наводящие вопросы.

Situation:

You work for a bank and most of the building is closed off to the general public. One day you see a strange person wandering about the hallways. Challenge the person and deal with the situation.

Student A: You are the bank employee. It is very important to keep unauthorized persons out. If a person is allowed to be there, they must have a visitor's tag.

Student B: You wandered into the bank building because one of your friends works there and you thought you might pop in and say hello.

Suggested phrases:

"Are you looking for someone?"

"I'm afraid that this area is restricted." "I'm just here to see a friend."

"I'm not doing anything wrong."

Деловая игра № 6 Participating in meetings

Read the situation then choose a role for yourself. There are Students A,B,C

Jeanne de Brion is a jewellery company in Boston. USA. A year ago. it launched a line of jewellery with the brand name ·Cecile·. This is the name of the French designer who created the collection. Unfortunately. the Cecile line has not achieved its sales targets. Three directors of the company meet to discuss how to improve sales.

Student A

In your opinion, the Cecile products have sales potential, but the marketing strategy is wrong. You want:

- a new brand name _'Cecile'_ does not suit this beautiful jewellery for sophisticated women.
- a new logo. The present logo (three wavy lines) is boring.
- a much wider range of products and designs - at present there are only five in the collection.
- a better slogan. 'Only for you' has not been successful.
- more colours.

Student B

In your opinion, the product is the problem. The jewellery is fairly fashionable, but not a lot different from competing products. You want to:

- o take the Cecile range out of the market and stop selling it.
- o develop new jewellery which fills a gap in the market and which has an obvious USP (unique selling point).
- o invest more money in research for new jewellery products.
- o carefully study rival products to find out why they are so successful.

market more unusual designs from young Asian and Indian designers.

Student C

In your opinion, the Cecile line has a lot of sales potential. You think the products and brand name are excellent. However, you believe the products are not promoted in the right way and not sold in places which reflect the high status of the jewellery. You want:

- to pay a famous film star to endorse the jewellery and wear it as often as possible.
- to spend a lot of money on a creative television commercial to advertise the jewellery.
- to sell the jewellery only in a limited number of high-class jewellery and department stores and at airports.
- to have a new slogan which reflects the upmarket status of the jewellery.
- a top designer to create a new range of jewellery which can be sold under the Cecile brand. You think the present range is too limited.

БЕСЕДА

1. Беседа проводится по трем вариантам. Студент получает одну из трех карточек, на которых указаны 5 вопросов для устного опроса. За правильный ответ на 1 вопрос, студент получает 1 балл, соответственно за выполнение одного варианта студент получает до 5 баллов. Таким образом, за данную форму текущего контроля (устный опрос) по дисциплине студент получает до 5 баллов.

2. Критерии оценивания

5 баллов - Задание полностью выполнено: цель общения успешно достигнута, тема раскрыта в заданном объеме. Демонстрирует способность логично и связно вести беседу: активно включается в беседу и поддерживает ее с соблюдением очередности при обмене репликами, при необходимости проявляет инициативу при смене темы, восстанавливает беседу в случае сбоя. Демонстрирует словарный запас, адекватный поставленной задаче. Использует разнообразные грамматические структуры в соответствии с поставленной задачей; практически не делает ошибок. Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

4 балла - Задание выполнено: цель общения достигнута, однако тема раскрыта не в полном объеме. В целом демонстрирует способность логично и связно вести беседу: включается в беседу, и в большинстве случаев поддерживает ее с соблюдением очередности при обмене репликами, не всегда проявляет инициативу при необходимости смены темы, демонстрирует наличие проблемы в понимании собеседника. Демонстрирует

достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при подборе слов и отдельные неточности в их употреблении. Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания. В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

3 балла - Задание выполнено частично: цель общения достигнута не полностью, тема раскрыта в ограниченном объеме. Демонстрирует неспособность логично и связно вести беседу: не сразу включается в беседу и не стремится поддерживать ее, не проявляет инициативы при необходимости смены темы, передает наиболее общие идеи в ограниченном контексте; в значительной степени зависит от помощи со стороны собеседника. Демонстрирует ограниченный словарный запас, в некоторых случаях недостаточный для выполнения поставленной задачи. Делает многочисленные ошибки или допускает ошибки, затрудняющие понимание. В отдельных случаях понимание речи затруднено из-за наличия фонематических ошибок; неправильного произнесения отдельных звуков; неправильного интонационного рисунка; требуется напряженное внимание со стороны слушающего.

1 - 2 балла - Задание не выполнено: цель общения не достигнута. Не может поддерживать беседу. Словарный запас недостаточен для выполнения поставленной задачи. Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи. Речь почти не воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков

3. Методические указания для преподавателя. Устный опрос проводится по трем вариантам. Студент получает одну из трех карточек, на которых указаны 5 вопросов для устного опроса. В случае необходимости предоставляется время на подготовку.

4. Методические указания для студента. Answer all the questions on your card. You have 5 minutes for preparation.

Беседа №1 по теме "Участие в круглом столе" **Вариант 1**

1. How to make round table discussion successful.
2. how many roles should be on round table discussions
3. what are the stages of round table discussion
4. have you ever taken part in a round table discussion?

Беседа №1 по теме "Участие в круглом столе"

Вариант 2

1. What are the ingredients of a successful round table discussion?
2. How should participants behave at round table discussions?
3. What's your attitude to those people who often interrupt at a discussion?
4. Should there be only one leader at a discussion?

Беседа №1 по теме "Участие в круглом столе"

Вариант 3

1. Remember any successful round table discussions
2. Is venue important for a round table discussion?
3. What are the steps of a round table discussion?
4. What should be done beforehand?

Беседа №2 по теме "Участие в переговорах"

Вариант 1

1. What are the variants of negotiations outcome?
2. How to make your partners do what you want?
3. I win-you lose practice.
4. How to prepare for negotiations?

Беседа №2 по теме "Участие в переговорах"

Вариант 2

1. How to become the best negotiator?
2. How to control your emotions?
3. Is it possible to learn how to negotiate?
4. What are the steps of negotiations?

Беседа №2 по теме "Участие в переговорах"

Вариант 3

1. The difference between negotiations and discussions?
2. Are there roles in a negotiating room?
3. What nationality is said to be the best negotiators?
4. What is poker face in negotiations?

ПРЕЗЕНТАЦИЯ

1. Презентация проводится по трем вариантам. Студентам дается ситуация и три варианта входных данных. За выполнение одного варианта студент получает до 5 баллов. В рамках семестра предусмотрено 2 презентации.

Таким образом, за данную форму текущего контроля (презентация) по дисциплине студент получает до 10 баллов.

2. Критерии оценивания.

Критерии оценки выступления и презентации:

- соответствие содержания теме;
- правильная структурированность информации;
- эстетичность оформления, его соответствие требованиям;
- набор лексических и грамматических единиц, их правильное использование;
- взаимодействие с аудиторией, умение отвечать на вопросы, соблюдение регламента.

Критерий № 1: 1 балл – содержание выступления соответствует теме, 0,5 балла – содержание выступления частично соответствует заявленной теме; 0 баллов – содержание не соответствует теме.

Критерий №2: 1 балл – выступление и презентация структурированы правильно, согласно требованиям; 0,5 балла – структура частично выдержанна в рамках правил; 0 баллов – информация не структурирована.

Критерий №3: 1 балл – презентация оформлена согласно требованиям; 0,5 балла – презентация оформлена частично по требованиям; 0 баллов – оформление не соответствует требованиям.

Критерий №4: 1 балл – лексика и грамматика использованы правильно, выступающий владеет английским языком уверенно; 0,5 балла – лексические и грамматические явления использованы с ошибками, не влияющими на понимание, 0 баллов – лексика и грамматика используются не правильно, много ошибок.

Критерий №5: 1 балл – выступающий взаимодействует с аудиторией, уверенно и лаконично отвечает на вопросы, не вышел за рамки регламента; 0,5 баллов – выступающий слабо взаимодействует с аудиторией, плохо отвечает на вопросы, немного вышел за рамки регламента; 0 баллов – выступающий не взаимодействует с аудиторией, не может ответить на вопросы, не соблюдает регламент.

3. Методические указания для преподавателя. Студентам зачитывается тема презентации и вопросы, которые должны быть рассмотрены в рамках данной презентации. После этого студенты получают один из трех вариантов входных данных. Далее студенты используют данные из сети интернет и/или материалы, предложенные преподавателем. По итогам собранной информации студенты готовят презентацию.

4. Методические указания для студента. Study the topic of the presentation and the list of questions to be observed. Choose the variant of the task. Use the Internet and/or the teacher's resources, make a presentation.

1. Finding business partners
2. First meeting is important
3. First impression lasts

Презентация №1 по теме "Общение с деловыми партнерами"

Вариант 2

1. Cultural differences and what to do about them
2. How to build long lasting relationships
3. How to win people's attention?

Презентация №1 по теме "Участие в конференции"

Вариант 3

1. The importance of conference venues
2. Conferences provide many opportunities for finding business partners
3. How to prepare a report everyone would remember

ДИСКУССИЯ

1. Дискуссия проводится по трем вариантам. Студенты делятся на три группы, каждая группа получает своей вариант. Студенты готовят монологическое высказывание по каждому вопросу, ведут дискуссию в большой группе, задают вопросы. За выполнение одного варианта студент получает до 5 баллов. В рамках семестра предусмотрено 2 дискуссии. Таким образом, за данную форму текущего контроля (дискуссия) по дисциплине студент получает до 10 баллов.

2. Критерии оценивания

5 баллов - Обучающийся сумел решить речевую задачу, правильно употребив при этом языковые средства, свободно выражал коммуникативное намерение, адекватно использовал компенсаторные языковые возможности. В ходе дискуссии умело использовал реплики, в речи отсутствовали ошибки, нарушающие коммуникацию.

4 балла - Обучающийся решил речевую задачу, но произносимые в ходе дискуссии реплики были несколько сбивчивыми. В речи были паузы, связанные с поиском средств выражения нужного значения. Практически отсутствовали ошибки, нарушающие коммуникацию

3 балла - Обучающийся решил речевую задачу не полностью. Некоторые реплики партнера вызывали у него затруднения. Наблюдались паузы, мешающие речевому общению.

1-2 балла - Обучающийся не справился с решением речевой задачи. Затруднялся ответить на побуждающие к говорению реплики партнера, его участие в дискуссии было минимальным или молчал

3. Методические указания для преподавателя. Студенты делятся на три группы, каждая группа получает своей вариант. Студенты готовят

монологическое высказывание по каждому вопросу, ведут дискуссию в большой группе, задают вопросы.

4. Методические указания для студента. Make up 3 groups. Pick up the card with the discussion questions and discuss them within the group. Each of you should make a short speech, and be ready to discuss your point of view.

Дискуссия № 1 по теме "Участие в переговорах"

Вариант 1

Discuss with your partners: What could make a good discussion. How should business partners behave to get what they want. What is the best outcome any negotiations might have?

Дискуссия № 1 по теме "Участие в переговорах"

Вариант 2

Discuss with your partners: Sometimes to get what they want people could be very ruthless. They don't pay attention to people's feelings, don't care of how would partners overcome negative experience.

Дискуссия № 1 по теме "Участие в переговорах"

Вариант 3

Discuss with your partners: Is it possible to achieve win-win outcome of negotiations all the time? Could there be any techniques that help business partners be satisfied in the end.

Дискуссия № 2 по теме "Участие в совещаниях"

Вариант 1

Discuss with your partners: What do you think, how far is it important to be prepared for the meeting. State all pros and cons.

Дискуссия № 2 по теме "Участие в совещаниях"

Вариант 2

Discuss with your partners: What meeting role each of you would like to have and why. State your opinion, provide arguments.

Дискуссия № 2 по теме "Участие в совещаниях"

Вариант 3

Discuss with your partners: What should facilitator do if he understands that the meeting is almost over but the decision hasn't been reached yet. Should he interrupt and ask participants to hurry up or there could be other options.

ПИСЬМЕННАЯ РАБОТА

1. Письменная работа проводится по трем вариантам заданий. За выполнение 1 варианта студент может получить 5 баллов. В рамках семестра предусмотрено 2 письменной работы. Таким образом, за данную форму текущего контроля (письменная работа) по дисциплине студент получает до 10 баллов.

2. Критерии оценивания

5 баллов (выполнено от 91% до 100%)

Правильно выполнены все задания. Продемонстрирован высокий уровень владения материалом. Проявлены превосходные способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача решена полностью.

Организация работы: высказывание логично, использованы средства логической связи, соблюден формат высказывания и текст поделен на абзацы.

Лексика: лексика соответствует поставленной задаче и пройденному материалу.

Грамматика: использованы разнообразные грамматические конструкции в соответствии с поставленной задачей и требованиям данного года обучения языку, грамматические ошибки либо отсутствуют, либо не препятствуют решению коммуникативной задачи.

Орфография и пунктуация: орфографические ошибки отсутствуют, соблюдены правила пунктуации.

4 балла (выполнено от 70% до 90%)

Правильно выполнена большая часть заданий. Присутствуют незначительные ошибки. Продемонстрирован хороший уровень владения материалом. Проявлены средние способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача решена полностью.

Организация работы: высказывание логично, использованы средства логической связи, соблюден формат высказывания и текст поделен на абзацы.

Лексика: лексика соответствует поставленной задаче и пройденному материалу, но имеются незначительные ошибки.

Грамматика: использованы разнообразные грамматические конструкции в соответствии с поставленной задачей и требованиям данного года обучения языку, грамматические ошибки незначительно препятствуют решению коммуникативной задачи.

Орфография и пунктуация: незначительные орфографические ошибки, соблюдены правила пунктуации.

3 балла (выполнено от 51% до 69%)

Задания выполнены более чем наполовину. Присутствуют серьёзные ошибки. Продемонстрирован удовлетворительный уровень владения материалом. Проявлены низкие способности применять знания и умения к выполнению конкретных заданий.

Содержание: основная коммуникативная задача решена.

Организация работы: высказывание нелогично, средства логической связи использованы неадекватно содержанию текста, текст неправильно поделен на абзацы, но формат высказывания соблюден.

Лексика: лексика не всегда соответствует поставленной задаче и пройденному материалу, имеются ошибки.

Грамматика: имеются грубые грамматические ошибки.

Орфография и пунктуация: незначительные орфографические ошибки, не всегда соблюдены правила пунктуации.

1-2 балла (выполнено от 0% до 50%)

Задания выполнены менее чем наполовину. Продемонстрирован неудовлетворительный уровень владения материалом. Проявлены недостаточные способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача не решена.

Организация работы: высказывание нелогично, не использованы средства логической связи, не соблюден формат высказывания, текст не поделен на абзацы.

Лексика: большое количество лексических ошибок.

Грамматика: большое количество грамматических ошибок.

Орфография и пунктуация: значительные орфографические ошибки, не соблюдены правила пунктуации.

3. Методические указания для преподавателя. Студенты получают один из трех вариантов заданий и выполняют работу письменно.

4. Методические указания для студента. Read the task, write what is required.

Check the requirements for writing an informal letter and essays. Make sure your informal letter is not shorter than 140 words and essay 250 words.

Письменная работа № 1 по теме "Общение с деловыми партнерами"

Complete the e-mail with the words and phrases. You will not need all of them.

are willing	very much hope	best wishes	faithfull y	seeing you
inviting	meet you	wanted	seeing you	would be delighted

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2. Write Mr Ferreira's reply to Erman Bayar.

Thank Mr Bayar for the invitation.

- invited
- sincerely
- would like to

Explain briefly what your presentation is about and mention that the abstract is attached.

- Mention your fee.
- Explain why you cannot be there for the second day of the conference.

Dear Mr Ferreira,

We 1 invite you to attend our international sales conference, which is being held in Izmir this autumn. Your latest book on cross-cultural communication, Bridges to Success, has become a best-seller throughout the region. Therefore, we ... 2 if you could deliver a 30-minute keynote address at this event.

The conference will be on Wednesday and Thursday, November 4-5, from 9.00 till 15.00.

If you) to accept this invitation, could you please send us the abstract of your speech at your earliest convenience and also let us know what your fee is.

Your are also cordially " to the dinner which will be given in honour of the presenters and of our prominent guests on Thursday evening.

Wethat you can accept this invitation and look forward to

Yours

Erman Bayar

8

Письменная работа № 2 по теме "Участие в международной конференции"

Вариант 1

Comment on the following statements in written form. In your opinion are they:

a) essential? b) helpful? c) unhelpful for a successful presentation? Explain why.
Arrange all your ideas in one written text.

- 1 Tell a joke at the beginning to relax the atmosphere.
- 2 Speak more slowly than you normally do.
- 3 Smile a lot.

- 4** Involve the audience.
- S** Invite questions during the presentation.
- 6** Always keep to your plan.
- 7** Move around during your presentation.
- 8** Use gestures to emphasise important points.
- 9** Read out your presentation from a script.
- 10** Stand up when giving your presentation.

Письменная работа № 3 по теме "Участие в переговорах"

In his book *The Art of Winning*, Harry Mills says that most negotiations have seven stages. These are listed below, but in the wrong order. Put the stages in order. Do it in written form. What word do the initial letters of the stages spell?

- o Tie up loose ends
Confirm what has been agreed. Summarise the details on paper.
- Explore each other's needs
Build rapport. State your opening position. learn the other side's position.
- o Ready yourself
Prepare your objectives, concessions and strategy. Gather information about the other side.
- o Probe with proposals
Make suggestions and And areas of agreement.
- o Close the deal
Bring the negotiation to a clear and satisfactory end.
- Signal for movement
Signal that you are prepared to move from your original position. Respond to signals from the other side.
- Exchange concessions
Give the other side something in return for something you need or want.

Оценочные средства для проведения промежуточной аттестации обучающихся

По дисциплине предусмотрен зачет в 6 семестре. Зачет проходит по билетам. В каждом билете по два вопроса. Максимум за экзамен можно набрать 50 баллов. Студенту на экзамене также могут задаваться дополнительные вопросы по смежным темам.

Зачет проходится по билетам. В каждом билете два задания: устный ответ по теме и проблемный анализ предложенного текста.

За устный ответ по теме можно набрать максимум 25 баллов.

Критерии оценивания:

Зачтено

Обучающийся обнаружил знание основного учебно-программного материала в объеме, необходимом для дальнейшей учебы и предстоящей работы по специальности, справился с выполнением заданий, предусмотренных программой дисциплины.

Не зачтено

Обучающийся обнаружил значительные пробелы в знаниях основного учебно-программного материала, допустил принципиальные ошибки в выполнении предусмотренных программой заданий и не способен продолжить обучение или приступить по окончании университета к профессиональной деятельности без дополнительных занятий по соответствующей дисциплине.

**Министерство науки и высшего образования РФ
ФГАОУ ВО «Казанский (Приволжский) федеральный университет»**

Институт управления, экономики и финансов

Кафедра иностранных языков и профессиональной коммуникации

Направление подготовки 38.03.01 Экономика, профиль (внутренний аудит)

Учебный год 2019/2020

Дисциплина деловой иностранный язык

ЗАДАНИЕ К ЗАЧЕТУ № 1

1. Speak on the topic:.What are the general rules for business greetings and introductions?
2. How could participation in the international conferences help you boost your image and build new business connections?
3. Render the article # 1

Доцент кафедры иностранных языков
в сфере экономики, бизнеса и финансов
Ю.Н.

_____ Горелова

Зав. кафедрой иностранных языков
в сфере экономики, бизнеса и финансов
О.В.

_____ Полякова

Вопросы к зачету 6 семестр:

1. What are the general rules for business greetings and introductions?

2. What will you do when you first meet your business partners?
3. What are the most appropriate topics for a business small talk?
4. What techniques could keep the conversation moving?
5. What could help you break the ice and start a conversation?
6. What types of meetings do you know, what are their typical features?
7. What is the role of a chairperson in a meeting?
8. How to make people speak and make their points at the meeting?
9. How to increase the efficiency of the meeting?
10. What are the most common types of negotiations?
11. Describe the most popular negotiating strategies.
12. Dealing with difficulties and confrontations during the negotiations.
13. Speak on bidding and bargaining techniques.
14. Describe the useful tips for making proposals and counterproposals.
13. What makes a good presentation? (structure, voice, rapport with the audience, timing)
14. Speak on the dos and don'ts when preparing for a presentation.
15. Speak on the typical structure of the presentation (introduction, main part, conclusion, Q&A session) and the ways how to make them effective.
16. Speak on the effective use of visuals during the presentation.
17. What makes a round table successful? (strong moderator, clear focus, comprehensive agenda).
18. What steps should you take preparing for a round-table?
19. Provide some suggestions on a roundtable facilitation.
20. How could participation in the international conferences help you boost your image and build new business connections?

Play Video Games at Work: Fortnite for Team Building

By Andrew Martins, Writer / May 13, 2019 08:00 am EST

Team-building exercises usually elicit more cringes than excitement among workers. Trust falls, building newspaper towers and other forced interactions can sometimes hurt team cohesion.

To combat the negative vibes that sometimes come from team-building activities, many businesses are choosing activities that appeal to a younger workforce. While that could mean visiting a local escape room or throwing axes, the team at Podium has found an action-packed activity to facilitate bonding between co-workers: Fortnite.

"I think that games have been vital ... throughout human history," said Podium CEO and co-founder Eric Rea. "As the CEO of a company that is 89% millennial, I think that Fortnite is our generation's version [of that concept]."

With colleges offering Fortnite scholarships and the game generating more than \$200 million in a single month more than a year ago, there's no doubt that the popular Epic Games title still holds the attention of large swaths of the population. While the game's popularity explains the Podium team's interest in it, how does playing Fortnite help build trust and cooperation among Podium's employees? And what can other businesses learn from this company's unconventional approach to team building?

From the boardroom to the "Battle Bus"

Games like Fortnite, PlayerUnknown's Battlegrounds and Apex Legends are wildly popular with millions of players. These "battle royale" games drop up to 100 players onto a play area where they are forced to find their own weapons and supplies before taking on opponents. The last player or team of players left standing wins.

Fortnite is the most popular game in this genre because it is free to play. Once celebrities and major streamers on Twitch (those with more than 40,000 regular viewers) started playing it, kids took notice, and soon, so did parents. Rea said it wasn't his team but their children who initially brought the game to the company's attention.

"One of the members of our executive team came back from the weekend telling us about this game that he played with his two sons and that it was something we should check out," said Rea. "Within a couple of days, we were completely into it." Since the game is playable on Android and iOS devices, Rea said the team quickly downloaded the app and began playing together when possible. Soon, they were able to get in games that were "quick enough that we could fit [it] into our schedule as a break."

"Whether we were in a SkyClub waiting for our flight or finished a meeting early, it was a quick reward we could jump into and enjoy," he said. "It's just a common thread that transcends differences or hierarchy, and it's paid off big for us."

Remaining clutch inside and out of the game

Video games and responsibilities don't generally go hand in hand. Players can easily get caught up in the action and lose track of time while playing them. Because of the game's short matches, Podium hasn't had this problem with its employees.

"I think that is kind of the stereotype of gaming culture that hasn't really played out here," said Rea. "Fortnite is also great in that a match typically only runs 20 minutes, so you can fit in a game and get back to work really easily."

Perhaps the key element to the team's use of Fortnite as a means of team building is the cooperative nature of the game. When playing on a team, players have to call out enemy positions and share provisions when necessary. That level of cooperation can easily be found in other video games.

With roughly a quarter of Podium's staff now engaged in regular Fortnite battles, Rea said he's noticed an increased amount of cohesion between departments as barriers built in the workplace get destroyed online.

"What was interesting was how quickly [Fortnite] became part of our routine ... We weren't going into it thinking that it would make us a more cohesive leadership

team, but developing roles and communicating as a squad in the game actually translates well into real life," said Rea. "Being able to have the C-suite, project managers, sales reps and the office manager all playing on the same squad has been helpful in maintaining touchpoints that can be difficult."

Even though video games like Fortnite generally do nothing for the business's bottom line, Rea said the game has helped certain team members break out of their shell.

"When we were getting better as a squad, it sounds cheesy, but we actually developed leadership roles within the game that would all rotate," he said. "You could be the alpha one game and run cover the next. When that game is immediately followed by actual work, you start to see different beneficial interactions emerge that I don't know we would have had without the gameplay beforehand."

6 Valuable Tips for Building a Mentor Relationship

By Saige Driver, Staff / February 13, 2019 06:40 pm EST

From help navigating difficult decisions to everyday career advice, a mentor can help guide you throughout your career. Getting feedback from someone who is successful and more experienced can help take your career to the next level.

"Everyone needs a confidante ... to go to for advice," said Rachel Bitte, chief people officer at Jobvite. "Whether you seek out your own or are assigned one by your company, having a mentor can be a wonderful asset, no matter the stage you're at in your career."

But, like every relationship, building and maintaining a successful mentor relationship isn't effortless.

"Building your relationship with your mentor is like job searching – you need to put time, effort and focus into cultivating and growing this relationship," said Vicki Salemi, career expert at Monster. "Just as your dream job won't fall into your lap, neither will the perfect mentor relationship."

Check out these six tips for how mentees can build a successful mentor relationship.

1. Identify your goals

The first step to building a successful mentor relationship is finding a mentor. Salemi suggests first identifying your goals, which can help you decide who will be a good mentor for you. You can ask yourself questions like, what do you hope to get out of this relationship? What do you anticipate giving?

"The mentor can only provide you with the guidance and support you need once you figure out what that is," Salemi added. "Once you identify your goals, finding the right fit is important and often comes down to personality and communication style."

2. Get to know your mentor.

In order to build any relationship, you need to get to know each other. Salemi suggests doing the same in a mentor relationship.

"The same rules apply for building a relationship with colleagues as they do for building a mentor relationship," she said. "Try to get to know the person, including learning about their professional background and their personal likes and interests."

The more you know about your mentor, the more they can help you. You can ask them about their professional backgrounds, and how they've navigated past career challenges.

3. Follow up.

For the relationship to grow, you need to stay in regular contact with your mentor. "Be consistent and follow through," Salemi said. "Schedule regular check-ins [such as] a monthly phone call, and then face-to-face meetings in person each quarter. In-person meetings are still the most effective way to build a strong relationship!"

4. Be prepared.

"Good mentors are attracted to people who are proactive about their career and eager to learn, take interest in the lives of people around them, and look to add value where they can," Bitte said.

Be prepared for every meeting, and show your mentor you're eager to learn to progress in your career.

"Be prepared to have specific agendas," Salemi added. "Each time you speak with your mentor, provide an outline ahead of time of what you'd like to discuss. Be specific so both you and your mentor feel like you've met your objectives by the end of your meeting."

5. Know when it's time to move on.

Career goals and paths change. Mentor relationships aren't designed to last forever, and that's OK. While your mentor will always be a valuable contact, it's important to know when the relationship has run its course.

"Keep in mind that you may outgrow your mentor as needs change over time," Salemi said. "While that mentor may have been amazing in one specific area, they may not be as knowledgeable in another."

6. Thank your mentor.

Thank you goes a long way. Let your mentor know you appreciate their advice and time.

"Be sure to express your gratitude throughout your relationship," Bitte said. "A handwritten thank you note can make any amount of work worth it."

"Time is important to all of us and the time your mentor devotes to your meetings, emails and overall advancement should be appreciated and recognized," Salemi added. "Whether it's a simple email or a handwritten note, be sure to point out to your mentor how much you value their input."

No Face Time? No Problem: How to Keep Virtual Workers Engaged

By Sammi Caramela, Writer / June 7, 2018 04:00 pm EST

Remote work is common practice in many industries today. While it has its fair share of benefits, like saving time and money on commutes and encouraging better work-life balance, it also has some downsides.

Because they're not in the office with their team, remote workers often feel less engaged and connected to their company, which can hurt productivity and performance.

"Keeping remote workers engaged is a necessary part of leading a remote team, company or employee," said Rachel Jay, senior career writer at FlexJobs. "Without the ability to have organic conversations in the break room or at each other's cubicles, it takes a more concentrated effort for remote workers to engage with others ... A lack of engagement can lead to isolation and loneliness, a lack of passion for the company's vision or goals, and feeling unhappy and unappreciated." When managers and company leaders make priorities of employee engagement and teamwork, regardless of an employee's location, the organization, as a whole, thrives.

Here are some ways to make your virtual staff feel like they're truly part of the team.

Foster a personal connection

While you want to be professional with your team, keep in mind that your workers are still human. They have loved ones, celebrations and bad days like everyone else. As an employer, recognize their strengths, weaknesses and interests to better connect with them.

"Keep tabs on what your workers do but also what they really love to do," said Jay. When you know what they enjoy, you can implement it into their work by creating assignments or awarding promotions related to their passions.

Remote employees will feel more engaged and committed to the company and their role if they know that you care about them not only as an employee but as a person as well.

"Remember that engagement is not simply 'checking up' but fostering personal connection," she said.

In fact, it's important to plan out personal time like virtual get-togethers for non-work related chats, Jay added. At work, there's always something stressful to discuss. But you don't want every conversation to feel tense and dreaded. Make time for work outings or celebratory video calls.

Even with something as simple as benefits or bonuses, communicating with employees about their own individual experience in a personalized, relevant way stands out to a remote worker.

"Businesses struggle with one-size-fits-all communication, [because] it doesn't necessarily work," said Chris Wakely, executive vice president of global enterprise for Benify. "Sending information based on the circumstances of the individual is a great way to get a person's attention."

Above all, companies must remember that transparency and honesty is key to cultivating strong employee engagement, in or out of the office.

"Build stronger relationships with virtual workers," Wakely said. "Personal, short, direct and honest [communication] is crucial."

More: Overcoming the Challenges of Managing Remote Employees

Keep the lines of communication open

Remote employees, especially those who work nontraditional hours or are outside the headquarters' time zone, can sometimes feel that their team isn't around when they are, and vice versa.

While it's impossible to expect everyone to be available 24/7, knowing that they can reach out to their colleagues and stay in touch through digital communication helps virtual workers feel more connected.

"Online communities, social collaboration software and chat clients help bring remote employees inside the cultural conversation," said Tony Ventrice, senior product manager at Eversight. "It's important that not all of these communications are even completely serious – much of what brings a team together is the shared banter."

Jay advised considering everyone's time zone when setting meeting times or sending emails. For instance, if you want to send a message at noon your time to a person who is already clocked out for the evening, be sure to acknowledge that you don't expect a response until the following workday, Jay said.

"Things like this can go a long way in creating camaraderie and trust among employees when their work schedules are understood and respected," she added.

According to research by Remote.co, many remote teams host regular video calls and conferences, and maintain regular communication through instant messaging, email, on message boards, and through web conferencing platforms. When the whole team is working, a voice or video conference call can go a long way to encourage group collaboration.

Gamify your teamwork

Gamification, the application of game-playing elements to nongame environments, has become a popular tactic for companies who want to encourage customer loyalty and engagement in a fun way. But the same tactics of encouraging competitions and rewards for everyday activities can also be an effective employee engagement strategy.

"Employees need to feel included, as if they are part of a team," Ventrice said. "Team-based goals and competitions help build a sense of collaboration and cooperation. Teams can be based on function or location, with the key goal being inclusion in striving towards a common objective."

Ventrice also noted that game-based performance management systems can help standardize performance metrics and evaluation criteria. This is especially important for remote employees who may feel like they are missing out on vital promotional opportunities by not being physically present.

10 Common Contract Gotchas to Avoid

By Adam C. Uzialko, Writer / April 12, 2018 02:45 pm EST

Signing a contract can be an exciting moment. Whether you're signing a new client, buying property or purchasing a much-needed service, the signing is the culmination of a lot of planning and hard work. However, it could be disastrous if you fail to thoroughly review the legally binding document.

To help you avoid being duped, Business News Daily talked to business owners, attorneys and other experts to find out what common contract "gotchas" you

should be on the lookout for. Don't fall victim to a shoddy contract; stay vigilant, read and re-read the document, and keep an eye out for these dirty tricks.

Loopholes

In some cases, contracts will incorporate terms like "notwithstanding" in order to offer a way out of previously stated requirements. Keep an eye out for a contract that contradicts a party's previously stated obligations by using this terminology.

"If you've read a services agreement or another business's boilerplate, chances are words like 'notwithstanding' and 'hereunder' discreetly pop up during the course of your read," said Alex Lauderdale, founder of EducatedDriver.org.

"One can go through an entire contract, up to the end, thinking they've just landed the most amazing terms and conditions the world has ever seen. But wait! There it is: 'Notwithstanding the terms and conditions set forth in clauses A-Z.' ... If you see this phrase, it's time to start paying close attention. Chances are good you just ran into your part of the bargain, and it may not be what you were expecting."

Intellectual property clauses

Who owns the work of a contracted party is a major concern when entering into an agreement. If you're hiring a creative freelancer, make sure you retain the intellectual property rights to the work for which you've paid. Otherwise, that content could be used elsewhere at the discretion of the other party, with no regard for your intended use.

"Under U.S. copyright law, the owner of a work is generally its creator. Therefore, an independent graphic designer may be the copyright owner of the work that he or she produced for you unless a written agreement says otherwise," said Ozelle Martin, founder and managing attorney at The Law Office of Ozelle Martin.

"Many entrepreneurs are not aware of this and tend to think that if they paid for the design, they own it, but this is not how it works under U.S. copyright law. To attain full ownership of the work, you must ensure that the language of the contract indicates that the graphic designer will convey all rights, title and interests in the work to you."

Last-minute revisions

Don't let one party's constant revising and altering of a negotiated contract trip you up. If you see excessive revisions, chances are they're trying to hide something in the edits. While it might be exhausting (or expensive if you're paying an attorney), review every revision, even if the other party claims it was just a clerical change. Otherwise, it could cost you big time down the line.

"The most common form of a pitfall is in an altered contract. An investor may make a change and claim majority ownership or may state that termination can be a possible option if profits do not meet a certain standard," said Jesse Harrison, founder and CEO of the Employee Justice Legal Team. "This is generally not present on the first draft of a contract; it is often added in later after numerous changes have been made and negotiations agreed upon. [T]o avoid this, have a dedicated attorney who will be willing to oversee all contractual exchanges [and] help you lay out the best terms of partnership or investment."

Specific accounting practices

Sometimes, specific accounting practices might mislead investors to expect their dividends will be paid before management compensation when the opposite is true. To really understand the flow of money in an organization you're investing in, it's important to read through the contract in its entirety and see what counts as a company expense.

"Frequently, investors will believe they are getting a preferred return, [where] they are repaid their investment plus interest before management and others receive any payout," said Geoff Morgan, founder of Morgan Legal Group. "Be careful, because management can pay themselves bonuses or other salary or compensatory payments that are classified as 'expenses' on the company's income statement but have the effect of funneling money to management ahead of the investor."

Automatic-renewal clauses

Sometimes, contracts appear to have a set end date, but one party will sneak an automatic-renewal clause into the text. If you sign a contract with one of these clauses, you will have to provide advanced notice for termination to the other party, which is difficult to do if you aren't aware the clause exists. Check thoroughly that a contract really sunsets when you expect it to, without renewing automatically.

"In countless instances, small business owners, often without their knowledge, continue having payments deducted from their bank account or charged to their credit card long after they ceased using the service," said Marc Rappaport, founder of Rappaport Law Firm. "I suggest carefully reviewing a contract to determine whether it provides for automatic renewals. Either negotiate these out of the agreement or carefully calendar the date on which you need to give notice of termination."

Financial obligations

Another common "gotcha" is any clause that requires you to pay the other party's legal fees or fulfill other financial obligations in the event there is a conflict or pricing change. If you sign a contract with these clauses within the text, there is little you can do to defend yourself.

"Business owners should carefully review the default provisions in a proposed contract," Rappaport said. "Contracts that require a business owner to pay the other party's legal fees, or which escalate the balance of periodic payments, put you at the mercy of the other party."

Forum selection clauses

Forum selection clauses could make it geographically prohibitive for you to litigate against the other party in the event a conflict arises. These clauses stipulate that if there is any sort of litigation, it must occur in a specific venue. Agreeing to a clause like this could put you in a situation that ranges from inconvenient or expensive to purely untenable.

"The first thing I tell clients to avoid is 'venue selection' or 'forum selection' clauses that require that any dispute be resolved only in a far-off jurisdiction," said Sam Ventola, commercial litigation attorney and founder at Ventola Law. "Signing such a provision can effectively prevent you from obtaining any redress in court if it's

too expensive to appear in the selected jurisdiction, and, at a minimum, they put you at a tremendous disadvantage."

Foreign laws

If you sign a contract subject to the laws of a foreign country, you could find yourself without the protection of rights you took for granted and assumed would cover the terms of the contract. Always be sure you understand which national laws your contract is subject to and the implications of those laws.

"Contracts governed by the laws of another country that don't provide the same rights for individuals and companies [can] be prohibitively expensive for you or your company to contest or litigate," said Anne Miner at The Dunvegan Group.

At-will clauses

Agreeing to at-will employment contracts gives you very little recourse if you're fired without cause or compensation. Agreeing to a contract containing at-will employment clauses can put you in a precarious position that leaves you high and dry if your employer terminates you for any reason, at any time, even if they withhold severance payments.

"Contract terms like 'at will' in an employment contract mean you can be terminated at will and with no right to notice or severance," Miner said. "[This is a] big 'watch out,' especially if you will be posted in a remote area or foreign country!"

Client acquisitions

If you're writing a contract for a client, consider adding a clause that stipulates what happens if that client is acquired by another company during your time working together. Otherwise, you could find yourself losing time and money.

"If you're serving other businesses, it's worth addressing in your service contracts what happens if your client gets acquired," said Eagan Heath, owner of Get Found Madison. "This happened to us when our largest client, an assisted living company, was purchased. Fortunately, the new company at least paid the termination fee, but we weren't totally sure whether our claim would hold up if they didn't. We had to revisit our contracts after this."

Giving Bad News? Tips for Tactfully Delivering Difficult Messages

By Jennifer Post, Contributing Writer / December 27, 2017 07:00 pm EST

At some point, every manager has to have a difficult conversation with employees, whether it's about a layoff, a budget cut or poor performance. The good news is that there are resources to help leaders navigate these situations.

It's always good to have a model as a standard that everyone is aware of and trained on, said Michael "Dr. Woody" Woodward, Ph.D, executive coach and author of "The YOU Plan" (Advantage, 2012). That way, there aren't any surprises. "The goal should be to create a culture of open dialogue where tough conversations are the norm and not the dreaded exception," Woodward said. "This always starts at the top. If your highest-level leaders don't role model the standard, you can't expect others to follow it either."

Guiding a team through positive times can make anyone feel like a great manager; it's when you're met with challenges, like giving bad news, that you uncover the kind of leader you truly are. Here are some tips on how to deliver difficult news.

Know your strengths

If you don't feel comfortable starting the conversation, and you don't think you can handle it as well as someone else could, don't force yourself to follow through. Admit to your weaknesses so the issue can be sorted out with the care it requires.

Dana Brownlee, corporate trainer and founder of Professionalism Matters, recommends enlisting someone else to deliver the message if you're not suited for it. It's important for a leader to recognize that they can show support in a variety of ways, but they may not be the best spokesperson in every situation.

Consider timing

Don't just blurt out the news as soon as you hear it. Even if it is timely, choose the most opportune moment for the message.

"Making depressing announcements right before the holidays may be perceived as callous," said Brownlee. "Similarly, bright and early Monday morning probably isn't the best time to deliver bad organizational news that may haunt the workplace for the rest of the day [or] week."

She added that promptness is also important – whether it's acknowledging a team's great work or offering consolation, doing so closer to the time of the related activity enhances the feeling of authenticity.

Swap roles

When in doubt, consider what you would want to hear, said Brownlee. Whatever your goals are as the person delivering the message, make sure to treat the receiver with empathy and respect.

Customize when possible

Remember that each person is unique. Tailor your delivery to the particular employee.

Brownlee listed a few questions to ask yourself when trying to customize the delivery of a difficult message.

- What is the temperament of the individual?
- How important is the issue?
- Is this a one-time instance or a pattern?
- What is the impact of the performance problem or incident?
- What is my relationship with the individual? How familiar are we? How strong a history/relationship do we have?

Match mode to the situation and audience

How you communicate can matter more than what you communicate, according to Brownlee. If it's complicated, sensitive, or urgent, she suggests avoiding email or text. If you can't do it face to face, apologize for communicating by phone and explain why you couldn't share the news in person.

"One of the greatest challenges all leaders face is having difficult conversations," Woodward said. "They are always awkward, painful and emotional. Difficult conversations can run the gamut from poor performance to inappropriate behavior to concerns about personal well-being."

"Teaching empathy isn't the easiest task, but leaders can certainly improve in this area through training and experience," Brownlee added.

For professionals, delivering difficult messages isn't always fun. But Woodward said there is training for everything.

Woodward noted a few methods out there for teaching leaders how to conduct difficult conversations. The key elements that most cover are:

- Sticking to objective facts and/or observations
- Illustrating the impact of the issue or the behavior on the business
- Listening to their side

"One of the biggest mistakes I see managers make when delivering tough feedback is not laying out a path for improvement," Woodward told Business News Daily. "Remember, it's not just about addressing the issue, it's also about helping the employees solve it. As a leader, your role is to coach your people forward in a positive direction."

Smart Ways to Improve Communication for Better Work Relationships

By Shannon Gausepohl, Expert / January 31, 2017 05:57 pm EST

Work relationships are an important part of your career, and one of the most critical is the relationship between a boss and an employee. Tension between you and your direct supervisor can have a devastating impact on your job satisfaction and career trajectory.

Sandy Mazur, division president of staffing services provider Spherion, said certain workplace policies — and differing expectations around them — can lead to a disconnected, fractured relationship between employees and their managers.

"This year's (Spherion) Emerging Workforce Study found that despite workers' demands for greater flexibility and work-life balance, employers are cutting formal work-life balance programs. When it comes to retention, bosses believe the management climate ... and the company's culture are most important, (but) workers believe financial compensation, benefits and earnings growth are most important for retention."

But it's not just policies that can cause a rift between employers and employees. Rosalinda Oropeza Randall, etiquette expert and author of "Don't Burp in the Boardroom: Your Guide to Handling Uncommonly Common Workplace Dilemmas" (Familius, 2014), said that personality clashes, poor management style, and a general lack of respect or understanding can also hurt the relationship between workers and their supervisors.

"When employees feel underappreciated, undervalued or dismissed, or oppose the way the boss ... runs the department, it can lead to disconnection and apathy," Oropeza Randall told Business News Daily. "It's poison to the workplace."

Improving communication in the workplace

For both employees and leaders, improving relationships begins with addressing the way you communicate with each other. Bill Peppler, managing partner of staffing firm Kavaliro, encouraged employees to address issues with their bosses and co-workers in a professional and respectful manner.

"Have a solution to the perceived problem, which can be much more proactive than something that may be set up as a complaining session," Peppler said.

For when you do speak with your boss, Oropeza Randall reminded employees to use "I"-focused phrases, instead of "you" or "they," to avoid pointing fingers. For example, "I am concerned that ..." or "I feel this way when ..." can be much more effective and professional-sounding than "They made me feel," which tends to sound like you're trying to shift the blame, Oropeza Randall said.

"Be prepared to back up your concerns. Show that you have done what you could to rectify the problem yourself," she added.

Tips for leaders: Solving problems from the top down

If an employee has a problem with you or your management style, he or she may not feel comfortable enough to bring it up with you directly — at least not right

away. When they do finally approach you about an issue, it's your responsibility to do something about it.

"Oftentimes, (bosses) don't know or aren't in touch with issues that employees may experience," Mazur said. "So, once an employee approaches his or her boss to address a concern or an issue, the onus is on the boss to resolve the issue as best as they can."

Mazur suggests providing an honest answer, finding a suitable compromise or implementing a change for that employee.

It's important to truly listen and be patient and not dismiss it as complaining. The issues they're bringing up to you are usually valid, Oropeza Randall said. She also noted that bosses should make a point to ask their staff for regular feedback.

"Don't forget to ask for their opinion once in a while — they are your eyes and ears on the ground, and you can bet that they have a pretty good idea of what's going on. They can help you."

Tips for employees: What not to say to your colleagues

It's not solely the boss's responsibility to fix workplace relationship problems. According to a Headyway Capital and DesignTAXI infographic, employees can improve communications by avoiding the following 12 phrases when speaking to bosses and co-workers:

1. **That's not my problem.** It's easy to dismiss responsibilities that aren't initially yours or things that aren't "your problem." Be a team player by suggesting your boss speaks to someone else who can better handle the situation.
2. **We've always done it that way.** History and tradition have their place, and there is value in experience. However, though you may have good intentions when saying this to a boss or supervisor, you come off as inflexible and stuck in your ways. If you're hard-pressed to understand why you need to change, ask your boss or colleague to explain the benefits of doing it their way.
3. **There's nothing I can do.** It's frustrating when you've exhausted all possibilities for a problem. Adopting a can-do attitude will help you and your team go a lot further. Instead of saying this, ask your boss for help with other opportunities.
4. **This will only take a minute.** Tasks rarely take a minute to complete. When you have a demanding colleague, you want to reassure them, but this can mean rushed or incomplete work. Get back to your co-worker or boss with a more realistic time frame.
5. **That makes no sense.** Problem-solving comes with its challenges and can be difficult to decipher at first. Instead of appearing negative, take time to recognize what the person is saying and create a discussion.
6. **You're wrong.** If you're passionate about the subject, the phrase can slip out. Your delivery can come off as rude and rattle some cages. Approach the topic more diplomatically by laying out why you disagree and asking for feedback.
7. **I'm sorry, but ...** Any apology followed by a "but" immediately negates the apology itself. Next time, take responsibility for the mistake and note you will correct it in the future.

8. I just assumed that ... Mistakes are easy to make and stem from miscommunication. Regardless, it's best you don't express assumption. Instead, ask for clarification on what needs to be done.

9. I did my best. You're always expected to do your best; however, sometimes it doesn't meet expectations. Speak with your boss and ask what could be done differently next time.

10. You should have ... Pointing out mistakes when you're frustrated is the easy route, but passing the blame to someone else and finding fault within their work isn't the best approach. Try to be constructive and instead say, "It didn't work; here's what I recommend next time."

11. I may be wrong, but ... You may have an idea but lack confidence and be worried others will dismiss what you say. Avoid discounting yourself and tell people you have an idea instead.

12. I haven't had time. There are never enough hours in a day, and conflicting priorities are a concern for most people. Be proactive and realistic with your timeline: "I can get this done by ..."

If the issues in your workplace go beyond simply how you speak to one another, the best course of action is to face the problem head-on. Mazur said employees and bosses should aim to develop a strong relationship rooted in mutual trust and respect.

"If there's a concerted effort from both parties to invest in and nurture the relationship, then both employees and bosses are more likely to be engaged and in sync with each other's goals, objectives and expectations," she said. "A solid relationship between boss and employee also pays long-term dividends for the employer. Happy employees tend to be more engaged, motivated and productive."

Improving Employee Performance Is All About Communication

By Nicole Fallon, Expert / March 5, 2015 03:20 pm EST

Every boss wants his or her employees to use their talents to the fullest capacity. But realistically, it's not possible for this to be done 100 percent of the time; everyone has ups and downs in their work output, and any team member is bound to go through a brief dip in productivity from time to time.

As a manager, it's your job to help your team power through those slumps and bring performance and engagement levels back to their peaks. There are a number of ways to express that you want greater results from your staff, but barking orders and demanding that everyone puts in more effort won't get you very far. An open, honest two-way conversation will help you get to the root of any performance problem, even if it's minor or temporary.

"Clear communication and consistent feedback are the keys to success," said Cord Himelstein, vice president of marketing and communications for employee recognition company Michael C. Fina. "People always appreciate

straightforwardness and genuine interactions over management gimmicks. Setting a tone of sincerity and giving the employee a judgment-free space to articulate their challenges is the best way to elicit an honest dialogue."

Business leaders shared their tips for how to effectively communicate with your team, which, in turn, will encourage them to be more productive and efficient. [8 Things Bosses Say That Make Workers Happy]

Empower your employees. "Empowerment is the key to making people efficient. It makes teams happy, and if they're happy, they produce higher-quality work and are more productive. [Let employees] have their own strategy and goals — leave it up to them. They don't need to come to you and ask a million questions. [This approach] empowers teams to think long-term, and not tactically about the day-to-day." – *Todd Ross Nienkerk, co-founder and partner, Four Kitchens*

"[Ensure] that your employees have access to the resources they need to succeed. I empower my employees to create and plan for how they can best be successful, as this brings out their vision, and then hold them accountable on this vision by establishing clear deliverables and deadlines. Better results come when a team feels valued and [is] equipped with the proper resources needed to perform the job successfully." – *Charlie Nooney, CEO, MobiTV*

"We are really good at giving people affirmation and letting them know they're doing a good job. Give your employees the empowerment to push their limits and strive for new innovative solutions. Reward your employees for their successes [and] trust them to accomplish company goals." – *Eric Nordyke, CEO and co-founder, AdBoom Group*

Ask the right questions — and listen. "Ask plain, open-ended questions that start from square one and get to the root of the problem: 'Tell me in your own words your understanding of the objectives you have to meet. What do you feel is holding you back from meeting your objectives? Why do you think that? How would you overcome this roadblock?' More important than asking the right questions is keeping quiet and being a good listener. One of the biggest sources of frustration in the office is feeling like you aren't being heard." – *Cord Himmelstein, vice president of marketing and communications, Michael C. Fina*

"We interview the employee and ask them what they like and dislike about their position, [and] ask them to be very forthright. Oftentimes, we'll find that a particular position isn't the right fit for that individual at all. And once we receive their feedback, most times, we realize that they need a new position altogether. This has actually been a powerful exercise for us because we have created new positions, which previously didn't exist, after learning about a struggling employee's dream role." – *Beau Hale, president and co-founder, AdBoom Group*

"You need to diagnose the source of [an employee's] struggle. Some possibilities are that they do not have enough clarity [regarding] expectations, standards, priorities, methods; they lack skills or confidence; they are not team players; or they lack motivation. Once you know the source of the struggle, you can take the appropriate leadership action which may be direction, coaching or career counseling." – *William Dann, author of "Creating High Performers: Seven Questions to Ask Your Direct Reports" (Growth Press, 2014)*

Implement the right technologies. "In today's world, where workforces are often decentralized ... creating powerful communications channels is incredibly vital to individual employee success. With a collaborative platform, managers can communicate with their teams with action items they can use to validate comprehension, allowing for a fully closed-loop communications solution to drive engagement and performance." – *Mal Poulin, senior director of product strategy, Ancile Solutions*

Communicate (nonverbally) through your investment in employees' well-being. "We've been successful in improving our employees' performance by providing amazing employee perks. From unlimited PTO and profit-sharing plans to monthly team outings like 5K runs and charity events, our employees appreciate the ownership that we have given them. We knew that if we started to give them more freedom, not only would their creativity start to take off, but they would be given the liberty to start to act like business owners themselves," – *Corey Baggett, co-founder, AdBoom Group*

"It's not all about money, and yet when you structure everything around bonuses and KPIs [key performance indicators], you're saying it is. We pay well [and] promote frequently from within, [but we also] support staff 'flourishing' through opportunities, training and interesting travel." – *Andrew Fallshaw, CEO and co-founder, Bellroy*

"When you invest in someone, it ... creates an environment where people want to work hard. Care about what's going on in their lives. Show them it's not just about ... the bottom line or getting the job done — it's [about] what you're doing together. If you genuinely care for someone and their well-being, they'll allow themselves to be pushed harder because it's not coming from a place of greed." – *Jay Bacrania, CEO, Signet Education*

The Best Online Business Plans

By *Chad Brooks, Writer / July 2, 2012 01:17 pm EST*

Successful entrepreneurs know that getting the details down on paper is critical before starting any new venture. For help in the planning stages, many new owners use an online business plan service. Such services provide potential investors with details on how a new business will become profitable. Online business plan software offers the tools and templates needed to create a professional presentation that can be put in front of prospective backers to demonstrate where you want your venture to go and how you plan to get there. The best services provide financial calculators and chart generators to help crunch numbers and illustrate the business' vision in a quantifiable manner. They also offer a number of additional features such as performance graphs and goal achievement monitors that let business owners track their progress and make necessary changes along the way.

Our sister site, Business.com, does extensive in-depth reviews of online business plan services. Here are the Top 3 recommendations for online business plan services:

1 LivePlan

LivePlan earned this year's Business.com top pick for simplifying the business plan writing by providing access to the work and materials from any computer with an internet connection. For those launching their first venture, the service guides them through each step. By incorporating teaching into the writing process, LivePlan produces not only an exceptional business plan, but also a more informed entrepreneur.

Document Generation Tools: Chief among the document generation tools offered by LivePlan are the table generators such as sales forecasts, budgets and profit and loss statements. Each part of the LivePlan Financial Plan section contains an easy-to-use table generator for the specific table type desired by the business owner. The service also gives advanced business owners the option of operating in its "Full Financial Mode."

Guidance Resources: LivePlan walks users through each section of their business plan, giving precise instructions for developing each component. The service divides the writing into chapters, including Executive Summary, Company, Products and Services, Target Market, Strategy and Implementation, Financial Plan and Appendix. Each section contains specific instructions on what needs to be

included and examples of what investors and lenders are looking for. Each section also has video tutorials.

Costs: To compare costs, visit Business.com best online business plan services here.

2 BizPlan Builder

BizPlan earns high marks for providing a step-by-step process that's accessible to users of all skill levels. While new users have resources to learn what they need, business veterans have the tools required to formulate a business plan without unnecessary handholding. A highlight is the service's overall compatibility with other widely used applications such as Excel and cloud-based document creation and sharing services like Google Docs. Additionally, it integrates with social media sites such as LinkedIn and Twitter.

Document Generation Tools: For beginners, the BizPlan service provides a step-by-step guide to creating a business plan, making the process of building from scratch easy. In addition, BizPlan allows users to share and coproduce their business plan with an unlimited number of partners – even those who may not be central authors on the document but still have important content contributions, such as a lawyer or financial advisor.

Guidance Resources: The entire service is set up to guide users through the process with as little pain as possible. In addition to building the business plan, Bizplan offers investor information to help kick-start the hunt for funding. As users move through the process, each section is clearly labeled and explained in order to remove the ambiguity many entrepreneurs battle when they create their first business plan.

Costs: To compare costs, visit Business.com best online business plan services here.

3 PlanHQ

PlanHQ is well regarded not only for helping users write a business plan, but also assisting in executing it and setting business goals. Through a unique approach of couching almost everything in the context of goal setting, the service helps business owners fully understand exactly what needs to take place in order to start a successful business. The service also enables users to collaborate with business partners, identify demographics and size up the competition.

Document Generation Tools: PlanHQ offers a number of tools, such as financial calculators and chart generators. The service generates all these documents within the context of goal setting. In addition, the documents are dynamic as opposed to static pie charts and graphs.

Guidance Resources: While PlanHQ is excellent at helping users plan and achieve their goals, it doesn't provide much in the way of actual business advice.

Costs: To compare costs, visit Business.com best online business plan services here.

How to Improve Your Business Writing

By John Brandon, Expert / July 22, 2019 06:45 am EST

If you work in business, you might not view professional writing as critical. After all, the real challenges involve profit margins, employee retention and marketing. It's possible that you hire someone to write marketing literature or social media content anyway.

However, effective communication is imperative in business. Without good communication – especially with clients and business partners – you run the risk of initiating a project, developing a new product, or launching a new strategic initiative in a way that leads to dead ends. Customers won't understand your business objectives, and it only takes one poorly written email to create a sense of confusion and frustration.

These tips are intended to make an immediate impact on how you communicate, starting with your next email. They are designed for people who are already overloaded with tasks. If you follow these basic guidelines, you will find that people understand what you mean and what you want to do, and they will even communicate more effectively with you.

1. Learn the basics of good business writing.

There's a serious misconception about good business writing. Using complicated phrasing, relying on proprietary terms, and sounding smart and knowledgeable might seem like good practices, but they just cause confusion. A better approach is to write clearly and succinctly. State what you really mean, and don't worry about sounding ultra-professional.

It's best to avoid complex phrasing and write with an obvious noun-verb construction. Good written communication is often short and to the point. Start by making your sentences shorter, and pick a strong verb. Be direct. The best business writing flows easily and isn't hard to read or understand.

If you follow this advice and stick to a clear and concise writing style, you might be tempted to only use that writing style in "official" documents like a marketing plan. The truth is that all writing in business these days is official, because it is often easily accessible. On social media, you might think a post or comment is a throwaway that no one will notice. That's the first mistake when it comes to business writing. Everything is accessible.

Another general tip is to stick with a logical flow. You might switch to a clear and concise writing style, and that's great, but if you jump around when you write a document and don't maintain an obvious structure for the entire document, you will still confuse the reader. A good place to start is by making a rough outline. It shouldn't be overly detailed – just jot down the key points so you can stick to a roadmap when you're halfway through your email, article or even social post.

2. Make your emails shine, and don't try to explain everything in one message.

Many of us send dozens of emails a day. In business, it's one of the primary forms of communication. While the general tips above apply to all documents, social media posts and emails, there are a few tips that specifically relate to email. Here's one: Keep your message short and simple. It's amazing how many people will compose a long, complicated email and think that is the best way to communicate – packing in all the details as though they are shipping a box.

It's far better to keep things light – like a one-page letter or less. The reason is that everyone in business is busy and distracted. A well-written email is often one that sticks to the basics, covering just what needs to be covered. Instead of including every possible variable, use email as a way to start the conversation. If needed, you can do a deeper dive by phone or using a chat app like Slack. When someone gets

an email from you, it should be easy to read and provide just the right level of detail.

3. Read these amazing books to study up.

For anyone who wants to learn the craft of writing without taking a full course or earning a college degree in the field, there are a few shortcuts you can take. One is to read as much as you can. The more you read, the more you will see how to write. As long as you pay attention to how a story is crafted and why words are arranged as they are to make well-written sentences, you will pick up on the basics of exceptional writing, almost by osmosis.

Three outstanding books in particular will give you an immediate boost. Dreyer's English: An Utterly Correct Guide to Clarity and Style is a good place to start. A former proofreader and copy editor, Benjamin Dreyer explains how to write using a lighthearted style.

Another helpful book is Between You & Me: Confessions of a Comma Queen, written by Mary Norris, a former copy editor at The New Yorker. Once again, the breezy style and funny anecdotes in this book serve as a template for good business writing.

For a true masterwork about how to research and write for business purposes, consider the book Working. Covering the basics of research, interviewing and writing, this outstanding seminal book by Pulitzer Prize winner Robert A. Caro is rich in detail and provides some of the best advice you will read on effective communication.

4. Create a writing sample for a job application.

There may be times when you have to submit a writing sample for a job application. All the tips above still apply, although there are a few things to note. One is that a writing sample should be crafted with more precision, and that means editing and re-editing. The best writing, at least in terms of the more official submissions you might make for a job application or for content marketing purposes, is thoroughly edited. It's a chiseling process where you revise the text over and over again.

For any writing sample, it's also a good idea to think about the structure of the piece and if it communicates enough about the subject matter. This is a fine balance – including enough detail so that it is a complete sample, while not including any extraneous information.

5. Avoid these common business writing mistakes.

In addition to writing in a simple and concise manner, avoiding jargon or complicated terms, and following an obvious structure, you want to avoid the mistake of amateur writing.

One obvious mistake is passive voice. Compared to active voice ("the brown fox jumped over the log"), passive voice uses a complex sentence structure that's hard to read ("the log was jumped over by the brown fox"). This writing mistake is surprisingly common and makes business communication confusing.

For another example, it might seem obvious that you should use perfect grammar in business writing, but too many people write without thinking about the rules. Pay attention to common grammar traps such as mixing up your pronouns (saying

"he" and then "they" to refer to the same subject, for example) or using the wrong verb tense ("do" versus "did," for example). If there are a few that routinely trip you up, make a list of them so you can remain mentally aware of them while writing at work.

One last tip has to do with spelling. It's easy to write a quick email and hit Send, but it's wise to always scan through every email and check your spelling. Nothing confuses a reader more than a misspelled word, because it means stopping and figuring out what you meant. As a good rule of thumb, read everything at least once, maybe even twice, before you send it.

How to Write a Job Resignation Letter

By Skye Schooley, Staff / June 5, 2019 08:00 am EST

- Creating and submitting a professional resignation letter can have a lasting effect on how you are viewed by past and future colleagues and employers.
- Your resignation letter should be short and concise. Include the date of your last working day, your offer to assist with the transition and your gratitude for the opportunity with your soon-to-be former employer.
- In your resignation letter, do not air your grievances or speak poorly about the company or co-workers.

Resigning from a job, regardless of the pretenses, is a major life decision and should be taken seriously. Crafting and submitting a professional resignation letter is a key aspect of the resignation process and can leave a lasting impression on former and future employers.

Pat Roque, career transformation coach at Rock on Success, described a job resignation letter as being a formal notification of your exit strategy.

"It is a required document that becomes part of your employee records," Roque told Business News Daily. "Think of it as the last chapter of your story at your former company."

Your letter should have a neutral tone that informs your employer that you are leaving and on what date, plus it should offer to assist in the transition to someone new and thank them for the time you were part of the team. Despite your feelings about your job or your boss, being professional, courteous, and helpful provides closure and a positive path forward.

"Always keep the door open, because you never know when you may want to return or even work with other colleagues in a future role elsewhere," said Roque. James Rice, head of digital marketing at WikiJob, said that although you will likely be expected to hand in a standard resignation letter, it is usually best to schedule a meeting with your boss to personally give them the letter and discuss your resignation in person.

What your resignation letter should say

Although the specific contents of your job resignation letter can be tailored to your job and company, there are a few basic elements that should always be included. Regardless of the circumstances, keep it simple and concise.

Roque suggested including the following elements:

- **Your end date.** Provide your official end date, ideally at least two weeks in advance.
- **Help with the transition.** Express your commitment to ensuring a smooth and easy transition, including availability to discuss your workload and status updates with your manager or successor.
- **Gratitude for the opportunity.** Find something nice to say, regardless of any differences you may have with a bossy colleague or how toxic the job may have become.
- **Request for instructions (optional).** If you aren't yet aware of the exit protocol at your company, request specific instructions about final work commitments and such. Some companies will ask you to leave immediately, while others will have you very involved in a transition over the two-week period, or they may ask you to work from home and see HR to return your laptop on your last official day.

Alex Twersky, co-founder of Resume Deli, added that offering to assist in training a replacement, preparing the team for your departure and expressing gratitude are important elements of a job resignation letter.

"Conjure up ... the best time at your job and have that image top of mind when you write your resignation letter," said Twersky. "Let your boss think they were great, even if they weren't. [You might] get a good recommendation out of it."

What your resignation letter shouldn't say

Just as important as knowing what to say in a resignation letter, is knowing what not to say. Many resigning employees make the mistake of including too many personal details and emotional statements in their official letters.

When you are writing an official resignation letter, omit the following details:

- **Why you are leaving.** Although you may feel the need to explain away your reason for leaving, this is not necessary to include in your resignation. Rice said you may believe that the new employer has a better product, service, working environment, salary or benefits package, but these are not things to state in your resignation letter. Keep your language professional and positive.
- **What you hated about the job.** A resignation letter is not the place to air your grievances or speak poorly of your soon-to-be former company or co-

workers. Roque said to let go of anger before submitting the letter. She also suggested having someone else review your letter before submission to ensure it is appropriately polite and succinct.

- **Emotional statements.** Twersky stressed the importance of keeping a calm, professional tone in your letter. An aggressive or otherwise emotional letter will only come back to hurt you. Twersky said that, even if you are overworked and resentful, don't quit angry. Avoid using phrases like "I feel" or "I think," unless they are followed up by positive statements.

When writing your letter, try not to burn your bridges as you may need them in the future.

"Your employers may be providing you with a reference, or if you are staying in the same field, you may still network in the same circles or want to return in the future," said Rice. "It is always good to keep in touch with your old colleagues and with social networks like LinkedIn, it may be hard to avoid them."

These are also good tips to keep in mind when you have the conversation informing your supervisor or manager that you are leaving. Short and simple is fine; there is no reason to explain your reasons if you don't want to. Just stay polite, respectful and professional throughout the discussion.

Sample resignation letter

Based on advice from our experts, here is an all-purpose resignation letter template you can fill in with your personal details. Remember, you are not required to include your reason for resigning in your letter.

[Current date]

Dear [supervisor's name],

Please accept this letter as my formal resignation from my role as [title]. My last day with [company] will be [end date].

To ease the transition after my departure, I am happy to assist you with any training tasks during my final weeks on the job. I intend to leave thorough instructions and up-to-date records for my replacement.

I would like to take this opportunity to thank you for the knowledge and experience I have gained by working here. I am very grateful for the time I have spent on our team and the professional relationships I've built. It's been a pleasure working for you, and I hope our paths will cross again in the future.

Sincerely,

[Your signature and printed name]

If you opt to provide a reason for leaving, either in your letter or during the conversation with your employer, be clear and positive, focusing on what you are gaining from the change and not the circumstances that caused it. Always maintain your professionalism and keep things formal.

"Remember that people leave their jobs every day, and your manager will be used to the process," said Rice. "If you are courteous and thoughtful when resigning from your job, you will make the process easier for everyone and set yourself on the right path for future success."

