

В. С. Слепович

BUSINESS COMMUNICATION

Деловой

английский



ТетраСистемс

В. С. Слепович

BUSINESS COMMUNICATION

Деловой английский

Учебное пособие

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Рекомендовано учреждением "Научно-методический центр учебной книги и средств обучения" Министерства образования Республики Беларусь в качестве учебного пособия для студентов специальности "Мировая экономика и международные экономические отношения" высших учебных заведений

Слепович В.С.

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Книга представляет пособие по деловому английскому языку. Включает в себя пять частей, охватывающих основные виды письменной и устной бизнес-коммуникации на английском языке: деловую переписку, обращение на работу, подготовку резюме, презентации и выступления, телефонные разговоры и переговоры, бизнес-коммуникацию в действии. Для основных конструкций дан перевод на русский язык. Может использоваться в качестве справочного и практического руководства.

Предназначена для получения качественного бизнес-образования, специалистов в области международного бизнеса, а также для всех изучающих деловой английский язык.

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ВВЕДЕНИЕ

Настоящее пособие представляет собой новый для отечественных изданий подход к бизнес-коммуникации как отдельному курсу в системе бизнес-образования. Именно так трактуется этот курс в университетах США, где он является обязательным предметом для всех, кто специализируется в области менеджмента и бизнеса. Знания и опыт, приобретенные автором во время научной стажировки по программе Фулбрайта в Мичиганском университете (г. Анн Арбор) в США, явились основным источником при работе над данным курсом.

Содержание пособия охватывает различные сферы делового общения на английском языке: деловую переписку в письмах, факсах и по электронной почте, устройство на работу, презентации и выступления на деловых встречах, телефонные разговоры и переговоры, а также реальные ситуации, возникающие в процессе бизнес-коммуникации, с помощью которых формируются навыки, необходимые для достижения успеха в бизнесе.

По своему назначению пособие является учебно-практическим. Оно адресовано как студентам при изучении курса делового английского, так и всем тем, кто по роду своей деятельности имеет деловые контакты с зарубежными партнерами.

Наряду с учебными текстами, диалогами и упражнениями по формированию навыков делового общения на английском языке пособие содержит широкий диапазон практических и справочных материалов в виде выражений, ситуативно обусловленных фраз и рекомендаций, которые необходимо иметь под рукой при составлении деловых писем и сообщений, подготовке документов для трудоустройства в зарубежную фирму или международную организацию, ведении телефонных разговоров и переговоров, подготовке к презентациям и их обсуждению, а также для ознакомления с реалиями и правилами современной бизнес-коммуникации.

Основным методическим подходом в данном пособии является формирование мыслительной деятельности через ту или иную коммуникативную проблему, а не заучивание формул и клише. Кроме того, при усвоении курса необходимо помнить, что бизнес-коммуникация, как и любой другой вид общения, является «улицей с двусторонним движением», поэтому важно учитывать конкретного адресата и предвидеть его реакцию на письменное или устное высказывание.

Построение пособия определяется логикой речевой деятельности, ведущей и единственной функцией которого, по мнению выдающегося психолога Л.С. Рубинштейна, является *коммуникативная*.

Письменная бизнес-коммуникация (части I и II) представлена в пособии первой в виде деловой переписки и документации, необходимой для устройства на работу. С точки зрения психологии общения, это более простая форма коммуникации. Она не требует одновременного учета говорения и слушания, а также быстрой перестройки в процессе общения. Кроме того, соблюдая принцип «от более простого к более сложному», на начальном этапе имеет место сопоставление английского текста с русским.

Устная бизнес-коммуникация (части III, IV и V) представлена телефонными разговорами и переговорами, основами составления презентаций и выступлений, а также моделями речевого поведения в тех или иных ситуациях с помощью метода “Case Study”, который заключается в адекватной оценке ситуации и реагировании на нее путем принятия решения. Алфавит делового общения предлагается для усвоения в виде десяти шагов на пути к успеху в бизнесе, главный из которых – позитивное отношение к собеседнику. Особенности бизнес-коммуникации, которые следует учитывать при принятии решений в бизнесе, рассматриваются на примере таких известных компаний, как «Джонсон энд Джонсон» (Johnson & Johnson Inc.), «Ливай Стросс» (Levi Strauss & Co.), «Эрбус Индустри» (Airbus Industrie) и «Боинг» (Boeing Co.).


 Часть I.

ДЕЛОВАЯ ПЕРЕПИСКА

(BUSINESS CORRESPONDENCE)

Раздел 1. Структура письма

(Letter Structure)

Деловое письмо международного образца имеет четкую структуру, определенный набор реквизитов и стандартное расположение каждого из них. Полный формуляр письма международного образца имеет следующие состав и расположение реквизитов:

(1) Заголовок (адрес отправителя)	
(2) Номер документа	(2) Номер документа
(3) Дата	(3) Дата
(4) Специальные почтовые от- метки	
(5) Уведомление о конфиденци- альности	
(6) Адресат	
(7) Указание на желательность ознакомления	
(8) Обращение	
(9) Заголовок к тексту	
(10) Основной текст письма	
(11) Завершение письма	(11) Завершение письма
(12) Подпись	(12) Подпись
(13) Пометка об исполнителях	
(14) Приложение	
(15) Копии письма	
(16) Постскрипту	

(1) Letter head (Sender's address)	
(2) Reference	(2) Reference
(3) Date	(3) Date
(4) Special mailing indication	
(5) Confidential	
(6) Inside address	
(7) For the attention of	
(8) Salutation	
(9) Subject (Re.:)	
(10) Body of the letter	
(11) Close	(11) Close
(12) Signature	(12) Signature
(13) Initials of persons in charge	
(14) Enclosures	
(15) Copies	
(16) PostScript (P.S.)	

Помещенное ниже письмо от частного лица из Дании британской фирме содержит ряд указанных выше реквизитов стандартного делового письма¹:

¹ Структура данного и ряда других писем дается по книге: A. Ashley. *A Handbook of Commercial Correspondence*. Oxford University Press, 1992.

- (1) Bredgade 51, *адрес отправителя*
DK 1110
Copenhagen K
DENMARK
- (3) 12 May 20__ *дата*
- (6) Ultrasonic Ltd., *адресат*
Warwick House,
Warwick Street,
London SW23 1JF
United Kingdom
- (7) For the attention of the Sales Manager *указание на*
Вниманию менеджера по продажам *желательность*
ознакомления
- (8) Dear Sir or Madam, *обращение*
Уважаемый/ая г-н/г-жа!
- основной текст*
- (10) Please would you send me details of your quadraphonic sound systems which were advertised in the June edition of "Sound Monthly".
I am particularly interested in the Omega range of equipment that you specialize in.
Пожалуйста, вышлите мне описание квадрафонных звуковых систем, которые рекламировались в июньском номере "Саунд Мансли". Меня в особенности интересует оборудование "Омега", на котором Вы специализируетесь.
- (11) Yours faithfully, *завершение*
Искренне Ваша / С уважением
- (12) (подпись)
Brigitta Kaassen (Бригитта Каассен)

1.1. Заголовок, или адрес отправителя (*Letter Head / Sender's Address*)

Заголовок письма помещается в верхней части листа в соответствии с разработанным заранее макетом. Элементами заголовка являются:

- фирменный знак (логотип),
- наименование фирмы или организации,
- почтовый адрес,
- абонентские номера оперативных средств связи (телефона, телефакса, телекса, а также адрес электронной почты).

Если фирма является филиалом, указывается основная компания-учредитель. В некоторых случаях в заголовок включаются сведения об основном направлении деятельности.

Во избежание перегрузки справочной информацией часть сведений, например абонентские номера, иногда переносят в нижнюю часть листа.

Примером такого расположения справочной информации может служить письмо автору данного учебного пособия от исполнительного директора Совета по международному обмену учеными с сообщением о присуждении стипендии имени сенатора Фулбрайта для прохождения научно-исследовательской стажировки в США.



Council for International Exchange of Scholars

May 8, 1995

Dr. Viktor Slepovitch
c/o Janet Demiray
Public Affairs Officer
American Embassy
Minsk
Department of State
Washington, DC 20521-7010

Dear Dr. Slepovitch:

On behalf of the Council for International Exchange of Scholars, I congratulate you on your selection by the J. William Fulbright Foreign Scholarship Board for an award under the Mutual Educational Exchange (Fulbright) Program. This Council cooperates with the United States Information Agency and organizations abroad in the administration of the Fulbright program for university lecturers and research scholars.

Enclosed is a booklet with important information relating to your sponsorship under the Fulbright program and several forms to be completed either upon your arrival in the United States or at the conclusion of your stay.

Please read carefully the enclosed materials, particularly the "Terms and Conditions of Award," as listed on page 2 of the grant document. If you have any questions relating to your grant or program in the United States, Georgene B. Lovecky, your CIES program officer [tel. (202) 686-6251], will be most happy to assist you.

You may wish to write to Dr. Swales to discuss in further detail your research interest prior to your arrival in Ann Arbor. Please keep us informed of your travel plans as soon as they are known so that we may arrange to issue your first grant payment in time for your arrival.

We look forward to welcoming you to the United States and hope you will have an enjoyable and successful stay.

Sincerely,

Jody K. Olsen Executive Director
Enclosures

3007 Tilden Street, N.W., Suite 5M, Washington, D.C. 20008-3009
Tel. 202/686-4000 • Fax 202/362-3442 • Internet: info@ciesnet.cies.org
Affiliated with the American Council of Learned Societies

Фирменный бланк письма с заголовком дает большую информацию о фирме (организации). В заголовке указывается тип компании. Например, сокращение *Ltd.* (от *Limited liability*) говорит о том, что это компания (общество) с ограниченной ответственностью, то есть при банкротстве владельцы компании или ее части несут ответственность лишь за тот капитал, который они внесли при образовании компании. Для кредиторов это предупреждение о том, что при банкротстве они смогут получить от компании лишь то, чем она владеет, а не личные средства держателей ее акций. В США в этом случае используется аббревиатура *Inc.* (от *Incorporated*). Сокращение *PLC* (*Public Limited Company*) значит, что акции компании можно купить в открытой продаже.

Примеры названий компаний: *Johnson & Johnson Inc.*; *SP Wholesalers PLC*; *Hartley-Mason Inc.*; *Levi Strauss & Co.*; *Ultrasonic Ltd.*

Сокращение *& Co.* говорит о том, что компания является партнерством (*partnership*) двоих или более людей. Если это семейный концерн, добавляют слово *Son* (сын), *Sons* (сыновья), *Bros* (*Brothers*) (братья). У партнерства может быть как ограниченная, так и неограниченная ответственность. Например, *F. Lynch & Co. Ltd.* или *R. Hughes & Son Ltd.*

В заголовке письма, наряду с почтовым адресом компании, указываются телефон, факс и адрес электронной почты (*E-mail*). Перед ними могут указываться фамилии председателя (президента) компании и членов совета директоров.

При отсутствии бланка письма с названием фирмы или организации адрес отправителя помещается в правом верхнем углу страницы.

На рис.1 приводятся образцы заголовков на бланках для писем и факсовых сообщений международных финансовых организаций (МВФ и Всемирного Банка):



INTERNATIONAL MONETARY FUND
WASHINGTON D C 20431

The World Bank
Всемирный Банк
Международный Банк
Реконструкции и Развития

Белорусское представительство
220033, г. Минск
пр. Партизанский д. 6а, 5-ый этаж
Республика Беларусь

Belarus Resident Mission
6A Patsyonskiy Avenue, 5th Fl.
Minsk 220033
Republic of Belarus

Tel: 375 (17) 226-06-44
Fax: 375 (17) 226-06-48

TELEFAX TRANSMITTAL SHEET

DATE: 15 October, 1999

NO. OF PAGES: (incl. this page)

TO:

ORGANIZATION:

STREET ADDRESS:

CITY & COUNTRY:

FAX NUMBER:

FROM:

TEL. NO: 375 (17) 226-06-44

FAX NUMBER: 375 (17) 226-06-48

SUBJECT:

MESSAGE

Рис. 1. Заголовки писем МВФ и факсовых сообщений Всемирного банка.

1.2. Номер документа (Reference)

Номер документа указывается для удобства работы с корреспонденцией. Например, при получении письма (*Your Ref.*) и при ответе на письмо (*Our Ref.*). Это соответствует русским обозначениям входящей и исходящей корреспонденции.

Номер документа может быть цифровой (например, 661/17, где 661 – порядковый номер документа, а 17 – номер отдела или подразделения), буквенный (например, DS/MR, где DS – это инициалы автора, а MR – инициалы секретаря), или смешанной, буквенно-цифровой (*our ref.: mb/AP/101*).

DONALD & SONS, INC.
XXXXXXXXXXXXXXXXXXXX

Our Ref. 221/1

November 12, 2000

1.3. Дата (Date)

Дата указывается под адресом отправителя в правой или левой части страницы. Иногда между датой и адресом отправителя пропускается строка. Если имеется бланк фирмы с адресом, дата также обычно указывается в правом углу страницы.

Месяц в дате не следует писать в виде числа; например, 11.01.93 означает 11 января 1993 г. в Великобритании и 1 ноября 1993 г. в США. Не следует также сокращать название месяца, например, Nov. вместо November. Это выглядит небрежно. Не так сложно написать полностью дату, и тогда ваше письмо не затеряется и попадет в нужную папку.

Часто в порядковых числительных опускается 'th' после числа. Например, 24 October вместо 24th October. Иногда название месяца ставится вначале: October 24. Это дело выбора, но необходимо придерживаться какой-то одной формы написания даты.

RIEGLING BROS. LTD.
XXXXXXXXXXXXXXXXXXXX

1 March 2001

1.4. Специальные почтовые отметки (Special Mailing Indication)

Если письмо посылается не обычной почтой, об этом может быть сделано специальное указание под строкой с датой, например:

January 10, 2001
EXPRESS MAIL

1.5. Уведомление о конфиденциальности (Confidential)

Данное уведомление означает, что письмо может быть вскрыто только адресатом или доверенным лицом. Запись делается под датой или адресом, а также на конверте.

January 21, 2001
CONFIDENTIAL

1.6. Адресат (Inside Address)

Адрес получателя указывается под адресом отправителя на противоположной стороне страницы.

Адресные сведения указываются в той же последовательности, что и на конверте, например:

Prof. Priscilla S. Rogers,
School of Business Administration
University of Michigan
Ann Arbor, MI 48109-1234
U.S.A.

Если имя и фамилия адресата известны, они (вместе с вежливой формой обращения или званием) указываются перед адресом:

Mr. J.E. Smith или *Mr. John Smith*, а не просто *Mr. Smith*

Существуют следующие вежливые формы обращения:

Mr (с точкой или без) как сокращение от *mister* при обращении к мужчине;

Mrs. при обращении к замужней женщине;

Ms может употребляться при обращении как к замужней, так и незамужней женщине;

Messrs как сокращение от французского *Messieurs* употребляется при обращении к двоим и более мужчинам (*Messrs P. Jones and B. Parker*) или в названии фирмы (*Messrs Collier & Clerke & Co.*).

Существует целый ряд специальных форм обращений, которые включаются в адрес, например ученые, медицинские и военные звания (в этом случае они употребляются *вместо* *Mr, Mrs, Ms*):

Dr. (Doctor); Prof. (Professor); Capt. (Captain); Maj. (Major); Col. (Colonel); Gen. (General).

Если имя адресата неизвестно, можно использовать его должность в фирме (*The Finance Director, The Sales Manager*). Если известно лишь название фирмы, можно адресовать письмо на ее имя: *Soundsonic Ltd.*

Обратите внимание на рекомендуемый порядок написания адреса получателя:

Название дома или здания
Номер дома и название улицы, проспекта и т.п.
Город и его почтовый индекс
Страна

*Industrial House
34-41 Craig Road
Bolton BL4 8TF
UNITED KINGDOM*

В некоторых европейских адресах (в том числе, в странах СНГ) номер дома ставится после названия улицы. Не нужно переставлять его по образцу США и Великобритании:

*Agentura Carolina
Albertov 7
128 00 Prague 2
CZECH REPUBLIC*

1.7. Указание на желательность ознакомления (*For the Attention of*)

Указание *For the attention of* означает желательность ознакомления с содержанием письма, адресованного организации, какого-то определенного лица. Оно может быть необходимо в случаях, когда отправитель не обладает полной информацией об адресате. Обычно такое указание помещается под внутренним адресом:

International Industries Ltd.
1-5 Greenfield Road
Liverpool L22 0PL
UNITED KINGDOM

For the attention of the Production Manager
[сокращенный вариант: Attn.: Production Manager]

Dear Sir,

.....

1.8. Обращение (*Salutation*)

Обращение, которое является также формой приветствия, помещается под внутренним адресом без отступа от левой границы текста. Конкретная форма обращения зависит от адресата:

Dear Sir: (Уважаемый господин!) – при обращении к мужчине, имя которого вам неизвестно.

Dear Sirs: (Уважаемые господа!) – при обращении в организацию (фирму).

Dear Madam: (Уважаемая госпожа!) – при обращении к женщине (замужней или незамужней), имя которой вам неизвестно.

Dear Sir or Madam: (Уважаемый/ая господин/госпожа!) – при обращении к человеку, имя и пол которого вам неизвестны.

Dear Mr. (или Dr., Prof.) Smith: (без инициалов или имени) – при обращении к человеку, фамилия которого вам известна.

Gentlemen: (Господа!) – при обращении в организацию (фирму) в США.

1.9. Заголовок к тексту (Subject)

В заголовке к тексту письма дается его краткое и точное название. Он помещается после обращения к адресату и открывается словом "Subject" или сокращением "Re." (от "regarding", "относящийся к"), например:

Dear Mr Thomson:

Subject (Re.): New Enrollment Rules

1.10. Текст письма (Body of the Letter)

Текст письма разбивается на абзацы, отделяемые одним строчным пробелом. В начальном абзаце рекомендуется изложить сущность проблемы или определить состояние дел, а в заключительном – подвести итог с учетом изложенной выше информации. Если суть делового письма проста, оно оформляется в виде одного абзаца. В тех случаях, когда отправитель заинтересован в скорейшем ответе, текст завершается соответствующей просьбой: "I am looking forward to hearing from you soon".

1.11. Завершение (Close)

Если письмо начинается с Dear Sir, Dear Madam, Dear Sir or Madam (то есть без указания имени), оно заканчивается словами Yours faithfully, после которых ниже следует подпись отправителя и еще строчкой ниже – имя и фамилия отправителя.

Если письмо начинается с Dear Mrs. Robinson, Dear Prof. Swales – оно заканчивается словами Yours sincerely (Sincerely yours). В США даже официальные письма иногда завершают словами Yours truly (Truly yours). Письмо непринужденного стиля можно завершить словами Best wishes или Best regards.

1.12. Подпись (Signature)

Для подписи обычно оставляют пробел в 3-5 строчных интервалов. Помимо собственно подписи, в блок входит указание имени и фамилии автора сообщения, его должности или звания, например:

Yours faithfully,	или	Yours sincerely,
(подпись)		(подпись)
John Brown		J. Howart, Ph.D.
Sales Manager		Department Head

Иногда в деловой переписке перед подписью стоит аббревиатура *p.p.* (от "per pro" – "for and on behalf of" – от имени, за). Секретари часто ставят этот термин, когда подписывают письма от имени своих начальников, например:

Yours faithfully, (подпись <i>Mary Thomson</i>) p.p. J. Mill Managing Director
--

1.13. Пометка об исполнителях (Initials of Persons in Charge)

Пометка об исполнителях в виде инициалов часто используется в крупных компаниях и отделах для сохранения информации о том, кто конкретно из сотрудников составлял и набирал текст. Инициалы составителя печатаются прописными буквами, а инициалы машинистки или оператора – строчными, например: MM:pd; CJR/nr.

Если письмо составлялось и печаталось одним лицом, достаточно указать только инициалы машинистки (оператора).

1.14. Приложения (Enclosures)

Если к письму прилагаются дополнительные материалы, например, проспекты, прейскуранты и т.п., в конце письма (в нижнем левом углу) об этом делается пометка: *Enclosures* (или сокращенная форма: *Enc.*, *Encl.*) Если это ряд документов, они могут быть перечислены:

Encl.: 2	или	Enc.: Application forms (2 copies)
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1.15. Копии письма (Copies)

Копии одного письма могут рассылаться нескольким лицам. При этом делается пометка *c.c.* (*carbon copy*). Например,

c.c.: Prof. S. Johnson; Dr. Thomas Burke
--

В тех случаях, когда информация о рассылке копий, по мнению отправителя, нежелательна, на внешней исходящей корреспонденции она опускается, а на внутренней дается с пометкой *b.c.c.* (*blind carbon copies*).

1.16. Постскриптум (PostScript = P.S.)

Постскриптум – дополнительная информация в конце письма, по каким-либо причинам не включенная в основной текст. Она размещается всегда как заключительный структурный элемент письма с отступом от предыдущего элемента в 2-4 строчных интервала. Начало постскрипта отмечается аббревиатурой "P.S." При подготовке текста на компьютере перекомпоновка текстовых блоков не представляет каких-либо затруднений, поэтому постскриптум в деловой переписке используется скорее для того, чтобы лишний раз подчеркнуть наиболее важную деталь сообщения.

Ниже дается образец делового письма, в котором содержится ответ на приведенное в самом начале письмо от клиента из Дании. Обратите внимание на структурные элементы письма и открытую пунктуацию, что считается нормой.

ULTRASONIC Ltd.

Warwick House, Warwick St., London SW2 1JF
 Telephone (081) 566 1861 Fax (081) 566 1385

Your ref: 6 May 200-

Our ref: DS/MR

Date: 11 May 200_

Ms. B. Kaassen
 Bredgade 51
 DK 1110
 Copenhagen K
 DENMARK

Dear Ms Kaassen,

Thank you very much for your enquiry which we received today.

I am enclosing our catalogue and price-list for the equipment you said you were interested in. I would like to draw your attention to pages 31-35 in the catalogue where you will find full details of the Omega range.

We would welcome any further enquiries you have and look forward to hearing from you.

Yours sincerely,

Kay Reynolds (Ms)
 p.p. D. Sampson
 Sales Manager

Enc.

Перевод текстовой части письма:

Благодарим за запрос, который мы сегодня получили.

Посылаю наш каталог и прейскурант оборудования, которое Вас интересует. Хотел бы обратить Ваше внимание на страницы 31-35 каталога, где Вы найдете все подробности оборудования "Омега".

Будем и в дальнейшем рады любым Вашим запросам. Пожалуйста, обращайтесь к нам.



В последнем образце письма данного раздела имеются добавочные элементы деловой переписки. Назовите каждый из них.

ULTRASONIC Ltd.

Warwick House, Warwick St., London SW2 1JF
Telephone (081) 566 1861 Fax (081) 566 1385

Your ref: 6 May 200_

Our ref: DS/MR

Date: 11 May 200_

Ms. B. Kaassen
Bredgade 51
DK 1110 Copenhagen K
DENMARK

Private and confidential

Dear Ms Kaassen,

Re: Non-payment of invoice 322/17

I am sorry to see that, despite several reminders, you have not yet paid the above mentioned invoice. Unless, therefore, the account is cleared within 14 days of the above date, I shall have no alternative but to place the matter in the hands of the solicitors.

Yours sincerely,
Kay Reynolds (Ms)
p.p. D. Sampson
Sales manager

Раздел 2. Содержание и стиль письма

(Letter's Contents and Style)

2.1. Размер письма (Letter Size)

Размер письма зависит от его темы. Правильно выбранный размер письма содержит нужный объем информации. Например, при отве-



те на запрос можно выбрать следующий размер письма (указанные в квадратных скобках номера блоков письма комментируются в следующем за этим подразделе 2.2 «Построение письма»):

Dear Mr Brown,
Уважаемый г-н Браун!

- [1] Thank you for your enquiry of 5 November.
Благодарим Вас за запрос от 5 ноября.
- [2] We have enclosed our winter catalogue and price-list giving details of c.i.f. London prices, discounts and delivery dates.

Высылаем Вам наш зимний каталог и прейскурант, где Вы найдете подробную информацию о лондонских ценах c.i.f. [cost, insurance and freight – цена, включающая стоимость, расходы по страхованию и фрахт], скидках и датах доставки.

- [3] Though you will see we offer a wide selection of watches, may we draw your attention to pp. 23-28, and pp. 31-36 in our catalogue which we think might suit the market you are dealing with? And on page 25 you will notice out latest designs in pendant watches which are becoming fashionable for both men and women.

Хотя вы сами увидите, что мы предлагаем широкий ассортимент часов, хотелось бы обратить Ваше внимание на стр. 23-28 и 31-36 нашего каталога, где, на наш взгляд, находится то, что наиболее соответствует интересующему Вас рынку. А на странице 25 Вы увидите наши последние модели часов на цепочке, которые сейчас входят в моду как у мужчин, так и женщин.

- [4] As you are probably aware, all our products are fully guaranteed and backed by our world-wide reputation.
Вам, очевидно, известно, что вся наша продукция имеет полную гарантию и пользуется репутацией во всем мире.

- [5] If there is any further information you require, please contact us. Meanwhile, we look forward to hearing from you soon.

Если Вам необходима какая-нибудь дополнительная информация, пожалуйста, обращайтесь к нам. С нетерпением ждем Вашего скорого ответа.

Yours sincerely,
Искренне Ваш,



2.2. Построение письма (Letter Composition)

Приведенное выше письмо составлено по следующему плану:

- блок 1** – подтверждение полученного запроса;
- блок 2** – сообщение о высылаемых вместе с письмом каталоге и прейскуранте;
- блок 3** – обращение внимания г-на Эрранда на часы, которые его интересуют, а также на последние модели;
- блок 4** – упоминание о гарантии и репутации;
- блок 5** – приглашение к дальнейшим контактам.

Первый блок (абзац) является важным, поскольку он задает тон письма и дает возможность читателю составить представление о вас и о вашей компании.

Обычно в первом абзаце благодарят адресата за его письмо (если это ответ на запрос), представляют свою фирму при необходимости, сообщают о цели письма:

Thank you for your enquiry dated 8 July, in which you asked us about our range of cosmetics. As you have probably seen in our advertisements in fashion magazines, we appeal to a wide age group.

Благодарим Вас за письмо от 8 июля, в котором Вы интересовались нашим ассортиментом косметики. Как Вам, вероятно, известно из нашей рекламы в журналах мод, мы обращаемся к широкой возрастной группе.

Срединные блоки представляют собой основную часть письма. В них изложено то, что необходимо сообщить – ответы на поставленные вопросы, определенную информацию или вопросы, которые нужно задать клиенту. Здесь важно тщательно спланировать содержание этих блоков, ясно и четко изложить его в логической последовательности.

Заключительный блок (абзац) включает слова благодарности за письмо (если это не было сделано в первом абзаце) и приглашение к дальнейшему сотрудничеству. Можно также кратко повторить основные моменты письма:

Once again, thank you for writing to us, and please contact us if you would like any further information. To go briefly over the points I have made – delivery would be six weeks from receipt of order, and payment should be made by bank draft. I look forward to hearing from you soon.

Еще раз спасибо за то, что Вы нам написали. Пожалуйста, обращайтесь, если Вас интересует дополнительная информация. Кратко подытоживая основные моменты, хочу напомнить, что доставка осуществляется в течение шести недель после получения заказа, а оплату необходимо сделать банковским перечислением. С нетерпением жду Вашего скорого ответа.

2.3. Язык и стиль (Language and Style)

Простота. Деловая переписка часто страдает устаревшим и громоздким стилем изложения, что усложняет понимание основной мысли. Старайтесь писать *просто*.

Ниже дается образец написанного простым стилем письма-извинения за несвоевременную оплату выставленного счета, вызванную объективной причиной, к которому прилагается чек на необходимую сумму:

Dear Mr Craig,

I am replying to your letter of 15 July asking us to clear our June balance.

I apologize for not settling the account sooner, but due to the unfortunate death of Mr. Noel, our accountant, we were not able to settle any of our outstanding balances.

Please find enclosed our cheque for \$620, and accept our apologies for any inconveniences.

Yours sincerely,

Уважаемый г-н Крейг!

Отвечаю на Ваше письмо от 15 июля с просьбой рассчитаться за июнь.

Приношу извинения за несвоевременную оплату, но из-за кончины нашего бухгалтера г-на Ноэля мы не смогли заплатить ни по одному предъявленному счету.

Посылаем Вам чек на сумму \$620 и просим принять наши извинения за причиненные неудобства.

Искренне Ваш,

Вежливость. Простота изложения не значит, однако, что можно пренебрегать вежливостью. Слишком краткое и простое письмо может оказаться грубым:

Dear Mr. Rohn,

I have already written to you concerning your outstanding debt of \$590. This should have been cleared three months ago. You don't seem to want to cooperate in paying us, and therefore we will sue you if the debt is not cleared within the next ten days.

Yours, etc.

Уважаемый г-н Рон!

Я уже писал Вам насчет Вашего долга в размере \$590. Его нужно было погасить три месяца назад. Кажется, Вы не желаете с нами сотрудничать в выплате долга, в связи с чем мы Вас привлечем к суду, если долг не будет погашен в течение ближайших десяти дней.

Ваш, и т.д.

То же письмо благодаря стилистическим приемам выглядит более вежливым (использование сложноподчиненных, более длинных предложений с союзами; употребление конструкций пассивного залога вместо активного; использование полных грамматических форм вместо сокращенных):

Dear Mr. Rohn,

I refer to the previous letter sent on 10 October, in which you were asked to clear the balance of \$590 which has been outstanding since July. As you have not replied to the letter, you leave little choice for me but to place the matter in the hands of solicitors. However, I am reluctant to do this, and I am offering you a further ten days to settle the account.

Yours sincerely,

Уважаемый г-н Рон!

Обращаю Ваше внимание на письмо от 10 октября, в котором Вас просили погасить долг в размере \$590, числящийся за Вами с июля. Поскольку Вы не ответили на это письмо, мне ничего не остается, как передать дело адвокатам. Мне, однако, весьма не хочется это делать, и я предоставляю Вам дополнительный десятидневный срок, чтобы рассчитаться по долгам.

Искренне Ваш,

Ясность. Ваш корреспондент должен точно понимать написанное Вами. Используйте только те аббревиатуры, которые являются общепринятыми и понятными во всех странах. Например, c.i.f. (cost, insur-

ance and freight) или f.o.b. (free on board) известны всем, кто занимается международной торговлей, и они даже произносятся одним словом, а не по буквам: *сиф* и *фоб*.

Будьте внимательны с числами. В США и Великобритании точка отделяет целое от десятичной дроби (во Франции и России, например, для этого используется запятая): 2.345 – две целых и триста сорок пять тысячных (в США и Великобритании) и две тысячи триста сорок пять (в России и странах СНГ). И наоборот: 10,245 – десять тысяч двести сорок пять (в США и Великобритании) и десять целых и двести сорок пять тысячных (в России и странах СНГ).

Точность. Будьте точны при написании должности и звания в адресе и приветствии. Если вы не уверены, какого пола ваш адресат, лучше написать Dear Sir or Madam.

При ответе на письмо обязательно делайте ссылку на полученную корреспонденцию.

Не допускайте неточностей в указании цен, размеров, веса и других спецификаций.

Проверьте наличие вложений (приложений), если в конце письма вы поставили "Encl." (Enclosures).



Контрольные вопросы и задания

1. Ознакомившись со структурой письма и образцами писем международного образца, набросайте на листе бумаги реквизиты письма в порядке их следования. Дайте английские эквиваленты названий реквизитов. Проверьте себя по тексту раздела 1.
2. Назовите британский и американский эквиваленты русской аббревиатуры ООО (общество с ограниченной ответственностью).
3. Как в названии фирмы отражается то, что она представляет собой партнерство двух или более людей?
4. Что указывается в заголовке письма?
5. О чем говорит номер документа?
6. Где и как указывается дата письма?
7. Как пишется внутренний адрес (адрес получателя)? Какие вежливые формы обращения (и в каких случаях) указываются перед фамилией адресата? Напишите произвольный вариант адреса получателя в США, Великобритании, Канаде, одной из стран Европы.



8. Как начинается и заканчивается письмо, если фамилия и имя адресата вам неизвестны?
9. С какой целью на следующей строке после обращения ставится сокращение **Re:** и что оно обозначает?
10. Что пишется в начальном абзаце письма? Дайте свой вариант начального абзаца письма, которое вы пишете в организацию по международному обмену студентами с просьбой сообщить вам условия участия в программе летнего обмена и возможности поработать в летнем лагере в США?

Раздел 3. Виды писем (*Types of Letters*)

3.1. Запросы (*Enquiries*)

Ниже помещены несколько видов писем-запросов.

Краткий запрос:

Dear Sirs,

Please would you send me your Spring catalogue and price-list quoting c.i.f. prices, Le Havre. Thank you.

Yours faithfully,

Dear Sirs,

I would like some information about your Proficiency courses in English beginning this July.

Please send me a prospectus, details of your fees, and information about accommodation in London for the period July-December. If possible, I would like to stay with an English family.

Thank you.

Уважаемые господа!

Пожалуйста, вышлите мне Ваш весенний каталог и прейскурант с ценами с.и.ф. порта Гавр. Благодарю Вас.

Искренне Ваш,

Уважаемые господа!

Я бы хотел получить информацию о Ваших курсах английского языка, которые начинаются в июле с.г.

Пожалуйста, вышлите мне проспект, расценки и информацию о размещении в Лондоне на период с июля по декабрь. Если это возможно, я бы хотел жить в английской семье.

Благодарю Вас.

Запрос представителя розничной торговли
зарубежному производителю:

B. Cottwold & Co. Ltd.

Nesson House, Newell Street, Birmingham B3 3EL
Telephone: 021 236 6571 Fax: 021 236 8592 Telex: 341641

Satex S.p.A
Via di Pietra Papa
00146 Roma
ITALY

Your ref:
Our ref: C 351

6 February 200_

Dear Sirs,

We were impressed by the selection of sweaters that were displayed on your stand at the "Menswear Exhibition" that was held in Hamburg last month.

We are a large chain of retailers and are looking for a manufacturer who could supply us with a wide range of sweaters for the teenage market.

As we usually place very large orders, we would expect a quantity discount in addition to a 20% trade discount off net list prices, and our terms of payment are normally a 30-day bill of exchange, documents against acceptance.

If these conditions interest you and you can meet orders of over 500 garments at one time, please send us your current catalogue and price-list. We hope to hear from you soon.

Yours faithfully,

L. Crane
Chief Buyer



3.2. Ответы на запросы (*Replies*)

В ответе на запрос посылают письма, составленные по следующему плану:

Начало. Обратитесь к клиенту по имени. Если клиент подписался *Mr B. Green*, начните письмо с *Dear Mr. Green*, а не *Dear Sir*, что означало бы, что вы не помните его имя.

Поблагодарите автора письма за сделанный запрос. Обязательно упомяните дату письма клиента и номер документа:

...Thank you for your enquiry of 6 June 1997 in which you asked about...

...Благодарим Вас за Ваш запрос от 6 июня 1997 г., в котором вы интересуетесь...

Thank you for your letter, NJ 1691, which we received this morning...

Благодарим Вас за письмо NJ 1691, которое мы получили сегодня утром...

...I would like to thank you for your enquiry of May 10 and am pleased to tell you that we would be able to supply you with the...

...Я хотел бы поблагодарить Вас за запрос от 10 мая. Мне приятно сообщить Вам, что мы смогли бы поставить Вам...

Подтверждение готовности оказать помощь. Как можно скорее дайте понять клиенту, что вы в состоянии предоставить запрашиваемую услугу.

...We have a wide selection of sweaters that will appeal to all ages, and in particular, the teenage market which you specified...

У нас имеется широкий выбор свитеров для всех возрастов, и в частности, рассчитанные на подростковый рынок, который Вы упомянули...

I am pleased to say that we will be able to deliver the transport facilities you require.

Мне приятно сообщить, что мы сможем обеспечить необходимые Вам транспортные услуги.

Продвижение вашего товара. Вы должны убедить своего клиента в перспективности деловых отношений с вашей компанией. Недостаточно лишь сообщить, что у вас имеется искомый товар. Возможно, клиенту понадобится сделать с десяток других запросов. Напишите о своих преимуществах и гарантиях:

...We think you have made an excellent choice in selecting this line, and once you have seen the samples we are sure you will agree that this is unique both in texture and colour...

...We can assure you that Omega 2000 is one of the most outstanding machines on the market today, and our confidence in it is supported by our five-year guarantee...

Мы считаем, что Вы сделали отличный выбор, остановившись на этой линии, и как только Вы увидите образцы, мы уверены, что Вы согласитесь с ее уникальностью как по фактуре, так и по цвету...

Можем заверить Вас в том, что Omega 2000 в настоящее время является одной из самых лучших машин на рынке, и наша уверенность подтверждается предоставляемой нами гарантией на пять лет...

Предложение альтернативных вариантов. При отсутствии запрашиваемого товара (услуги), если у вас есть альтернативный вариант, предложите его клиенту. При этом не нужно критически отзываться о первоначально запрошенной клиентом продукции:

...and while this engine has all the qualities of the model you asked for, the 'Powerdrive' has the added advantage of having fewer moving parts, so less can go wrong. It also saves on oil as it...

...The model has now been improved, its steel casing having been replaced by plastic which is lighter, more durable and stronger...

...и хотя этот двигатель обладает всеми качествами, о которых Вы спрашивали, "Пауэрдрайв" вдобавок имеет то преимущество, что у него меньше движущихся частей, то есть меньшее их количество может выйти из строя. Он также экономнее в расходе масла, поскольку...

Данная модель сейчас усовершенствована: ее стальной каркас заменен на пластмассовый, который является более легким, прочным и надежным.



Отсылка клиента к другому источнику. Если вы не можете предложить клиенту запрашиваемый товар или его альтернативный вариант, напишите ему, где он может сделать заказ:

The book you mention is not published by us, but by Greenhill Education Ltd. If you would care to write to them, their address is...

Книга, о которой Вы пишете, издана не нами, а издательством «Гринхилл Эдюкейшн Лтд.». Если Вы желаете им написать, сообщаем адрес...

Каталоги, прейскуранты, проспекты, образцы. Убедитесь в том, что упомянутые вами в письме приложения в виде каталогов, прейскурантов и т.д. действительно вложены в конверт. Если вы посылаете образцы отдельной почтой, сообщите об этом в письме. Записи о приложениях и отдельной пересылке делаются следующим образом:

Please find enclosed our current catalogue and price-list. The units you referred to in your letter are featured on pp. 31-34 under catalogue numbers Y32-Y37. When ordering could you please quote these numbers? The samples you asked for will follow by separate post.

Посылаем Вам наш текущий каталог и прейскурант. Товары, о которых Вы спрашивали, упоминаются на стр. 31-34 под каталожными номерами Y32-Y37. При оформлении заказа, пожалуйста, сделайте ссылку на эти номера. Запрашиваемые Вами образцы будут отправлены отдельной почтой.

Завершение. В конце письма следует поблагодарить клиента за присланный запрос, а также пригласить к дальнейшему сотрудничеству:

Once again we would like to thank you for writing to us and would welcome any further points you would like us to answer.

Еще раз благодарим Вас за письмо и будем рады ответить на любой вопрос.

Please write to us again if you have any questions, or call us at the above telephone number.

Пожалуйста, пишите нам по любым вопросам или обращайтесь по указанному выше номеру телефону.

Образец письма, в котором содержится ответ на запрос:

Satex S.p.A.

Via di Pietra Papa, 00146 Rome, Italy

Phone: 769910 Fax: (06)681 5473 Telex 285136

Mr. L. Crane, Chief Buyer
B. Cottwold & Co. Ltd.
Nesson House
Newell Street
Birmingham B3 3EL
UNITED KINGDOM

Your ref.: C361
Our ref.: D/1439

21 February 200_

Dear Mr. Crane,

We are pleased to receive your enquiry, and to hear that you liked our range of sweaters.

There would certainly be no trouble in supplying you from our wide selection of garments which we make for all age groups. We can offer the quantity discount you asked for which would be 5% off net prices for orders over \$2,000, but the usual allowance for a trade discount in Italy is 15%.

Enclosed you will find our summer catalogue and price-list quoting prices c.i.f. London.

We are sure you will find a ready sale for our products in England as have other retailers throughout Europe and America, and we do hope we can reach an agreement on the terms quoted.

Thank you for your interest. We look forward to hearing from you soon.

Yours sincerely,
(signature)

D. Causio

Encl.

Перевод текстовой части письма:

Уважаемый г-н Крейн!

Мы были рады получить Ваш заказ, а также узнать о том, что Вам понравился наш ассортимент свитеров.

Нам не составит труда осуществить поставки для Вас из имеющегося у нас широкого ассортимента образцов одежды, который мы составляем для всех возрастных групп.



Мы можем предложить Вам скидку исходя из количества покупаемой продукции, о которой Вы спрашивали, в размере 5% от первоначальной цены при заказе продукции на сумму свыше 2000 долларов, но обычная величина торговой скидки в Италии составляет 15%.

С этим письмом высылаем Вам наш летний каталог и прейскурант цен в Лондоне с учетом c.i.f.

Мы уверены, что Вы найдете покупателей нашей готовой продукции в Англии, как это удастся нашим представителям розничной торговли по всей Европе и в Америке. Мы выражаем надежду, что сможем достичь соглашения относительно цены.

Спасибо за проявленный интерес. С нетерпением ждем от Вас ответа.
Искренне Ваш,

(подпись)
Д. Каузио

Приложение.

3.3. Заказы (Orders)

Обычно заказы размещают на специальных бланках фирмы, которые прилагаются к сопроводительному письму. В письме указывается на прилагаемый заказ:

Please find enclosed our Order No. B4521 for 25 'Clearsound' transistor receivers.

The enclosed order (No. R154) is for 50 reams of A4 bank paper.

С настоящим письмом высылаем наш заказ № B4521 на 25 транзисторных приемников "Clearsound".

Прилагаемый заказ № R154 включает 50 стоп [480 листов бумаги каждый] бумаги формата A4.

В письме необходимо подтвердить условия платежа:

We would like to confirm that payment is to be made by irrevocable letter of credit which we have already applied to the bank for.

Мы бы хотели подтвердить, что оплату необходимо произвести с помощью безвозвратного аккредитива, о выдаче которого мы уже обратились с заявкой в банк.

Оговоренные скидки также должны быть подтверждены:

...and we will certainly take advantage of the cash discounts you offered for prompt settlement.

...и мы, безусловно, воспользуемся предложенной Вами скидкой оплаты при быстро произведенных расчетах.

В сопроводительном письме оговариваются дата и способ доставки:

It is essential that the goods are delivered before the beginning of November in time for the Christmas rush.

Важно, чтобы доставка товаров была осуществлена до начала ноября, чтобы успеть до рождественской суеты.

...and please remember that only air freight will ensure prompt delivery.

...и, пожалуйста, не забудьте, что лишь доставка груза самолетом будет гарантией быстрой доставки.

Обратите внимание поставщика на способ упаковки:

The machines must be well greased with all movable parts secured before being loaded into crates, which must be marked.

Станки необходимо как следует подвергнуть смазке, чтобы все движущиеся части были предохранены перед погрузкой в ящики, которые должны быть промаркированы.

Завершение сопроводительного письма может быть таким:

We will submit further orders, if this one is completed to our satisfaction.

Мы будем делать заказы и в дальнейшем при условии, что данный заказ будет выполнен в соответствии с нашими требованиями.

If the goods sell as well as we hope, we shall send further orders in the near future.

Если товары будут реализованы в соответствии с нашими планами, мы оформим и другие заказы в ближайшем будущем.

I look forward to receiving your confirmation.

С нетерпением жду получения Вашего подтверждения.

Образец сопроводительного письма и заказа:

B. Cottwold & Co. Ltd

Nesson House, Newell Street, Birmingham B3 3 EL

Phone: 021 236 6571 Fax: 021 236 8592 Telex: 341641

Satex S.p.A.
Via di Pietra Papa
00146 Rome

Your ref: D/1439
Our ref: Order DR 4316

ITALY

9 March 20--

Attn. Mr. D. Causio

Dear Mr. Causio,

Please find enclosed our order No. DR 4316 for men's and boys' sweaters in assorted sizes, colours and designs.

We have decided to accept the 15% trade discount you offered and terms of payment viz. documents against payment, but would like these terms reviewed in the near future.

Would you please send the shipping documents and your sight draft to Northminster Bank (City Branch), Deal Street, Birmingham B3 1SQ.

If you do not have any of the listed items in stock, please do not send substitutes in their place.

We would appreciate delivery within the next six weeks, and look forward to your acknowledgment.

Yours sincerely,

(signature)
Lionel Crane
Chief Buyer

Enc.: order form No. DR 4316

ORDER

No. DR 4316

B. Cottwold & Co. Ltd.

Nesson House, Newell Street, Birmingham B3 3EL

Phone: 021 236 6571 Fax: 021 236 8592 Telex: 34641

Satex S.p.A
Via di Pietra Papa
00146 Roma
ITALY

Authorized.....
(signature)

Quantity	Item description	Cat.	Price	
			No.	c.i.f. London
50	V Neck 30 Red/20 Blue		R 432	£ 13.80 each
30	Roll Neck: 15 Black/15 Blue		N 154	£ 9.40 "
30	Crew Neck: 15 Green/15 Beige		N 154	£ 16.00 "
40	Crew Neck: pattern		R 541	£ 12.60 "
Note: Subject to 5% quantity discount				
Comments: 15% Trade Disc. Pymt. D/P			Date: 9 March 20__	
Del. 6 weeks				

Перевод текстовой части письма:

Высылаем наш заказ № DR 4316 на свитера для мужчин и мальчиков указанных размеров, цветов и моделей. Мы решили принять предложенные Вами 15 % скидки и условия платежа по выставленным платежным документам. Однако, в ближайшем будущем нам хотелось бы пересмотреть эти условия. Вышлите, пожалуйста, сопроводительные документы и Ваш вексель на предъявителя в городское отделение Northminster Bank по адресу: г. Бирмингем, Дил Стрит. Если у Вас нет указанных в списке товаров, просим не присылать вместо них замены. Будем признательны за доставку в течение 6 недель и с нетерпением ждем Вашего подтверждения.

3.4. Рекламации (Complaints)

Если вам приходится писать письмо-рекламацию, делайте это сразу после обнаружения ошибки, брака и т.п. Нет необходимости начинать письмо с извинений (*We regret to inform you...* или *I am sorry to have to write to you about...*). Это лишь ослабит вашу позицию.

Начало письма может быть таким:

We would like to inform you...	<i>Хотим Вам сообщить...</i>
I am writing to complain about...	<i>Пишу Вам для выставления рекламации...</i>
I am writing with reference to Order No. P32 which we received yesterday...	<i>Пишу Вам по поводу полученного вчера заказа № P32...</i>

Стиль письма-рекламации должен быть нейтральным. Не допускайте грубых выражений и слов ("infuriated", "enraged"). Можно выразить свое неудовлетворение таким образом:

This is the third time this mistake has occurred, and we are far from satisfied with the service you offer.

Unless you fulfill our orders efficiently in the future, we will have to consider other sources of supply.

Please ensure that this sort of problem does not arise again.

Данная ошибка произошла уже в третий раз, и нас совершенно не удовлетворяют предлагаемые Вами услуги.

Если Вы не будете эффективно выполнять наши заказы в будущем, нам придется обратиться к другим поставщикам.

Пожалуйста, больше не допускайте возникновения таких проблем.

Если вам известно, по какой причине произошла ошибка, вежливо укажите на нее поставщику:

Could you ask your accounts department to check my code carefully in future? My account number is 246-642, and they have been sending me statements coded 642-246.

Будьте добры, попросите Ваш отдел счетов внимательно уточнить мой код в банке. Номер моего счета 246-642, а они посылают мне отчетные документы с номером 642-246.

Если вы знаете, как можно исправить ошибку, сообщите об этом поставщику:

The best solution would be for me to return the wrong articles to you, postage and packing forward.

Для меня наилучшим решением вопросом было бы вернуть Вам ошибочно высланные товары с возмещением расходов на упаковку и пересылку.

При ответе на рекламацию сообщите клиенту о получении жалобы и поблагодарите его за информацию:

Thank you for your letter of 6 August informing us that...

Благодарим Вас за письмо от 6 августа, в котором Вы сообщаете о ...

We would like to thank you for informing us of our accounting error in your letter of 7 June.

Мы хотели бы поблагодарить Вас за сообщение об ошибке в нашей отчетности в Вашем письме от 7 июня.

Если рекламация является обоснованной, объясните происхождение ошибки, при этом не обвиняя своих сотрудников (раз вы их взяли на работу, вы отвечаете за их действия):

The mistake was due to a fault in one of our machines, which has now been corrected.

Ошибка произошла по вине сбоя в наших машинах, который уже исправлен в настоящее время.

It is unusual for this type of error to arise, but the problem has now been dealt with.

Такая ошибка является для нас нетипичной, но эта проблема уже устранена.

Признав свою ответственность и объяснив, что произошло, теперь как можно скорее исправьте ошибку и сообщите об этом клиенту:

The material you complained about has been withdrawn. Its fault was in the weave of the cloth, and this was due to a programming error in the weaving machines themselves. This has been corrected, and replacement materials are now being sent on to you.

Предъявленный Вами на рекламацию материал уже снят с реализации. Причина заключалась в переплетении нитей в ткани, вызванным ошибкой в программировании ткацких станков. Эта ошибка устранена, и мы высылаем Вам взамен новый материал.

Если вы не согласны с рекламацией, будьте тверды, но вежливы. Но даже при отрицании своей ответственности попытайтесь дать объяснение по существу проблемы:

Our factory has now inspected the stereo unit you returned last week, and they informed us that it has been used with the wrong speakers and this had overloaded the circuits. We can repair the machine, but you will have to pay for the repairs as misuse of the unit is not included under our guarantee.

Наше предприятие произвело проверку музыкального центра, который Вы нам вернули на прошлой неделе. нас проинформировали о том, что аппаратура была использована с подключением не тех громкоговорителей, что привело к перенапряжению в сети. Мы можем отремонтировать эту аппаратуру, но Вам придется заплатить за ремонт, поскольку неправильное обращение с техникой не входит в условия нашей гарантии.

В заключительной части письма следует написать, что произошедшая ошибка является досадным исключением, и извиниться за причиненные неудобства:

In closing we would like to apologize for the inconvenience, and also point out that this type of fault rarely occurs in the Omega 2000.

В заключение мы хотели бы извиниться за доставленные Вам неудобства и отметить, что такого рода ошибки встречаются крайне редко в случае с аппаратурой "Омега 2000".

Finally, may we say that this was an exceptional mistake and is unlikely to occur again. Please accept our apologies for the inconvenience.

Наконец, позвольте заверить Вас в том, что это исключительно редкая ошибка, и ее повторение маловероятно. Просим принять наши извинения за доставленные неудобства.

Образец письма-рекламации по поводу получения поврежденно-
го товара:

B. Cottwold & Co. Ltd.
Nesson House, Newell Street, Birmingham B3 3EL
Telephone: 021 236 6571 Fax: 021 236 8592

Satex S.p.A.
Via di Pietra Papa
00146 Roma
ITALY

Your Ref:
Our Ref:

Date: 15 August 200_

Dear Mr. Causio,

Our order No. 14478

I am writing to you to complain about the shipment of sweaters we received yesterday against the above order. The boxes in which the sweaters were packed were damaged, and looked as if they had been broken open in transit. From you invoice No. 18871 we estimate that thirty garments have been stolen to the value of £150. And because of the rummaging in the boxes, quite a few other garments were crushed or stained and cannot be sold as new articles in our shops.

As the sale was on a c.i.f. basis and the forwarding company your agents, we suggest you contact them with regard to compensation. You will find a list of the damaged and missing articles attached, and the consignment will be put to one side until we receive your instructions.

Yours sincerely,

(signature)

L. Crane,
Chief Buyer

Перевод текстовой части письма-рекламации:

Уважаемый господин Каузио!

Обращаюсь к Вам с рекламацией по поводу партии свитеров, которую мы получили вчера на основании указанного выше заказа. Коробки, в которые были упакованы свитера, оказались поврежденными, и выглядели, как будто их вскрывали при пересылке.

Исходя из данных Вашего счета-фактуры можно сделать вывод, что было украдено тридцать предметов одежды на сумму 150 фунтов-стерлингов.

Кроме того, в результате проведенного таможенного досмотра коробок значительная часть другой одежды была повреждена и запачкана и в таком виде не может продаваться как новый товар в наших магазинах.

Поскольку реализация товара проводилась на основе с.и.ф. и в качестве экспедиторов выступали Ваши агенты, предлагаем Вам связаться с ними по вопросу выплаты компенсации.

Прилагаем список поврежденных и недостающих товаров и сообщаем, что данная партия товаров будет отложена до получения от Вас инструкций.

Искренне Ваш,

(подпись)

Л. Крейн,
Главный специалист по снабжению.

Образец ответа на рекламу:

Dear Mr. Crane,

Thank you for informing us about the damage to our consignment (Inv. No. 18871). From our previous transactions you will realize that this sort of problem is quite unusual. Nevertheless, we are sorry about the inconvenience it has caused you.

Please would you return the whole consignment to us, postage and package forward; and we will ask the shipping company to come and inspect the damage so that they can arrange compensation. It is unlikely that our insurance company needs to be troubled with this case.

If you want us to send you another shipment as per your order No. 14478, please let us know. We have the garments in stock, and it would be no trouble to send them within the next fortnight.

Yours sincerely,

D. Causio

Перевод текстовой части письма-ответа на рекламацию:

Благодарю Вас за сообщение о повреждении Вашей партии товаров (инв. № 18871). В нашем опыте торговых операций это весьма редкий случай. Тем не менее, выражаем сожаление по поводу причиненных неудобств.

Пожалуйста, верните нам всю партию товара с оплатой за упаковку и пересылку за наш счет, и мы обратимся к экспедиторской фирме произвести осмотр повреждений для последующей выплаты ими компенсации. Вряд ли по этому поводу стоит обращаться к нашей страховой компании.

Если Вы хотите, чтобы мы выслали Вам другую партию товара во исполнение заказа № 14478, пожалуйста, сообщите нам об этом. У нас на складе есть эта одежда, и нам не составит труда выслать ее течение двух недель.

3.5. Кредит (*Credit*)

В первом абзаце письма, содержащего просьбу о поставке товара в кредит, необходимо сразу же уточнить, какая форма кредита вас интересует:

I am writing to ask if it would be possible for us to have credit facilities in the form of payment by 60-day bill of exchange.

Thank you for your catalogue and letter. As there was no indication of your credit terms, could you let me know if you would allow us to settle on monthly statements?

Обращаюсь к Вам по вопросу о возможности предоставления нам кредита в виде векселя с условием погашения в течение 60 дней.

Благодарю за Ваш каталог и письмо. Поскольку в письме не было указания на условия предоставления кредита, не могли бы Вы сообщить мне, можно ли нам рассчитываться раз в месяц на основе выставленных счетов?

Ваша задача при заказе товаров в кредит состоит в том, чтобы убедить поставщика в вашей надежности как партнера. В письме необходимо упомянуть прежний опыт сделок с поставщиком:

As we have been dealing with you for more than a year, we feel that you know us well enough to grant our request.

During the past few months of our transactions we have always settled promptly, and therefore we feel we can ask for better credit facilities from you.

Поскольку мы ведем с Вами дела уже более года, нам представляется, что Вы знаете нас достаточно хорошо и можете удовлетворить нашу просьбу.

В течение последних нескольких месяцев торговых сделок мы всегда немедленно производили расчеты, поэтому мы считаем, что можем обратиться к Вам с просьбой о предоставлении более благоприятных условий кредита.

Стоит написать о своей репутации и имеющихся рекомендациях:

We are a well established firm and can offer references if necessary.

We can certainly pay on the due dates, but if you would like confirmation concerning our credit-worthiness, then please contact any of the following persons who will act as our referees: ...

Мы представляем фирму с устойчивой репутацией и при необходимости можем предоставить рекомендательные письма.

Мы, безусловно, можем производить оплату в положенный срок, но если Вам необходимо подтверждение нашей кредитоспособности, Вы можете обратиться к любому из следующих лиц, готовых дать нам рекомендацию.

Заключительная часть письма с просьбой о выделении кредита может быть такой:

We hope you will consider our request favourably and look forward to your reply.

Please follow up the references we have submitted. We look forward to your confirmation that payment by 30-day bill of exchange is acceptable.

Надеемся на положительное рассмотрение нашей просьбы и с нетерпением ждем Вашего ответа.

Обращаем Ваше внимание на предоставленные нами рекомендательные письма. С нетерпением ждем подтверждения того, что Вы согласны на оплату векселями со сроком погашения 30 дней.

Если к вам обращаются с просьбой о поставке товаров в кредит, ваш ответ может быть положительным или отрицательным.

В случае положительного ответа, если вы не считаете необходимым проверять рекомендации, ответ о незамедлительном выделении кредита может выглядеть так:

As we have been trading for over a year references will not be necessary, and you may clear your accounts by 30-day bill of exchange which will be sent to Burnley's Bank (Queens Building, Cathays Park, Cardiff CF1 9UJ) with shipping documents for your acceptance.

Поскольку мы осуществляем торговые операции уже более года, необходимости в рекомендательных письмах нет, и Вы можете рассчитаться векселем с 30-дневным сроком погашения, который будет отослан в отделение банка Burnley's Bank по адресу: Queens Building, Cathays Park, Cardiff CF1 9UJ вместе с сопроводительными документами о поставке товара на Ваше имя.

Если вы считаете необходимым наличие рекомендаций, то в качестве поставщика вы подтверждаете получение просьбы и затем даете полный ответ после получения рекомендаций:

We have now received the necessary references and are pleased to say that from your next order payment can be made on a quarterly basis against statements.

Мы уже получили необходимые рекомендации и рады сообщить, что начиная со следующего заказа Вы можете осуществлять расчеты раз в квартал после получения счетов на оплату.

При отказе в кредитовании поставки товаров поставщик должен аргументировать свое решение. Причины могут быть разные, но в любом случае ответ должен быть тщательно продуман, чтобы не обидеть клиента:



Thank you for your letter of 9 November in which you asked to be put on open account terms. Unfortunately, we never allow credit facilities to customers until they have traded with us for over a year. We really are sorry that we cannot be helpful in this case.

We are sorry that we cannot offer credit facilities of any kind at present owing to rising inflation. However, perhaps if things settle in future, we may be able to reconsider your request.

Благодарим за письмо от 9 ноября, в котором Вы обратились с просьбой о предоставлении Вам возможности оплаты открытым счетом. К сожалению, мы не предоставляем кредита клиентам, которые не имеют с нами торговых отношений в течение более одного года. Сожалеем, что не можем быть Вам полезны в данном случае.

Сожалеем, что в настоящее время не можем предоставить Вам кредита на любых условиях в связи с ростом инфляции. Однако, не исключено, что если в будущем ситуация стабилизируется, мы сочтем возможным вернуться к рассмотрению Вашей просьбы.

Иногда поставщик может предложить клиенту *компромиссный вариант кредитования*:

I regret that we cannot offer you credit for as long as three months, since this would be uneconomical for us.

However, I am prepared to offer you settlement against monthly statements. Perhaps you will let me know if this would be acceptable.

Сожалею, что у нас нет возможности выделить Вам кредит на срок три месяца, поскольку для нас это будет экономически невыгодно.

Однако, я готов предложить Вам возможность производить расчеты ежемесячно на основе выставляемых счетов. Сообщите, пожалуйста, приемлемо ли это для Вас.

Образец письма с просьбой о возможности оплаты
открытым счетом:

R. NASH & SON LTD.
11 Mead Road, Swansea, Glamorgan 3ST 1DR
Telephone: Swansea 58441 VAT No. 215 2261 30

Mr. R. Cliff
Homemakers Ltd.,
54-59 Riverside
Cardiff CF1 1JW

18 July 200_

Dear Mr. Cliff,

I have enclosed an order, No. B1662, for seven more "Sleepcomfy" beds which have proved to be a popular line here, and will pay for them as usual on invoice. However, I wondered if in future you would allow me to settle my accounts by monthly statement, which would be a more convenient method of payment for me.

As we have been dealing with one another for some time, I think you have enough confidence in my firm to allow open account facilities, but of course I can supply the necessary references.

Yours sincerely,

(signature)
R. Nash

Encl. Order No. B1662

Перевод текстовой части письма:

Посылаю заказ №... еще на 7 кроватей "Слипкомфи", пользующиеся здесь спросом, и оплату за которые я, как обычно, произведу по счету-фактуре. Мне бы хотелось узнать, однако, смогу ли я в будущем рассчитываться ежемесячно, что было бы удобнее для меня. Поскольку мы уже сотрудничаем какое-то время, полагаю, у Вас есть доверие к моей фирме, и Вы разрешите нам рассчитываться с помощью открытого счета. Безусловно, я могу предоставить необходимые рекомендации.

Образец положительного ответа с разрешением пользоваться кредитом при оплате за товары открытым счетом:

HOMEMAKERS Ltd.
54-59 Riverside, Cardiff CF1 1 JW

Telephone: (0222) 49721
Telex: 38217

Registered No. C135162

Mr. R. Nash
R. Nash & Son Ltd.
11 Mead Road
Swansea
Glamorgan ST1 1DR

24 July 200_

Dear Mr. Nash,

Thank you for your order, No. B1662, which will be sent to you tomorrow. I have the opportunity to enclose the invoice, DM 1113, with this letter.

With regard to your request for open account facilities, settlement against monthly, I feel there would be more advantage for you in claiming the 3% cash discounts offered for payment within seven days of receipt of invoice. Nevertheless, I am quite prepared to allow monthly settlements, and there will be no need to supply references as you are a long-standing customer.

The enclosed invoice will be included in your next statement.

Yours sincerely,

(signature)
R. Cliff

Encl. Invoice DM1113

**Перевод текстовой части помещенного выше письма
с положительным ответом:**

Уважаемый г-н Нэш!

Благодарю Вас за заказ № В1662, который будет выслан завтра.
Пользуясь случаем, с этим письмом высылаю счет-фактуру.

Что касается Вашей просьбы о предоставлении возможности ежемесячной оплаты с помощью открытого счета, мне представляется, что Вам будет удобнее пользоваться 3% скидкой при оплате наличными в течение семи дней после получения счета-фактуры. Тем не менее, я готов предоставить возможность ежемесячной оплаты, причем для этого нет необходимости в рекомендациях, поскольку Вы являетесь постоянным клиентом.

Высылаемый счет-фактура будет включен в Ваш следующий счет на оплату.

**Перевод текстовой части помещенного ниже письма с отказом в
просьбе о предоставлении товара в кредит:**

Уважаемый г-н Жерар!

Благодарю Вас за письмо от 3 декабря, в котором Вы интересовались предоставлением кредита.

Мы признательны Вам за то, что Вы в прошлом делали у нас заказы, и не сомневаемся, что для поддержки Вашей просьбы Вы можете представить рекомендации. Тем не менее, Вы, очевидно, понимаете, что наши кассеты и компакт-диски продаются по очень низким ценам, которые позволяют нам иметь лишь небольшую прибыль, и это не дает нам возможность предоставлять нашим заказчикам товар в кредит.

Очень сожалеем, что не имеем возможности помочь Вам в данном случае, но Вам, безусловно, понятны причины этого.

Еще раз благодарим Вас за письмо и ждем от Вас сообщения.



Образец письма с отказом в просьбе о предоставлении
товара в кредит:

R.G. ELECTRONICS AG

Havmarkt 601
D-5000 Bonn 1
GERMANY

Tel.: (221) 32 4928
Fax: (221) 836125

Your ref:

8 December 200_

P. Gerard
Disc S.A.
251 rue des Raimoniere
F-86000 Poitiers Cedex
FRANCE

Dear Mr. Gerard,

Thank you for your letter of December 3 in which you enquired about credit facilities.

We appreciate that you have placed a number of orders with us in the past, and are sure that you can supply the necessary references to support your request. However, as you probably realize, our tapes and CDs are sold at extremely competitive prices which allow us only small profit margins, and this prevents us offering any of our customers credit facilities.

We are very sorry that we cannot help you in this case, but are sure you understand our reasons. Once again, thank you for writing, and we look forward to hearing from you soon

Yours sincerely,

(signature)
R. Gerdt
Sales Director

3.6. Переписка с банком (Banking Correspondence)

В нижеследующем образце письма изложена просьба экспортера из Англии своему банку в Лондоне переслать вексель банку импортера в Австралии с поручением выдать документы по получении:

Crichton Manufacturing Ltd.
Panton Works, Hounslow, Middlesex, TW6 2BQ

Tel.: 081 353 0125
Fax: 081 353 6783

Registered No. England 266135

The Manager
Midland Bank Ltd.,
Portman House,
Great Portland Street,
London W1N 6LL

4 July 200_

Dear Sir,

Please would you send the enclosed draft on J.K.B. Products Pty. and documents to the National Australian Bank, 632 George Street, Sydney, Australia, and tell them to release the documents on acceptance.

Yours faithfully,

(signature)
D. Panton
Managing Director

Encl.

Австралийский импортер, о котором шла речь в вышеуказанном письме, дает поручение своему банку принять вексель:

J.K.B. PRODUCTS Pty.

President: D. Broad

Managing Director: L. Thomson

Directors: I.R. McGee, T.L. Tredman

Bridge House, 183-9 Kent Street, Sydney NSW 2000
AUSTRALIA

Telephone: 02279611

Telex: 21260

Date: 18 July 200_

The Manager
National Australian Bank
632 George Street
Sydney NSE 2000

Dear Sir,

You will shortly be receiving a bill of exchange for £ 2,163 and relevant documents from Panton Manufacturing Ltd., England. Would you please accept the draft on our behalf, send us the documents, and debit our account.

Yours faithfully,

(signature)

L. Corn

J.K.B. Products Pty.

Два нижеследующих письма представляют собой (1) обращение импортирующей фирмы из Новой Зеландии "N.Z. Business Machines Pty." в свой банк с поручением открыть от ее имени кредит фирме-партнеру "Delta Computers Ltd." в Англии и просьбой проинформировать по завершении операции, а также (2) ответное сообщение банка Новой Зеландии о получении векселя и произведенной дебитной операции со счетом клиента с начислением 280 новозеландских долларов за услуги.

1

N.Z. Business Machines Pty.

127, High Street, Wellington
Directors: C.M. Perimann, L.F. Drozin

Telephone: 444 8617
Telex: 60184 BUSMAC
Fax: 444 3186

The Manager
New Zealand Bank
Takapuna House
Takapuna Avenue
Wellington 8

Date: 3 May 20__

Dear Sir,

Please open an irrevocable documentary credit for £22,000 in favour of Delta Computers Ltd., England. I have enclosed your application form with all the relevant details completed.

Please inform me when you have made arrangements with your agents in London.

Yours faithfully,

(signature)
M. Tanner
N.Z. Business Machines Pty.

Encl. Application for documentary credit

(2)

New Zealand Bank
Takapuna House, Takapuna Avenue, Wellington 8

Telephone: 448 135/6/7/8
Telex: Newban NZ 28131
Fax: 807358

29 May 20__

Mr. M. Tanner
N.Z. Business Machines Pty.
127 High Street
Wellington

Dear Mr. Tanner,

In accordance with your instructions of 3rd May our agents, Eastland Bank, London, accepted a draft for £22,000 drawn by Delta Computers Ltd. on presentation of shipping documents for a consignment sent to you on 24th May.

We have debited your account with the amount plus our charges of \$280 NZ. The documents are now with us and will be handed to you when you call.

Yours sincerely,

(signature)
J. Close
Manager

3.7. Транспортировка груза (*Transportation / Shipping*)

Изучите образцы писем, в которых запрашивается или сообщается информация о транспортировке груза.



Просьба сообщить стоимость доставки груза по воздуху.

BRITISH CRYSTAL Ltd.
Glazier House, Green Lane, Derby DE1 1RT
Telephone: 0332 45790 Telex: 901614 Fax: 0332 51977

Cargo Manager
Universal Airways Ltd.
Palace Road
London SW1

15 June 200_

Dear Sir,

We would like to send from Heathrow to Riyadh, Saudi Arabia, twelve boxes of assorted glass wear, to be delivered within the next fortnight. Each box weighs 40 kilos, and measures 0.51 cubic metres. Could you please quote charges for shipment and insurance?

Yours faithfully,

(signature)
N. Jay
Director

Перевод текстовой части письма:

Мы бы хотели отправить 12 ящиков стеклопродукции в ассортименте из аэропорта Хитроу в Риад (Саудовская Аравия) с доставкой в течение ближайших двух недель. Вес каждого ящика – 40 кг; объем – 0,51 куб.м. Просим сообщить стоимость доставки и страховки.

(2)

Ответ авиакомпании о доставке груза по воздуху:

Universal Airways Ltd.
Airline House, Palace Road, London SW1

Telephone: 071 638 4129
Telex: 381215
Fax: 071 638 5551

Registered No.: L 281395
VAT No.: 116259 15

Mr. N. Jay
British Crystal Ltd.
Glazier House
Green Lane
Derby DE1 1RT

18 June 200_

Dear Mr. Jay,

Thank you for your enquiry of 15 June.

We will be able to send your consignment to Riyadh within two days of your delivering it to Heathrow. The cost of freight Heathrow/Riyadh is £ 3.60 per kilo, plus £1.50 air waybill, and £ 14.00 customs clearance and handling charges. But you will have to arrange your own insurance.

There are three flights a week from London to Saudi Arabia, Monday, Wednesday, and Saturday.

Please fill in the enclosed Dispatch Form and return it to us with the consignment and commercial invoices, one of which should be included in the parcel for customs inspection.

Yours sincerely,

(signature)
R. Laden
Cargo Manager

Enc.

Перевод письма:

18 июня 200_ г.

Уважаемый господин Н. Джей!

Благодарю Вас за запрос от 15 июня.

Мы сможем отправить Вашу партию товара в Риад в течение двух дней после того, как Вы доставите ее в аэропорт Хитроу.

Стоимость переправки груза из Хитроу в Риад составляет 3.60 фунта-стерлинга за 1 килограмм плюс 1.50 фунта-стерлинга за накладную и 14 фунтов-стерлингов за таможенное оформление и обработку. О страховке Вам придется позаботиться самим.

Из Лондона в Саудовскую Аравию следует три рейса в неделю: в понедельник, среду и субботу.

Пожалуйста, заполните прилагаемый диспетчерский бланк и вышлите его нам с накладной и счетами-фактурами, один из которых необходимо вложить в пакет для таможенной проверки.

Искренне Ваш,

(подпись)

Р.Лейден

Менеджер по перевозкам

Приложение.

В нижеследующем письме американская компания «Бентли-Мейсон Инкорпорейтед» (Bentley-Mason Inc.) сообщает британскому импортеру об отправке водным транспортом партии мотоциклов для последующей поставки своему клиенту – фирме «Глоу энд Бук Лимитед» (Glough & Book Ltd.).



Bentley-Mason Inc.

President: J.R. Mason Directors: P. Bentley, A. Bentley Jr.
618 W. Vine Street, Detroit, Michigan
Telephone: (216) 813 8532 Fax: (216) 349 0578

Mr. E. Jones
Eddis Jones Forwarding Agents
12 Dockside Street
Liverpool L2 1PP
UNITED KINGDOM

22 April 200_

Dear Mr. Jones,

The following consignment will arrive on the SS America_ which is due in Liverpool on 27 April.

20 'Lightning' 1000 cc motorcycles

Packed 1 machine per wooden crate

Weight 1.25 tons gross

Size 6' x 3' x 2'

Markings Cases numbered 1-20 HM

Value £4,800 each

Insurance Chicago-Nottingham England (A.R.)

Invoice value £96,000

Could you please arrange for the consignment to be delivered to your clients, Glough & Book Ltd., Nottingham? If there are any problems, please contact us immediately.

Yours truly,
(signature)

T.N. Hackenbush

Перевод текстовой части письма:

Следующий груз прибует на грузовом судне "Америка", которое должно отплыть из порта Ливерпуль 27 апреля:

20 мотоциклов "Лайтнинг" (Lightning) 1000 куб. см.

В каждый деревянный ящик упакована 1 машина

Вес: 1,25 тонны брутто

Размер: 6' x 3' x 2' (в дюймах)

Маркировка: На ящиках проставлены номера с 1 по 20 НМ

Стоимость: 4800 фунтов-стерлингов каждый мотоцикл

Страховка: Chicago-Nottingham England (A.R.)

Счет-фактура на сумму 96000 фунтов-стерлингов

Пожалуйста, обеспечьте доставку груза Вашему клиенту – фирме “Глоу энд Бук Лтд.” из Ноттингема. При возникновении проблем просим обращаться к нам немедленно.

3.8. Прочие виды писем (*Miscellaneous Correspondence*)

3.8.1. Условия расчетов / платежа (*Terms of Settlement / Payment*)

Dear Sirs:

Much to our regret, we have to inform you that so far we have not received a bank guarantee from you.

In view of the above, we would like to remind you of your letter of 20 May, this year, in which you asked us to change the method of payment by L/C as inconvenient owing to the difficulties and extra expenses connected with its opening.

Understanding your difficulties, our company made a concession for you and offered payment on collection terms. You accepted the proposed method of payment and undertook to submit within three weeks a first-class bank guarantee for 80% of the contract value.

However, as we are still without your bank guarantee, we have had to suspend the shipment of the above spare parts.

We urge you to inform us immediately when the bank guarantee will be submitted and ask you to confirm your consent to cover the expenses on the storage of the spare parts kept at our port.

Yours faithfully,

Перевод:

Уважаемые господа!

С сожалением сообщаем Вам, что до мы до сих пор не получили от Вас банковскую гарантию.

В связи с этим мы хотели бы напомнить Вам о Вашем письме от 20 мая с.г., в котором Вы просили нас изменить аккредитивную форму расчетов, в свя-

зи с трудностями и дополнительными расходами, связанными с открытием аккредитива.

Понимая Ваши трудности, фирма пошла Вам навстречу и дала согласие на инкассовую форму расчетов. Вы приняли предложенную форму расчетов и обязались представить в трехдневный срок гарантию первоклассного банка на 80% стоимости контракта.

В связи с задержкой в представлении Вами банковской гарантии мы были вынуждены приостановить поставку вышеуказанных запчастей.

Мы просим Вас незамедлительно сообщить нам, когда будет предоставлена банковская гарантия, и подтвердить согласие оплатить расходы по хранению запчастей в порту.

С уважением,

3.8.2. Страхование (Insurance)

Dear Sirs:

We have received your letter of March 3rd, in which you ask us to change the terms of insurance of equipment, suggested by us in the draft contract for the delivery of the equipment for the machine building plant. You suggest that the contract should provide insurance of the equipment against ... risks.

We draw your attention to the fact that Ingosstrakh does not insure equipment delivered to ... ports against ... risks. We know that insurance against ... risks can be done with the London Insurance Company.

As to insurance against other risks, the losses are reindemnified depending on the terms of an insurance contract. We are ready to negotiate once again the terms of insurance.

Yours faithfully,

Перевод:

Уважаемые господа!

Мы получили Ваше письмо от 3 марта, в котором Вы просите изменить условия страхования оборудования, предложенные нами в проекте контракта на поставку оборудования для машиностроительного завода. Вы хотите, чтобы контракт предусматривал страхование поставляемого оборудования от рисков.



Мы обращаем Ваше внимание на тот факт, что Ингосстрах не производит страхование от ... рисков товара, поставляемого в ... порты. Нам известно, что страхование от рисков можно осуществить в Лондонском Страховом Обществе.

Что касается страхования оборудования от других рисков, то убытки возмещаются в зависимости от условий, на основании которых заключен страховой договор.

Мы готовы еще раз обсудить условия страхования.

С уважением,

3.8.3. Форс-мажорные обстоятельства (*Force-Majeur Circumstances*)

Dear Sirs:

This is to advise you that due to force-majeur circumstances (because of a heavy storm) port Klaipeda is temporarily closed and we shall not be able to place our vessel for unloading.

We would appreciate if you would suspend shipment of the equipment until we notify you about the end of force-majeur circumstances.

We hope this short delay will not affect the schedule of deliveries.

Yours faithfully,

Перевод:

Уважаемые господа!

Настоящим сообщаем, что ввиду непредвиденных обстоятельств (из-за сильного шторма) порт Клайпеда временно закрыт, и мы не сможем поставить Ваше судно под разгрузку.

Мы будем Вам очень признательны, если Вы задержите отгрузку оборудования до нашего уведомления о прекращении форс-мажорных обстоятельств.

Надеемся, что эта кратковременная задержка не скажется отрицательно на графике поставок.

С уважением,



3.8.4. Реклама (Advertising)

Dear Sirs:

Thank you for your letter of 23rd January, in which you offered us your services in placing our clients' advertisements in magazines published in France.

Our clients welcome the opportunity and should be glad to have full information about the magazines in which you intend to place their advertisements. In particular, they want to know the readership, circulation, and one-time advertising rates.

A prompt reply would be appreciated.

Your faithfully,

Перевод:

Уважаемые господа!

Благодарим Вас за письмо от 23 января, в котором Вы предложили нам услуги при размещении заказов на публикацию рекламных объявлений наших клиентов в журналах, издающихся во Франции.

Наши клиенты заинтересованы в Вашем предложении и хотели бы получить полную информацию в отношении журналов, в которых Вы намерены помещать их рекламные объявления. В частности, они хотели бы знать круг их читателей, тираж и расценки за публикацию одноразовых рекламных объявлений.

С нетерпением ждем Вашего скорейшего ответа.

С уважением,

3.8.5. Рекомендация (A Letter of Recommendation)

To whom it may concern:

Dear Sirs:

I am writing to introduce Nikolai Nadezhdin, our post-graduate student, in the hope that you may be able to offer him some assistance.

Nikolai is doing research of education system of Great Britain, and I would appreciate if you would provide him with any information which will help him carry out his research work.

Should you have any questions, please feel free to contact me.

Yours faithfully,

Перевод:

По месту требования.

Уважаемые господа!

Я пишу Вам, чтобы представить Николая Надеждина, нашего аспиранта, в надежде, что Вы сможете оказать ему некоторую помощь.

Николай занимается исследованиями в области системы образования в Великобритании, и я буду Вам признателен, если Вы предоставите ему полезную информацию для проведения его научной работы.

Если у Вас возникнут какие-либо вопросы, пожалуйста, свяжитесь со мной.

С уважением,



Ознакомьтесь с полным текстом письма президенту Ротари клуба в Минске с рекомендацией о принятии в члены клуба нового кандидата от коллеги по Ротари клубу из города-побратима в Калифорнии.

From the desk of George A. Ogden
825 E. Taft Ave.
Bakersfield, California, USA 92305
e-mail: gogden@frii.com

President
Rotary Club of Minsk, Belarus

September 3, 1999

Dear Sir,

Re: Recommendation for membership to Dr. Vitali Skuratovich

I would like to recommend Dr. Vitali Skuratovich for membership in your Rotary Club.

Dr. Skuratovich has participated as a voluntary visiting lecturer in the Sister City project here in the USA. He has unselfishly given much of his time in support of this project which benefits many people from our sister cities. We have been fortunate to host him in our Rotary Club on several occasions, and he was always eager to share with us the issues of people-to-people contacts of our cities.

Such generosity is consistent with the ideals of the Rotary. Because of this, I feel Dr. Skuratovich would make an excellent Rotarian, and I would hope you would give serious consideration to admitting him as a member.

If you have any questions, please e-mail or write. I am currently a member and Past President of the Rotary Club in Bakersfield, California, USA.

Thank you for the opportunity to provide this recommendation.

Sincerely,

(signature)
George A. Ogden

3.8.6. Поздравление (*Congratulation*)

Gentlemen:

We have learned from the press that you have opened a new branch office in Rochester, NY. We wish you success and good luck. We also want to express the hope that our business relationships will continue to develop in the same pleasant and trusting manner.

Sincerely yours,

Перевод:

Господа!

Мы узнали из прессы, что Вы открыли новое отделение компании в Рочестере, штат Нью-Йорк. Желаем Вам успеха и удачи. Мы также выражаем надежду, что наши деловые отношения будут продолжать развиваться в той же приятной атмосфере взаимного доверия.

Искренне Ваш,

Dear Mr. Johnson:

I am delighted to hear of your new appointment to the Board. The years you have worked for the company have been rewarded, and I am sending you my very best wishes for the future.

Yours sincerely,

Перевод:

Уважаемый г-н Джонсон!

Мне очень приятно узнать о Вашем новом назначении в Правление директоров. Ваш многолетний труд в компании достойно вознагражден, и я шлю Вам пожелание успехов в дальнейшей работе.

Искренне Ваш,

3.8.7. Соболезнование (*Condolence*)

Dear Colleagues:

I was grieved to hear of the death of NN, and wish to express my heartfelt sympathy to you and to the members of your firm.

My colleagues join with me in expressing deep regret at his/her passing away.

Перевод:

Дорогие коллеги!

Я был глубоко опечален известием о смерти NN и хочу выразить мое искреннее сочувствие Вам и сотрудникам Вашей фирмы.

Мои коллеги разделяют мое глубокое сожаление по поводу его/ее кончины.

Dear Sirs,

I have just heard with profound regret of NN's death after a long illness. As you know, we enjoyed NN's friendship and hospitality on so many occasions that we feel his passing in a very personal sense and well understand how greatly you will miss him. You have our deepest sympathy.

Yours very truly,

Перевод:

Господа!

Я только что с глубоким сожалением узнал о кончине NN после его продолжительной болезни. Как Вы знаете, мы были в дружеских отношениях и пользовались гостеприимством NN во многих случаях, поэтому его уход мы ощущаем как потерю, и мы хорошо осознаем, как Вам будет его не хватать. Примите наше глубокое сочувствие.

Искренне Ваш,



3.8.8. Благодарность за гостеприимство (Letter of Thanks for Hospitality)

Dear Prof. N:

On behalf of myself and my colleagues I would like to extend my thanks to you and your staff for your hospitality during our recent visit to your department. We were greatly impressed by all that we saw and enjoyed our discussions with you during our too brief stay,

It would be a great pleasure to show you our facilities here in Minsk.

Should you or any of your colleagues visit Belarus, we would be delighted to show you our new unit.

Once again, thank you for your gracious hospitality.

Yours sincerely,

Перевод:

Уважаемый профессор N!

От имени моих коллег и от себя лично я бы хотел выразить благодарность Вам и Вашим сотрудникам за гостеприимство во время нашего недавнего визита на Ваш факультет. На нас произвело большое впечатление все, что мы увидели, и наши беседы во время краткого пребывания у Вас были очень интересными.

Нам было бы очень приятно показать Вам наше оборудование на месте, в Минске. Если у Вас или у Ваших коллег будет возможность побывать в Беларуси, мы будем рады показать Вам наш новый комплекс.

Еще раз благодарим Вас за исключительно теплый прием.

Искренне Ваш,

Dear Mr. N:

Now that my colleague and I have returned to Minsk, we would once again like to thank you for the arrangements which you so kindly made on our behalf in fixing appointments for us.

We hope on our next visit to London to have the pleasure of seeing you once more.

Yours sincerely,

Перевод:

Уважаемый г-н N!

После возвращения в Минск я и мой коллега хотели бы вновь поблагодарить Вас за устроенные встречи, которые Вы организовали от нашего имени.

Надеемся, что во время следующей поездки в Лондон мы будем иметь удовольствие еще раз с Вами встретиться.

Искренне Ваш,

3.8.9. Бронирование гостиницы (Hotel Reservation)

Dear Sirs:

We would like to make reservation at the "Holiday Inn" for our five employees who will take part in the annual trade exhibition in Helsinki to be held on November 11th to 15th.

Since our delegation is composed of one lady and four gentlemen, please make reservations for one single and two double rooms for the period of 4 days (see the dates above).

Please find enclosed a banker's draft for \$ 350 as a deposit. Could you please acknowledge a receipt.

Yours sincerely,

Encl.: banker's draft

Перевод:

Уважаемые господа!

Мы хотели бы забронировать места в гостинице «Холидей Инн» для пяти наших сотрудников, которые будут принимать участие в ежегодной торговой выставке в Хельсинки с 11 до 15 ноября.

Поскольку наша делегация состоит из одной женщины и пяти мужчин, просим забронировать для них один одноместный и два двухместных номера на 4 дня (см. даты выше).

Прилагаем банковский чек на 350 долларов в качестве депозита. Пожалуйста, подтвердите его получение.

Искренне Ваш,

Приложение: банковский чек



КОНТРОЛЬНЫЕ ЗАДАНИЯ

1. Составьте письмо-запрос от своей организации о возможности поставки спортивной обуви для юношей и девушек.
2. Напишите ответ на запрос о поставке спортивной обуви с подтверждением готовности оказать помощь и попыткой убедить нового клиента в перспективности отношений с вашей компанией.
3. Сделайте заказ на партию товара с подтверждением условий платежа, обратив внимание поставщика на способ упаковки.
4. Напишите письмо-рекламацию по поводу получения поврежденного товара.
5. Ответьте партнеру по бизнесу на его обоснованную рекламацию по поводу несвоевременной поставки партии товаров.
6. Обратитесь в фирму, поставляющую оборудование для производства мебели, с просьбой о предоставлении возможности получить их продукцию в кредит. Убедите поставщика в вашей надежности как партнера.
7. Составьте письмо-запрос о возможности и условиях транспортировки груза по железной дороге.
8. Сообщите своему клиенту-импортеру об отправке груза автомобильным транспортом, указав детали упаковки, вес, стоимость и прочие детали сопроводительной документации.

9. Поручите своему банку сделать перечисление за партию товара.
10. Напишите своим партнерам по бизнесу краткие письма:
- с поздравлением по поводу успешного участия в выставке;
 - с выражением соболезнования по поводу кончины генерального директора;
 - с благодарностью за прием ваших сотрудников во время их командировки;
 - с извинением за задержку поставки продукции, вызванную форс-мажорными обстоятельствами;
 - с приглашением принять участие в торжествах по поводу 20-летия вашей фирмы;
 - с рекомендацией вашего коллеги для участия в переговорах по интересующей обе ваши фирмы тематике.

(Для выполнения заданий воспользуйтесь полезными выражениями в деловой переписке, помещенными в разделе 5 данной части учебного пособия.)

Раздел 4. Факс и электронная почта

(Fax and E-mail)

Электронные виды деловой переписки (телеграмма, телекс, факс, электронная почта) давно стали неотъемлемой частью повседневной коммуникации в сфере бизнеса. В данном разделе рассматриваются наиболее употребимые из них в настоящее время – факс и электронная почта.

4.1. Факс (Fax)

Факс (факсимильная связь) как вид телекоммуникации позволяет в телефонном режиме передать написанное сообщение и получить подтверждение его приема. В зависимости от отношений между участниками процесса коммуникации стиль факсовых сообщений может быть официально-деловым (formal) или непринужденным (informal). Очевидно, в сфере бизнеса предпочтительно использование официально-делового стиля. Факс, как и письмо, обычно отправляют на бланке предприятия.

Необходимыми дополнительными (по сравнению с письмом) элементами факсового сообщения являются:

- 1) пометка на бланке “Fax transmission” под адресом отправителя;
- 2) указание имени и должности получателя и отправителя по образцу:

To: Mr. John Smith, Sales Manager, Cooper & Co. Inc.

или:

Message for: Mr. J. Smith, Sales Manager, Cooper & Co., Inc.

From: D. Boomer

- 3) указание номера факса получателя и отправителя (если факс отправляется не на фирменном бланке отправителя, где он обязан быть):

Fax number: 8-10-101-567-2245

- 4) дата отправления по образцу:

Date: January 12, 2001

- 5) указание количества страниц включая заглавную (cover sheet):

Number of pages: 5 including this one.

Если в отправляемом факсе несколько страниц, в правом верхнем углу каждой страницы стоит пометить ее порядковый номер. Например, в сообщении из пяти страниц эти пометки будут выглядеть как 1/5, 2/5, 3/5, 4/5, 5/5, то есть страница 1-ая из 5, 2-ая из 5 и т.д.

- 6) Если факсовое сообщение включает в себя какой-то отчет, таблицы или другую служебную информацию, секретарь на заглавной странице после приветствия может ограничиться фразой:



Please find enclosed our annual report.
(Посылаю Вам наш ежегодный отчет.)

или:

Please find attached the updated tables from section 2.
(Посылаю Вам уточненные таблицы из раздела 2.)

Образец факсового сообщения:

BELARUS ACADEMY OF COMMERCE AND TRADE

16 Zaslavskaya Str.

Minsk 220043

Republic of Belarus

Phone (Fax): +375-17-227-6589

FAX TRANSMISSION

Message for: Ms. Julia Collard, secretary, Main Office, School of Business,
Essex University, England.

Fax number: 8-10-44-181-893-5516

From: Nikolai Kapustin, Head, International Division.

Date: May 11, 2000

Number of pages: 2 including this one

Dear Ms. Julia Collard:

In accordance with our previous agreement, I am sending you a list of 13 persons (12 students and one professor) who will participate in your school's summer internship programme in the period of July 5th – 21st.

For us to apply for the UK visas, we need an official letter of invitation (a hard copy) and a letter of support (by fax) to the UK Embassy in Minsk.

Please find attached the above list with the participants' surnames, first names and dates of birth on page 2 of this fax.

I look forward to receiving your reply at your earliest convenience.

Yours sincerely,

(signature)

N. Kapustin

Head, International Division.

Перевод текстовой части факса:

Уважаемая г-жа Джулия Коллард!

В соответствии с нашей предварительной договоренностью посылаю Вам список из 13 человек (12 студентов и 1 преподаватель), которые будут участвовать в программе летней практики Вашей школы в период с 5 по 21 июля.

Для обращения за визами в посольство Великобритании нам понадобится официальное приглашение (оригинал) и письмо в посольство о визовой поддержке (факс).

Прилагаю указанный выше список с указанием фамилий, имен и даты рождения участников программы на странице 2 данного факса.

С нетерпением жду скорейшего ответа.

Искренне Ваш

(подпись)

Н. Капустин,
начальник международного отдела.

4.2. Электронная почта (E-mail)

Электронная почта, которая и по-русски стала с помощью метода транскрибирования называться «И-мэйл», за последние несколько лет буквально завоевала рынок пользователей компьютеров.

Пользователям электронной почтой на английском языке следует знать, что в электронных сообщениях используется большое количество сокращений, например:

ASAP	as soon as possible	<i>как можно скорее</i>
BTW	by the way	<i>между прочим</i>
FYI	for your information	<i>для вашего сведения</i>
RSVP	repondez s'il vous plait (франц.)	<i>пожалуйста, ответьте</i>
:-)	smile	<i>улыбка</i>
:-(	frown	<i>сдвинутые брови</i>
Mon	Monday	<i>выражение недовольства</i> <i>понедельник</i>

В данном разделе излагаются основные правила пользования электронной почтой как средством коммуникации в бизнесе или, по

крайней мере, между людьми с разным социальным статусом, которые в силу этого находятся в *официально-деловых отношениях*. Что касается общения по «И-мэйлу» друзей, то есть людей, находящихся в *непринужденных отношениях*, это их личное дело, и вопрос о каких-то правилах в этом случае не ставится.

Итак, данный раздел посвящен этикету пользования электронной почтой, а не технической стороне (например, как связываться с провайдером, удалять ненужные сообщения, открывать адрес в Интернете и т.д.).



1. **Своевременно отвечайте на все полученные сообщения**
(*Respond to all personal messages promptly*)

Даже если Вам нечего ответить по существу, просто напишите, что Вы получили отправленное сообщение (message), например:

Thank you for your message. I will get to you ASAP.

Спасибо за Ваше сообщение. Я свяжусь с Вами в ближайшее время.

Thank you for your suggestion. I am thinking about it.

Спасибо за Ваше предложение. Я обдумываю его.



2. **Будьте осторожны насчет пересылки личных сообщений**
(*Be careful about forwarding personal messages*)

Помните о том, что полученное Вами сообщение было адресовано Вам лично. Прежде чем переслать его кому-либо, подумайте, одобрил бы это отправитель данного сообщения.



3. **Проверьте написанные сообщения, прежде чем отправлять их**
(*Check outgoing messages before posting them*)

Особенности электронной почты состоят в том, что нажав на иконку “send” (отправить), Вам уже нельзя отменить эту команду, чтобы что-либо исправить. Поэтому нужно внимательно вычитать текст сообщения, прежде чем его отправить.



4. Используйте строку «тема сообщения»
(Use the subject line to indicate the topic)

Указание темы сообщения особенно важно, когда Вы обмениваетесь с партнером по бизнесу целым рядом сообщений. В этом случае ни Вам, ни Вашему партнеру не придется искать нужное сообщение среди многих других. Это также помогает выдерживать краткость и сжатость при написании сообщения, например:

Subject: Board meeting

Тема: Заседание Совета

The next board meeting will be held on Thursday at 10:30 am.
Please confirm your participation.

Следующее заседание совета состоится в четверг в 10 час. 30 мин. Пожалуйста, подтвердите свое участие.

Thank you,

Благодарю Вас.

J. Morgan,
secretary.

*Дж. Морган,
секретарь.*



5. Не злоупотребляйте разговорными фразами в начале и конце сообщений
(Do not overuse conversational openings and closings)

Несмотря на то, что язык электронной почты – это гибрид фраз устной речи и предложений письменной речи, необходимо чувство меры в употреблении непринужденных приветствий и заключительных фраз. В электронных сообщениях можно вообще обойтись без них (см. предыдущий пример, где отсутствуют формулы обращения и прощания).



6. Будьте вежливы при выражении «деловых» просьб
(Express "business" requests politely)

Имейте в виду, что даже в бизнес-коммуникации стиль электронных сообщений – скорее непринужденный или нейтральный, чем официально-деловой. Это позволяет устанавливать и поддерживать дружеские отношения людям с разным социальным статусом. Однако в случае, если, например, студент или подчиненный направляет *просьбу*



профессору или администратору, непринужденный стиль неуместен. Здесь скорее необходим нейтральный или официально-деловой стиль, чтобы

- (1) избежать навязчивости,
- (2) дать получателю возможность выбора,
- (3) создать у него благоприятное впечатление, например:



(плохой вариант)

Dear Prof. Nilsson,

Finally, I have prepared something for you to read. I will leave my paper in your mailbox some time tomorrow. Hope you'll be able to give it back to me with your comments by Friday. I'll then work on it over the week-end (instead of having a good time with my room-mates :-).

Уважаемый проф. Нильссон!

Наконец-то я кое-что выдал(а), чтобы вы могли почитать. Я оставлю статью в вашем ящике где-нибудь завтра. Надеюсь, я смогу получить ее назад с вашими пометками к пятнице. Тогда я поработаю над ней в выходные (вместо развлечений с соседями :-)

Как видно из данного сообщения, все указанные три правила здесь не соблюдены. Гораздо лучше такой вариант просьбы:



(приемлемый вариант)

Dear Professor Nilsson,

As we have planned with you, I have completed the work on my paper and would like to leave it in your mailbox tomorrow morning. I would be obliged if you would find time to read it and give your comments some time before the week-end. This would enable me to work on it before submitting the final version. Please let me know when I could pick it up.

Thank you.

Уважаемый профессор Нильссон!

Как мы и планировали с Вами, я закончил(а) работу над статьей и хотел(а) бы оставить ее в Вашем ящике завтра утром. Был(а) бы Вам обязан(а), если бы Вы нашли время прочесть ее и высказать свои замечания в течение рабочей недели. Это позволило бы мне поработать над статьей, прежде чем я представляю ее в окончательном виде. Пожалуйста, сообщите мне, когда я смог(ла) бы ее забрать.

Благодарю Вас.



7. Используйте общеупотребительные сокращения (Learn common abbreviations)

Многие термины и выражения сокращаются в электронных сообщениях (см. начало этого раздела). Список сокращений достаточно большой. Главное, чтобы адресат понял Вас. Допускается набирать текст сообщения без заглавных букв, опускать артикли и вспомогательные глаголы. Однако, если Ваш английский (в частности, грамматика) «хромает», лучше избегать это и пользоваться стандартным, полным текстом. Сравните два вида одного и того же сообщения:

Standard English: I have read your message regarding (about) John's presentation. I will try to read his paper as soon as possible and return it to your mailbox. Thank you again.

E-mail style: Read yr message re john's pres. will try to read his paper ASAP and return it to yr mailbox. Thanx again.



КОНТРОЛЬНЫЕ ЗАДАНИЯ

1. Составьте факс с сообщением о перечислении депозита за проживание в гостинице ваших участников конференции фирм-партнеров, а также о дате их прибытия на конференцию в Прагу.
2. Напишите сообщение по электронной почте с просьбой рассмотреть возможность о выделении Вам финансовой помощи для участия в симпозиуме, оргкомитет которого отобрал Ваш доклад для выступления в одной секции.
3. Составьте факсовое сообщение организационному комитету торгово-промышленной выставки с просьбой забронировать 7 одноместных номеров в гостинице для членов вашей группы из расчета не более 50 долларов США в сутки на человека.
4. Подтвердите по электронной почте получение информации от партнеров по бизнесу об отправке партии груза. Не забудьте заполнить строку «тема сообщения».
5. Сообщите партнерам по бизнесу об изменении вашего электронного адреса с 1-го числа следующего месяца в связи с реорганизацией услуг телекоммуникации в вашем регионе.



6. Поблагодарите в электронном сообщении партнеров по бизнесу за своевременную информацию об изменении условий закупки товаров по оптовым ценам и выразите надежду на возможность предоставления скидок постоянным клиентам.

(Для выполнения заданий воспользуйтесь полезными выражениями в деловой переписке, помещенными в разделе 5 данной части учебного пособия.)

Раздел 5. Полезные выражения в деловой переписке

(Helpful Expressions in Business Correspondence)

Данный раздел содержит справочные материалы, которые могут оказаться полезными для выполнения контрольных заданий предыдущих разделов данной части учебного пособия.

5.1. Просьбы (Requests)

Could you please tell me

Будьте добры, сообщите, пожалуйста

I would be glad to know

Я был бы рад узнать

We would be obliged if you could inform us

Мы будем обязаны Вам, если Вы сможете известить нас

Would you please let me know as soon as possible whether you would be willing

Будьте добры, сообщите как можно скорее, желаете ли Вы

We would be pleased to hear from you concerning

Будем рады, если Вы напишете нам о

I am writing to ask you whether you might be interested in buying

Пишу для того, чтобы спросить, может ли Вас заинтересовать покупка

Is there anything that could be done about this?

Можно ли предпринять что-либо по этому поводу?

I would appreciate if you would send me your new catalogue (samples)

Был бы Вам признателен, если бы Вы прислали мне Ваш новый каталог (образцы)



Please send us an offer quoting your best terms and discount for cash payment

Просим выслать предложение с наиболее выгодными условиями и скидкой за оплату наличными

With reference to your advertisement in ... we would be glad to receive
We shall be grateful for any assistance you can give us in this matter

*В связи с Вашим объявлением в ... мы были бы рады получить
Будем благодарны за любую помощь, которую Вы можете оказать в этом деле*

5.2. Выражение сообщения (Expressing Information)

We hereby advise

Настоящим сообщаем

Please be advised that

Примите, пожалуйста, к сведению, что

Let me inform you that

Позвольте сообщить, что

This is to certify that

Настоящим удостоверяется

Please take note that

Обратите, пожалуйста, внимание, что

I am writing to confirm that

Пишу, чтобы подтвердить, что

As you know from previous correspondence

Как Вы знаете из предыдущей переписки

We have carefully considered your proposal

Мы внимательно рассмотрели Ваше предложение

We agree to your proposal

Мы согласны на Ваше предложение

We wish to draw your attention to the fact that

Обращаем Ваше внимание на то, что

There are no problems with regard to

Нет проблем в отношении

We are of a different opinion

Мы придерживаемся другого мнения

Please find enclosed

К письму прилагается

5.3. Выражение надежды (Expressing Hope)

I hope you won't mind if	<i>Надеюсь, Вы не будете возражать, если</i>
We very much hope that you will come to a positive decision on	<i>Очень надеемся, что Вы придете к положительному решению относительно</i>
We expect you to use every effort to	<i>Мы полагаем, что Вы приложите все усилия для</i>
I hope to have further news for you before too long	<i>Надеюсь, что буду иметь для Вас новости довольно скоро</i>
I sincerely hope you will be able to help me in this matter	<i>Искренне надеюсь, что Вы сможете помочь мне в этом деле</i>
We look forward to hearing your further proposal soon	<i>Мы рассчитываем получить вскоре Ваши дальнейшие предложения</i>
I look forward to cooperating with you on this new venture	<i>Рассчитываю на сотрудничество с Вами в этом новом предприятии</i>

5.4. Благодарность (Gratitude)

I am writing to thank you very much indeed for	<i>Пишу, чтобы сердечно поблагодарить Вас за</i>
It is very kind of you to	<i>Очень любезно с Вашей стороны</i>
May I take this opportunity of thanking you for	<i>Позвольте воспользоваться случаем, чтобы поблагодарить Вас за</i>
I wish to express my appreciation for all your efforts	<i>Хочу выразить благодарность за все Ваши усилия</i>
I am truly grateful to you for helping me (your advice)	<i>Я очень благодарен Вам за помощь (Ваш совет)</i>
Thank you for letting me know that	<i>Благодарю за сообщение о том, что</i>



Thank you for inviting me to your company office	<i>Благодарю за приглашение посетить офис Вашей фирмы</i>
I am writing to thank you again for your wonderful hospitality	<i>Пишу, чтобы еще раз поблагодарить за Ваше замечательное гостеприимство</i>
Thank you for contributing so much to	<i>Благодарим за столь большой вклад в</i>

5.5. Извинения (Apologies)

My apologies for	<i>Приношу свои извинения</i>
Please accept our apologies for	<i>Примите, пожалуйста, наши извинения за</i>
I wish to offer my sincere apologies for	<i>Хочу принести свои самые искренние извинения за</i>
... taking so long to answer your letter	<i>... то, что долго не отвечал на Ваше письмо</i>
... the delay in <...> which was entirely outside our control	<i>... задержку в <...>, которая произошла не по нашей вине</i>
I sincerely regret that	<i>Я искренне сожалею, что</i>
I am sorry, but I cannot be of assistance to you in this matter	<i>Извините, но я не могу помочь Вам в этом деле</i>

5.6. Выражение неудовлетворения (Expressing Dissatisfaction)

We are not happy about the terms you suggested	<i>Мы не удовлетворены предложенными условиями</i>
I simply cannot understand why you did not tell us	<i>Я просто не могу понять, почему Вы не предупредили нас</i>
I am most disturbed that you will not be able to	<i>Меня очень беспокоит то, что Вы не сможете</i>
This sets up a chain involving several complications	<i>Это вызывает цепь определенных затруднений</i>



I am very disappointed about this fact

Я очень огорчен данным обстоятельством

This, I am sure you will agree, is not a good way to conduct business

Это, уверен, Вы согласитесь, не лучший способ вести дела

I am afraid we'll have to cancel the agreement, as

Боюсь, нам придется расторгнуть договор, так как

5.7. Ответы на вопросы и предложения (*Responding Questions and Proposals*)

In reply to request for our catalogue, we enclose a copy herewith, and we hope you will find it helpful

В ответ на Вашу просьбу прислать Вам наш каталог высылаем с этим письмом экземпляр каталога и надеемся, что он будет Вам полезен

We were very pleased to receive your letter in reply to our advertisement in

Мы были очень рады получить от Вас письмо в ответ на наше объявление в

We much appreciate your proposal

Мы высоко ценим Ваше предложение

May we use this opportunity to draw your attention to

Позвольте воспользоваться этой возможностью, чтобы привлечь Ваше внимание к

We can promise delivery within four weeks if we receive your order immediately

Мы можем обещать поставку в течение четырех недель, если получим Ваш заказ незамедлительно

We hope our offer will interest you

Надеемся, что наше предложение заинтересует Вас

We are obliged for your letter of 12 May in which you enquire

Мы признательны за Ваше письмо от 12 мая, в котором Вы спрашиваете

 Часть II.**ОБРАЩЕНИЕ НА РАБОТУ**
(JOB APPLICATION)**Раздел 1. Краткая биография (Résumé)**

Резюме (в английском языке сохраняется французское написание и произношение этого слова) является частью процесса устройства на работу во всех англоязычных и других странах.

Без резюме и сопроводительного письма (cover letter), которому посвящен следующий раздел, вас просто не пригласят на собеседование (interview) с работодателем (employer), а именно оно и является последним этапом в процессе бизнес-коммуникации перед получением желаемого места работы.

В этом разделе Вы познакомитесь, теперь уже по-английски, с основными требованиями к составлению резюме, а также различными видами (formats) резюме в зависимости от целей и особенностей трудоустройства.

Для начала – *десять наиболее типичных ошибок* при составлении резюме.

Yes, it's worth while having a look at the *ten most common résumé writing mistakes*:

1. Too long (preferred length is one page).
Слишком длинное (предпочтительный объем резюме – одна страница).
2. Disorganized – information is scattered around the page – hard to follow.
Плохо продумано (информация разбросана по странице, что затрудняет следить за ее изложением).
3. Poorly typed and printed – hard to read – looks unprofessional.
Плохо набрано и распечатано. Такое резюме тяжело читать, и оно выглядит непрофессионально.
4. Overwritten – long paragraphs and sentences – takes too long to say too little.



Перебор с длиной абзацев и предложений. Слишком много времени уходит на то, чтобы сказать слишком мало.

5. Too sparse – gives only bare essentials of dates and job titles.
Слишком мало написано, даны лишь даты и занимаемые должности.
6. Not oriented for results – doesn't show what the candidate has accomplished on the job.
Не ориентировано на достижение результатов. Не видно, что конкретно достигнуто претендентом на данное место.
7. Too many irrelevances – height, weight, sex, health, marital status are not needed on today's résumés.
Слишком много ненужных деталей. Нет необходимости сообщать свой рост, вес, пол, состояние здоровья и семейное положение.
8. Misspellings, typos, and poor grammar – résumés should be carefully proofread before they are printed and mailed.
Ошибки в орфографии, опечатки, слабое знание грамматики. Резюме должно быть как следует вычитано и проверено и лишь после этого распечатано и отправлено по почте.
9. Tries too hard – fancy typesetting and binders, photographs and exotic paper stocks distract from the clarity of presentation.
Слишком много усердия. Вычурный шрифт с виньетками, фотографии и экзотическое канцелярское оформление лишь отвлекают от ясного изложения.
10. Misdirected – too many résumés arrive on employer's desks unrequested, and with little or no apparent connections to the organization – cover letters would help avoid this.
Направлено не по адресу. Многие резюме поступают работодателю без всякой востребованности с его стороны и не имеют прямого отношения к данной организации. Сопроводительные письма помогают избежать такую ситуацию.¹

¹ Источник: Tom Jackson. The Perfect Résumé. An Anchor Press Book, 1981, p. 14.

Образец резюме (без указания на конкретный вид):

(Ms.) Julia Long
220 West Street
New Port, New York 11645
Phone (515) 227 8562

Job Target: Senior Assistant to Personnel Manager

Capabilities: Write and edit professional reports;
Provide consultation to employees on benefits;
Manage training courses.

Work history:

1997-present junior assistant manager, James Associates, NYC.
- helped preparing staff meetings
- arranged files of the employees
- prepared materials for the training seminars

1996-1997 assistant-trainee, James Associates, NYC

Education:

1993-1997 Boston University, honors
B.Sc. (Business Administration)

Перевод образца резюме:

(Мисс) Джулия Лонг
220 Уэст Стрит
Нью-Порт, штат Нью-Йорк 11645
Тел.: (515) 227-8562

Искомая должность: Старший помощник менеджера по кадрам

Профессиональные навыки:

составление и редактирование производственных докладов;
консультирование сотрудников по вопросам получения пособий;
руководство курсами подготовки.

Послужной список:

1997 – по настоящее время	Мл. помощник менеджера фирмы “James Associates” в Нью-Йорке
	- помогала готовить собрания персонала - составляла файлы личных дел сотрудников - готовила материалы для семинаров по обучению сотрудников
1996-1997	Помощник-практикант на фирме “James Associates” в Нью-Йорке

Образование:

1993-1997	Бостонский университет, с отличием Бакалавр (управление бизнесом)
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A job application is not so much an information sheet as a sales pitch, in which the product being sold is the writer. Like all persuasive communication, it requires some creative thinking.

An application package consists of a résumé and a cover (covering) letter.

Experts say that the most effective approach is to try to get a personal introduction to someone in a specific company. Face-to-face is the best way to sell yourself.

When contacts fail to get you in the door, however, a written application may be the only resort. Target five companies, rather than send a “broadcast” letter to 150.

Through research, determine what kinds of skills and experience the organization needs. Get a sense of the corporate culture and of the ways you could contribute.

As was written above, *résumé* is a vital part of the employment process. Although a résumé should give a lot of information about you, you need to determine your main “selling points” and then to select and order facts in a way that will impress your reader. Here are some guidelines:

- *Match your skills and experience to the needs of the organization.*
- *Stress what sets you apart from the crowd.*
- *Remember that the primary aim is to rouse the employer's interest, not to provide a biography.*

Your résumé should include enough information about you for the employer to feel that you are worth interviewing. Here is a list of the most common kinds of résumé information. Be prepared to omit, add, or alter according to the job.

Name and Address

Usually this information is placed at the top of the page. (Résumé, unlike CV, Curriculum Vitae, is limited to one page only.) Be sure to include the full mailing address with a postal code. You may also add a telephone number. If you are a student with a different mailing address for winter and summer months, give your both addresses and the dates when you will be at location.

Present Employment

This information helps the reader to grasp quickly the basis of your experience and the level of your responsibility.

Job Objective

This category is useful if you are a student trying to suggest that you have definite career goals. It may also be useful if you want a specific job in a large organization with a number of vacancies. In any case, *it's better to give not the position you would like (for example, a sales manager), but the area and the general level of responsibility (for example, "a management position in marketing" or «management trainee»).*

On the other hand, if you are willing to try a variety of jobs, it's better not to include this category.

Summary of Qualifications

Some consultants recommend to place a capsule "Profile" of one or two sentences before the more detailed listing of your experience or qualifications. This summary is your chance to hit the reader directly with your

most important attributes for the job, for example, “an energetic and skilled communicator”, “a specialist with the ability to analyze needs and implement solutions”, “full of entrepreneurial spirit”.

Education

For students whose job experience is scanty or nonexistent, this section usually comes first. Educational qualifications are most often the primary selling point. Begin with your most *recent* educational attainment or your *most advanced* degree or diploma.

If you have a post-secondary education, it's not necessary to include your high (secondary) school, unless you have a particular reason for doing so. Be sure to give the date you obtained any degree or diploma, along with the name of the institution that granted it.

If courses you have taken are a selling point, list those relevant to the job you are applying for. This is especially important for students seeking their first permanent job.

Work Experience

In most *résumés*, this information is the major focus. In a standard *résumé*, it is given in *reverse* chronological order. Students should include all volunteer and part-time jobs.

However you arrange the section, follow this guide:

1. **Make the information action-oriented.** For example, write:
 - *reviewed* customer service procedures;
 - *organized* employee training seminars;
 - *prepared* budgets for the promotion department.
2. **Stress accomplishment.** Instead of listing your duties for each job, tell what you have achieved. Rather than say that your «duties were to *super-*vise customer accounts and keep the books», say that you “*supervised* the customer accounts and *kept* the books.”
3. **Be honest.** A small lie in your *résumé* is enough to wipe out the employer's trust in you, even if it is discovered well after you have the job. *Integrity* [порядочность] is an attribute never worth sacrificing. This ad-

vice does not mean that you should write about all your faults and draw attention to errors. But you should not misinform the reader.

Personal Information

Most personal information, other than your address and phone number, is unnecessary and should be left out. However, if you think that listing some personal details will give you an advantage, by all means do so. For example, being single might be an advantage for a job requiring a lot of traveling.

References

You don't need to give the names of people who can supply references. Some applicants prefer to wait until the employer is seriously interested, especially if they are currently employed and don't want others to know they are looking around. Omit this category altogether or write: "References will be supplied on request". If you do include references, give a full name, title, company, and address. Telephone numbers may also be helpful.

RÉSUMÉ FORMATS

Chronological Format demonstrates continuous and upward career growth. It does this by emphasizing employment history beginning with the most recent and working back. *The focus is on time, job continuity, growth and advancement, and accomplishments.*

Targeted Format is used when you are seeking a specific position. *The focus is on your skills, abilities, and qualifications that match the needs of your target.*

Functional Format also emphasizes your skills, but does not correlate these characteristics to any specific employer. *The focus is on what you did, not when and where you did it.*

Combination Format offers a quick synopsis of your market value (the functional style) followed by your employment chronology. This format is very well received by hiring authorities.

THE 5 P's of RÉSUMÉ WRITING

The 5 P's of an excellent résumé are as follows:

Packaging
Positioning
Punch, or Power Information
Personality
Professionalism

Packaging is a vital component to sales success. Paper stocks, graphics, desktop publishing and imaginative presentations are part of the packaging process.

Positioning of information means organization. Organize the data on your résumé so that it's easily accessible to the reader and the reader is able to quickly grasp significant information. The key information should be displayed in the Introduction section.

Punch or Power Info is by far the most important. Here you deliver the information that the hiring manager wants to see. *Power Info* is the information that *matches your skills, abilities, and qualifications to a prospective employee's needs.*

Personality means a lot for hiring managers. When writing your résumé, remember that *words are power*. Change neutral and dull words to eye-catching and bright ones. For example, instead of "*being responsible for something*", show that you were "*a catalyst for major improvements in...*" In other words, lighten up your résumé and let it dance and sing a bit. By displaying a personality, you display *emotion*. And more than any other element, it sells!

Professionalism in presenting your résumé is important because you want to make a good, lasting, and professional first impression. *Remember: you are the product and you are the salesperson.* Your résumé is your brochure. Would you hire yourself based on the professionalism of your résumé? Professionalism will lead you to more and more interviews. That means more opportunities.

SAMPLE RÉSUMÉS

1. Chronological résumé.

Vladimir M. Kudrevich
Manager, Foreign Transactions Department, "Belpromstroibank"

Mailing address:
Kozlova Str., 8-34
Minsk 200034
Belarus

office: +375-17-262-4526
home: +375-17-236-4786

Profile:

Possess high energy level and excellent communication skills, ability to analyze needs and implement solutions. Fluent in English and German.

Work history:

1997 – present	Manager, Foreign Transactions, "Belpromstroibank" Managed all foreign transactions of the bank
1996-1997	Assistant manager, Foreign Transactions, "Belpromstroibank" Assisted managing foreign transactions, wrote and edited reports.
Sept. 1995-1996	Trainee, Foreign Transactions, "Belpromstroibank" Got training in the main activities of the Foreign Transactions Dept.

Education:

1991-1995	Department of Foreign Economic Relations, honors. Bachelor of Sciences Degree from the Belarus State Economic University (26 Partizanski Prosp., Minsk, 220070, Belarus)
1993-1994	Exchange program international student of business, University of South Carolina at Columbia (USA)

1a. Chronological résumé

Charles Carey
Accounting manager

2223 August Square Road
Barrington, IL 60093

PROFILE

- More than 8 years in accounting, including responsibility for department procedures, budget, and computer operations.
- Plan and conduct audits and variance analyses, process payroll and payroll tax reports and filings.

EMPLOYMENT

- 10/96 – Present **Scarpentous Displays, Inc., Chicago, Illinois.**
 Senior Accounting Manager
 - reduced accounting payroll costs 41% through automation
 - successfully directed conversion from an IBM system to a Novell Network
- 1/94 – 9/96 **Lancer Systems, Chicago, Illinois.**
 Accounting Manager
 - trained 6 employees in accounting department
 - analyzed and interpreted forecasts
 - successfully negotiated a credit line
- 5/92 – 1/94 **Coopers & Lybrand, Chicago, Illinois**
 Senior Accountant
 - performed detailed financial audits and recommended improvements in system procedures
- 6/91 – 5/92 **U.S. Riley Corporation, Chicago, Illinois.**
 Cost Accountant
 - assisted in budget forecasting
 - developed cost data and variance analyses

EDUCATION

Ridgetown college, Santa Fe, New Mexico

Bachelor of Science: Accounting (1991)

References: **Furnished Upon Request**

2. Targeted résumé**BARRY LISTER**

Address *before* May 7, 1999
House G, Erindale Campus
University of Toronto
Mississauga, Ontario
L5C 1C6
(416) 826-3000

Address *after* May 7, 1999
24 Kilbarry Street
Ottawa, Ontario
K0B 1K0
(613) 6322150

Job objective: Junior of a survey crew, with the ultimate goal of becoming an Ontario Land Surveyor.

Education

- 1999 – Will complete 2nd year of a Bachelor of Science Degree at the University of Toronto.
Major: Survey Science. Grade average: B.
Major courses: Introduction to Surveying Science
Land Planning
Survey Law
- 1997 – Completed one year of Architectural Science at Ryerson Polytechnical Institute (Grade Average: B)

Work experience

- Summer, 1998 – Tree planter for Roots Ltd. I British Columbia.
Summers, 1996-97 – Groundsworker for Hillview Golf Club Ltd.

Other activities

- Captain, Erindale hockey team
Treasurer, Survey Science Club

Personal information

- Birth Date: September 30, 1978



2a. Targeted résumé.

Ward Gantney
250 Fort Salonga Road
Northport, New York 11678
(516) 725-5237

Job target: Management position in materials Science.

Capabilities:

- Write, edit and approve professional reports.
- Provide consultation and support to the government on contamination problems.
- Manage programs in materials and component development.
- Conduct corrosion studies.

Achievements:

- Supervised analytical chemistry lab.
- Conducted comparative analysis in the field.
- Set up non-destructive testing procedures.

Work history:

1981 – Present	Gage-West Corp. Supervisor, Analytical Chemistry Laboratory
1978-79	Darnell Electronics, Consultant
1976-77	RET Surface chemicals, Consultant

Education:

Hofstra University	1974 Business Administration
Long Island Univ.	1971 M.A. Chemistry
	1969 B.A. Microbiology

3. Functional format résumé.**SUSAN HERTZ**

16 Osler Street
Vancouver, British Columbia V6R 2T1
Tel: (614) 741-0329

Job Objective: Public relations trainee

Profile: An energetic and skilled communicator, with a record of leadership and initiative.

Communication Skills

B.A., Honors, in English, Queen's University, 1986; B + average.
Entertainment editor for *Queen's Journal*, 1988-89.
Debated regularly as a member of Queen's Debating Society.
Gave oral presentations to public as guide at Huronia Village in Summer 1988.
Described background of historic site to groups of visitors.

Leadership

Elected to Student Council in my last year at Richmond High School.
Introduced new students to university life at Queen's University.
Elected Vice-President of English Club at Queen's, 1985. Planned and chaired monthly seminars.

Initiative

Founded my own home-baked cookie business, Susan's Cookies, when still at school. Baked, sold and kept accounts, earning enough to pay for my first year at Queen's.

References

1. Prof. Michael Hughes, Queen's University, Department of English, Kingston, Ontario, K7L 3N6.
2. Mrs. Mable Williams, Administrator, Huronia Village, Penetanguishene, Ontario, L0K 1P6

3a. Functional format résumé.

Galina Bobkova

36, Angarskaya Str., Apt.245

Minsk 220073, Belarus

tel. +375-17-246-2453

Consulting	Consulted managers of small companies on designing business plans. Developed and designed a scheme for business plans as part of internship at the TACIS representative office.
Research	Did research in macroeconomics of economies in transitions. Made a presentation at the conference of university students (1999).
Writing	Wrote business letters and reports on assistance to small businesses in Belarus in designing their business plans.
Languages	Fluent reading, writing and speaking English. Basic French.
Sports	Played four years university basketball.

EDUCATION AND EXPERIENCE

2001	Will be graduating from the Department of International Economic Relations of the Belarus State Economic University with a Bachelor of Sciences' Degree.
1998	Internship at the TACIS representative office in Belarus.
1997	Work as a basketball coach in a summer camp in Oregon (USA).



КОНТРОЛЬНЫЕ ВОПРОСЫ И ЗАДАНИЯ

1. Что такое резюме и в чем состоит его основная функция?
2. В чем отличие резюме и CV (Curriculum Vitae)?
3. Какие форматы резюме вам известны?
4. Какой формат резюме больше подходит для человека, который много лет проработал в одной сфере деятельности?
5. Какой формат резюме подошел бы специалисту с прерванным стажем?
6. Какой формат резюме выбрать человеку, которому нужна конкретная работа в определенной фирме?
7. В каком порядке в резюме должны быть расположены даты, относящиеся к образованию и опыту работы?
8. Составьте наиболее подходящий для вас вариант резюме.

Раздел 2. Сопроводительное письмо (*Cover Letter*)

Цель сопроводительного письма выходит за рамки простой констатации того факта, что Вы посылаете заявление о приеме на работе и биографию в виде резюме. Сопроводительным письмом необходимо привлечь внимание работодателя к Вашему резюме, то есть сделать так, чтобы он захотел ознакомиться с ним. Ведь на столе у руководителя, отвечающего за прием на работу, лежит огромная кipa таких писем. Вряд ли кадровик станет читать резюме с таким сопроводительным письмом:

Dear Sir:

I am applying for the job in your sales department, which you advertised. I am graduating from college this year and would like a job in sales. Please find enclosed my résumé. I hope you will find me suitable and that I will hear from you soon.

Yours faithfully,
Sally Gray

Приведенный выше образец сопроводительного письма скорее похож на служебную записку и ничего не говорит о кандидате на должность в отделе продаж. Гораздо удачнее следующий образец:

Dear Mr. N:

I would like to apply for the position of senior assistant to personnel manager advertised in the "Daily News" on 9th October.

A copy of my résumé is enclosed. From this you will see that I am at present working as a junior assistant in the personnel department at James Associates. Although I enjoy my work, I feel I would now like to take on a position with more responsibility and in a larger organization.

I can be available for interview at any time, and I look forward to hearing from you.

Sincerely yours,
Julia Long (Miss)



Перевод сопроводительного письма:

Уважаемый г-н N!

Я бы хотела подать заявление на должность старшего помощника управляющего кадрами, вакансии на которую была объявлена в «Дейли Ньюз» 9 октября.

Из моего резюме, экземпляр которого я прилагаю, Вы увидите, что в настоящее время я работаю младшим помощником в отделе кадров фирмы «James Associates». Мне нравится моя работа, но теперь мне хотелось бы поработать в более крупной организации и на более ответственной должности.

Я готова пройти собеседование в любое время. С нетерпением жду Вашего ответа.

Искренне Ваша,
Джулия Лонг (мисс)

Приложение

Советы по составлению сопроводительных писем на английском языке как необходимого и очень важного элемента бизнес-коммуникации при устройстве на работу сводятся к следующим. *We are going to switch over to English now.*

You must include a covering letter when sending your résumé to anyone. Résumés are impersonal documents that contain information about your skills, abilities, and qualifications.

A covering letter should do more than state "Here's my application and résumé". A well-written covering letter reveals important communication skills. Aside from *what* you say, the *way* you say it matters.

Cover letters should be *brief, energetic, and interesting*. A polished cover letter answers the following questions:

1. Why are you writing to me and why should I consider your candidacy?
2. What qualifications or value do you have that I could benefit from?
3. What are you prepared to do to further sell yourself?

Below are the **guidelines** for a covering letter. Applicants should not produce identical letters. Feel free to express your own personality if you hope to influence the reader.

Get the Reader's Attention

Try to say something that will make the reader want to read on. This could be your qualification or a reason for your interest in the firm, e.g.:

“The article on your firm in *Belarusian Market* suggested that you may be expanding. Are you looking for a dynamic sales person?

As a prize-winning student of English, I believe my skill as a writer would be a useful attribute in your public affairs department.”

Name dropping is another attention-getter: if someone respected by the employer has suggested you make the application, mention the person right at the beginning, e.g.: “Arthur Stone suggested that I get in touch with you”, or “Arthur Stone has told me that your company regularly hires students as summer office help”.

State Your Purpose

Don't beat around the bush and merely imply that you are applying for a job. Be specific. If you are responding to an advertised opening, say so. Remember that a reader who is uncertain about your purposes is unlikely to act.

Give a Brief Summation of Your Selling Points

You may create a second paragraph for this part, but keep it as short as possible. A covering letter (like a résumé) should not exceed one page. The shorter, the better.

Here are some tips:

1. **Link your skills to the employer's needs.**
Focus not on how the job would help you, but on how you can help the employer.

Which sentence from a student would appeal to you most?

- (a) I would like to work for < ... > this summer to up-grade my qualifications and gain some practical experience.

- (b) I believe the courses in < ... > I have taken will help me to make a useful contribution to your summer work.

2. Sell yourself without seeming egotistical.

You can emphasize your strengths in a sincere way. Don't boast. Stress your attributes simply, without using intensifying adjectives. Try to use facts that speak for themselves.

- (-) I have extraordinary talent in mathematics.
(+) I have consistently achieved high marks in mathematics.

(-) I am a very good salesperson.
(+) Last summer, although one of the youngest salespeople in the store, I had the second highest sales total.

3. Try to bury the "I's".

You cannot avoid using "I", but you can place it after some word:

- (-) I worked for an accountancy firm last summer.
(+) Last summer I worked for an accountancy firm.

4. Place your weaknesses in a subordinate position.

If you must include something you don't want to emphasize, try putting it in a subordinate clause, with a main clause emphasizing a more positive point.

- (-) Unfortunately, I have never worked in a job requiring accounting.
(+) Although I have not had an accounting job, I have taken four accounting courses.

5. Don't apologize.

If you don't think you can do a specific job, don't apply for it. If you think you can, be confident in outlining your qualifications. Avoid such phrases as "I'm sorry", "I regret" or "unfortunately" when referring to your background or skills.

Ask for an Interview

Applicants often forget to do this directly. As a general practice, mention that you will telephone the employer rather than ask the employer to get in touch with you.



Two final tips:

- Don't mention salary expectations in the covering letter. The interview is a more appropriate time to discuss money.
- Don't thank in advance. Although intending to be polite, you may seem presumptuous.

SAMPLES COVER LETTERS (1-4)



31 Lombard Drive
Edmonton, Alberta T6H 1C3

March 1, 2001

Mr. R. Jones
Personnel Director
Computer Systems Inc.

Dear Mr. Jones:

Since Computer Systems is a fast-growing company, you are likely in need of young and energetic people with a good knowledge of computers. In one month I will be graduating from University of Alberta with a Computer Science degree and would like to join your company as a programmer.

In addition to my university courses, I have had work experience in programming and operating computers. Last summer I implemented programs for the design of loudspeakers at Nortec Industries.

At your convenience, I would like to meet you to discuss how my qualifications could benefit Computer Systems. Next week I will call you to try to arrange an interview (to set up an appointment).

Yours sincerely,

Helen Graham

Encl.

(2)

452 South Rockline Avenue
Seneca, New York 11290
tel. 315-421-1890

January 23, 2000

Ms. Sandra Breuer
Curator of Impressionist Art
Museum of Modern Art
11 West 53rd Street
New York, NY 10020

Dear Ms. Breuer,

I recently read in "Art Forum" that the museum is planning a large Van Gogh exhibit next winter, with the cooperation of Amsterdam's two major museums.

I have recently graduated from Washington Square College at New York University. While attending, I was fortunate enough to spend one semester abroad. I became very involved with Amsterdam, mainly in the art. I spent many afternoons at art museums there, and I now possess an extensive knowledge of their collections.

I feel that my knowledge of Van Gogh's work, the city of Amsterdam and my general background in arts could be of value to you to in promoting this exhibit to young people. I would like to meet with you to discuss some ideas on the subject, and I will call you in a week to ten days to set up a meeting.

Yours truly,

Ken Tyson

Encl.



(3)

29-24 Crescent Blvd.
Forest Hills NY 11433
Tel. 212-646-3654

October 12, 1999

Mr. John Terriell
Accounting Manager
General Office Supply Co.
412 Norman Avenue
Wharfield NY 11352

Dear Mr. Terriell,

Jack Thatcher at the Chase Bank told me that General Office Supply is opening a new branch in Forest Hills. I have dealt with your company several times and am delighted to see that you will be moving even close to home area.

As a member of the Forest Hills Communication Committee, I have gained experience in all phases of book-keeping as well as purchasing. Your product lines are very familiar to me, as you have supplied us with materials for our evening seminars.

With my knowledge in these areas, I am sure that I could make a contribution to your company in the new branch in Forest Hills. I would like to meet with you to discuss some of these ideas further. I will call you next week to arrange a meeting.

Yours truly,

Hilda Lebanon

Encl.

4

Nelly Nickleby
225 Hartman Drive
Portsmouth, NH 03801
(603) 555-4606

Mr. Howard Speller, General Sales Manager
Speller Automobiles, Ltd.
315 Rolling Woods Highway
Dover, NH 03723

January 22, 2001

Dear Mr. Speller:

I am a recent college graduate with a **B.A. Degree in Automotive Marketing & Management**. I have also been part of a family-owned distributorship for nearly all my life, so cars are my life!

I noticed your advertisement for *Automotive Sales and Marketing Assistant* in the June 14th edition of the *Dover Star*, and have submitted my résumé for your consideration.

You mentioned in the advertisement that the successful must have:

- | | |
|---|-----------------|
| 1) A bachelor of Arts degree | I do |
| 2) Excellent communication skills | I do |
| 3) Ability to work well with people at all levels | I do |
| 4) Eagerness to learn and "pay my dues" | I am and I will |

This is the job that I believe was made for me. I am available immediately and can offer you competence, dedication, and a good work ethic. If you don't mind, I will call you next week to see if a personal interview can be scheduled.

Thank you for your time and consideration, and I look forward to speaking with you next week.

Sincerely,

Nelly Nickleby

**Часть III.****ПРЕЗЕНТАЦИИ И
ВЫСТУПЛЕНИЯ**
(PRESENTATIONS AND
SPEECHES)**Введение (Introduction)**

Любое выступление, тем более на иностранном языке, готовится заранее. Даже так называемый экспромт должен иметь свой «рояль в кустах», то есть определенную заготовку. В то же время мы хотим отказаться от набивших оскомину «устных тем», которые заучиваются для экзаменов и имеют мало общего с процессом коммуникации. В данной части пособия, рассчитанной на владеющих английским языком в средней степени, и умеющих понять несложный английский текст, предлагается система работы в аудитории и дома над семью видами устных выступлений и презентаций (Автор благодарит Сюзан Райнхарт за предоставленную возможность использовать ряд отрывков из ее рукописи: Susan Reinhart. Academic Speaking Course Pack. ELI, University of Michigan, Ann Arbor, 1995). Итак:

It's a good idea to begin planning early for your presentation. You will have a total of seven speeches in class. Below is a list of speeches you will be assigned and the amount of time you have to present them.

AUDIENCE

Begin now to think of topics that you would like to select. Keep in mind who you are talking to: a general audience or a group of people from your area of studies.

TIME LIMIT

Keep in mind that there is a time limit on all the speeches you will give. At home you will need to time your speech to make sure that you won't be taking time away from another student.

If you have a good idea for a speech, but you know it will last at least 5 minutes or longer, use it as your mid-term or final speech.

SPEECHES

Speech 1. Interview / Introductions, 10-12 sentences maximum. In this speech you will present another student from your group to the class.

Speech 2. Problem-Solution Speech, 18 sentences maximum. In this speech you will discuss an economic problem that exists in Belarus or a problem in your field. Then you will offer a solution to the problem and evaluate your solution.

Possible topics: Foreign investment in Belarus' economy; inflation; unemployment; GNP; economic growth; banking system; taxation policies; price formation, etc.

Speech 3. Explaining a Visual, Graph or Chart, 2 minutes maximum. For this speech you will need one visual to explain to the class. It can be a visual from a text, magazine or newspaper. It has to relate your area of studies, e.g. macroeconomics, international business, marketing, management, etc.

Possible topics: Same as in Speech 2.

Speech 4. Definition Speech, 10-12 sentences maximum. You will define a term from your area of studies for the class. You will also be expected to give an extended (expanded) definition.

Possible topics: Productivity problem; inflation rate; budget deficit; GNP and GDP; income distribution; demand and supply; exchange rate; foreign trade deficit; multinational production, etc.

Speech 5. Mid-Term Speech From Your Area of Studies, 5-6 minutes maximum. Keep in mind, however, that it must also be possible for a general audience to follow. You will need 1 or 2 visuals for this speech.

Possible topics: See the above, plus add your own in accordance with your term papers or research you are doing at the moment.

Speech 6. Summary Speech, 14 sentences maximum. You will be given an article to summarize and then present to the class. The goals of this presentation will be to enhance your ability to summarize clearly and succinctly as well as to work specifically on pronunciation skills.

Possible topics: The World Bank's report on the economic situation in the country; big business; consumption and investment; saving and investment; interaction of supply and demand; price policy in your country as compared

to the rest of the world; unemployment problems, or any other topic from your area of studies or research.

Speech 7. Final Presentation from your Major Area of Studies, 6-8 minutes maximum. Your goal is to incorporate the speech-giving strategies you have learned in your presentation.

Possible topics: See all the above, plus any other that you are currently studying or interested in.

Раздел 1. Виды презентаций и выступлений (*Types of Presentations and Speeches*)

1.1. Интервью с коллегой и представление его аудитории (*Interview and introductions*)



YOUR FIRST PRESENTATION

It is important to get to know your classmates, since they will be your audience for all your presentations. For your first presentation you will introduce one of your classmates to the class. That student will, in turn, introduce you.

SPECIFIED MAXIMUM LENGTH: 10-12 sentences.

STEPS TO FOLLOW:

1. Select a partner to interview.
2. Interview your partner. At the same time, your partner should interview you. Find out information about your partner's educational background, work experience, interests and hobbies, travel and family that will interest the other students in the class. Keep in mind that you both need to gather enough information for your presentations before the end of the class.
3. For homework think about:
 - a) an introduction to your speech (see below)
 - b) what material you will include or omit
 - c) how you will organize the material you have collected (see below)

4. Practice your speech. Remember, you cannot read it to the class. You can, however, have a few notes written on a small note-card.
At home record your speech 2 times on an audio cassette without reading it.
Listen and evaluate your presentation using the check sheet (see below).
Also, count the number of sentences to make sure there are no more than 12 of them.
5. Come to class prepared and confident that you will do a good job.

ORGANIZING YOUR SPEECH

There are several different ways you can organize your introduction speech. The pattern you chose may require you to use certain organization or transition words to link the information together in a coherent way. Here are a few suggestions (see also Section 2 of this chapter to have a larger choice):

1. Organize your speech chronologically from past to present. Or, you can also organize it from present to past, which is more difficult. If you use a chronological order, you may need to use such time transitions as:
 - In 1991...
 - After he/she finished...
 - When he/she was eighteen...
2. Organize your speech by areas such as employment, education, interests, family. If you choose this organization pattern, you may wish to use transition expressions to change from one area to another, like
 - Even though Alex studies, he saves time for one of his special interests, chess.
 - Besides her studies, an important aspect of Olga's life is her family.
3. Organize your speech by listing your partner's achievements. Use simple transition words for listing each achievement, such as:
First...Second....Third... In addition...Moreover....Also...
4. Organize your speech by contrasting your partner's life before his/her entering the University with his/her life now. To show contrast, you need to use transition words like
 - however
 - in contrast
 - but



ASK YOURSELF:

What organization pattern will I use?

What transition words can I use to move smoothly from one part of my speech to the next?

HOW TO BEGIN YOUR SPEECH:

You can begin your speech in a straightforward way by saying something like:

- This is....
- I'd like to introduce you to....

Or, you can begin by asking a question:

- Have you ever met someone who....?

Or, you can tell something interesting about the partner before you introduce him or her:

- Here is a young lady who has travelled to many countries. Now she is studying International Business (Marketing, Management, etc.) at the Belarus State Economic University in Minsk. Her name is....

Which of the above introductions do you think is more effective? Why? How will you begin your speech?

CRITIQUING EACH OTHER'S INTRODUCTORY SPEECH

Before you listen to each other's introductory speeches, study the evaluation form (a check list) designed by Susan M. Reinhart of the English Language Institute at the University of Michigan. You will use it as a guide to give the speaker oral feedback about his or her strengths and weaknesses.

What suggestions do you have for the speaker? Your comments will help the speaker improve his or her speaking skills for the next presentation.



EVALUATION FORM

Name of presenter:

	Needs work (give comments)	Good	OK (not bad)
Introduction (got audience attention)			
Organization (clear, easy to follow)			
Transition words (their effective use to connect ideas)			
Hand gestures (expressive, appropriate)			
Eye contact (looked at everyone)			
Information (interesting, appropriate)			
Voice (confident)			
Pronunciation (easy to understand)			
Pace (not too fast or slow)			

1.2. Выступление с описанием проблемы и её решения (*Problem-Solution Speech*)



YOUR SECOND PRESENTATION

For your second presentation you will give a problem-solution speech. You may discuss either a theoretical problem from your field of studies or a problem of Belarus' economy.

SPECIFIED MAXIMUM LENGTH: 18 sentences

ORGANIZATION:

You should use a four-part structure for your presentation:

1. Description of the situation
2. Identification of the problem
3. Description of a solution
4. Evaluation of the solution

During **the first part**, set the scene or provide background for introducing the problem.

During **the second part**, clearly present the problem, so that your audience can understand it.

In **the third part**, tell the audience what your solution to the problem is or what you think would be the best solution. If the problem has already been solved, explain how it was solved.

During **the fourth part**, evaluate the solution by briefly discussing its strengths and weaknesses.

STEPS TO FOLLOW:

1. Think of a problem in one of the areas mentioned above. If the problem is very complex, limit it or choose a different topic.
2. Make sure that your description of the situation and the problem is clear. If not, your audience will have problems following you.

At various points during your presentation, check to see if your audience is following you (See: **Checking for Understanding** below).

Keep in mind that you do not want to lose your audience during your presentation. One technique that good speakers use is to ask a question. You may wish to do this for one or more of the following reasons:

- to get the audience's attention
 - to make sure the audience is following you
 - to have a dialogue with the audience
 - to focus the audience's attention on the topic of your presentation by asking a question that you plan to answer during your speech (this is called a rhetorical question).
3. Use appropriate transitions from one section of your speech to another. Here are some examples:
 - One of the biggest problems facing me when I entered the Department of International Business of the University was....
 - There have been two major criticisms of this solution. The first is....
 4. Practice your speech. Record it two times on an audio cassette.

Remember, you cannot read it to the class. You can, however, have a few notes written on a small note card in the form of an outline.

Here is an example of an outline that could be used for a presentation in class:

GNP (Gross National Product)

- 1) Introduction
- 2) Definition (if time allows, distinguish real GNP from nominal GDP)
- 3) How to compute GNP (give the GNP identity and explain each component)
- 4) Historical data (some GNP data of the USA and Belarus or Russia in comparison)

CHECKING FOR UNDERSTANDING

When you give a presentation, it is important to ask if the audience is following you. Some members of the audience may have problems understanding your accent or even key vocabulary words you mispronounce. Therefore, remember to pause at appropriate breaks to check for understanding so that you will not “lose your audience”.

You can use one of the following expressions to check for understanding:

- Are you following me?
- Do you have any questions?
- Do you understand so far?
- Is that clear?
- OK so far?

ASKING FOR CLARIFICATION

In a classroom presentation, you as a listener may wish to ask for clarification. It is generally a good idea to raise your hand if you have a question.

Here are some expressions to use when asking for clarification:

- Could you repeat that?
- I'm sorry, I didn't understand that.
- I'm sorry. Could you say the last sentence again?



ORGANIZING YOUR PRESENTATION

The organizational structure you are to use in your speech has already been given to you. As you plan your speech, make sure you have included all the four parts.

Think of transition sentences, which will effectively lead your listeners from one part to the next. (Consult Section 2 of this Chapter.)

SELF-CRITIQUE OF YOUR PROBLEM-SOLUTION SPEECH

	Good	OK	Needs work	Comments
1) TOPIC (interesting, relevant, appropriate for audience)				
2) INTRODUCTION (got audience attention and keep it, imaginative)				
3) ORGANISATION (clear, easy to follow, speech had 4 parts)				
4) TRANSITIONS (made clear transitions between the 4 parts of presentation)				
5) EYE CONTACT (looked at everyone, didn't focus on the ceiling, windows or 1-2 people)				
6) VOICE (good volume, enthusiastic, confident)				
7) PRONUNCIATION (easy to understand, pronounced key words correctly)				
8) PACE (good pace, not too fast or slow)				
9) CLARIFICATION CHECK (checked to see if the audience was following at the appropriate time)				
10) YOUR WEAK AREA	-	-	-	

SAMPLES OF A PROBLEM-SOLUTION SPEECH

1. The Effect of the Chernobyl Accident in Belarus

As a result of the Chernobyl nuclear power station's explosion in 1986, the Republic of Belarus has been faced with a serious ecological problem.

After the Chernobyl accident, almost 23% of the republic's territory is now badly contaminated with Cesium-137. Most of the Homel region has been affected by the radioactive Iodine contamination. This has led to a sharp increase of the number of people suffering from the thyroid gland cancer.

In addition, the air pollution makes the situation more complicated. Various harmful substances once discharged into the atmosphere cause even more mutations than radiation does. For example, only in Minsk 20% of all the infants are born with serious health defects. Unfortunately, the government does not seem to be helpful.

In this situation, people should take care of themselves and not wait for somebody's assistance from aside. First, badly contaminated areas should be closed, and agricultural activities in all the other regions contaminated with radioactive elements should be restricted and controlled.

Second, much higher fines should be imposed on the enterprises polluting the air, water and land. It is also important to instruct and inform the population, for example, about the use of medications and consumption of food. The above measures combined with a number of others, in my opinion, might give us a chance for survival.

(Anna F., a 3rd-year student)

2. The Impact of Foreign Financing in Belarus

Foreign financing is a kind of financial activity concerning financial funds or assets transferred through state borders.

Normally, a state tends to attract this kind of financing when its economy is short of internal financial resources. The Republic of Belarus, however, due to unwise policy in the sphere of economic reforms, is experiencing lack of negotiable assets. At the moment, a certain amount of foreign financing is badly required for the country.

There are three main levels of foreign financing. The first of them is the level of international financial organizations, such as the International Monetary Fund or the World Bank. These organizations were established in order to accumulate financial resources of developed countries and distribute them among the less developed ones. The second source of foreign financing is an interstate agreement on credits. And the third level is direct foreign investments. It is obvious that the latter have the biggest potential. At the same time, they are the most difficult to attract.

In Belarus, for the reasons mentioned above, the IMF and the World Bank are very reluctant to deal with the government. As a result, it is almost impossible to attract direct foreign investments any longer. To improve the situation, in my opinion,

our republic needs to have a constitution which will not allow to violate law and human rights as well as a realistic economic programme which will enable to overcome the crisis and implement market reforms.

My understanding is that the above solution measures will hardly be taken in the near future. As a result, the level of foreign financing will fall to zero, which is very sad to state.

(Sergey Y., a 3rd-year student)

3. International Business Activities in Belarus

Since the collapse of the Soviet Union, when Belarus was almost closed for foreign businesses, very little has changed in fact. The early 90-ies saw an influx of multinationals starting their operation in the country (for example, Coca-Cola, Wella, Ford Union, etc.). But as the situation has substantially hardened since 1994, with numerous restrictions and regulations imposed, the number of new foreign companies opening in Belarus has dropped almost to zero.

The problems which occur hereby are but evident: since the Belarus' infrastructure and industrial complex are extremely underdeveloped, they require a great deal of investment, which cannot be obtained in the domestic market; the same is true for the research and development activities. Taken as a whole, the problem is that extremely high regulation level of international business prevents the country's economy from receiving a desirable inflow of foreign investment.

The solution to this problem is complex and includes a great variety of options, but there are certain measures that must be taken by all means to provide a basis for successful international business activities in Belarus. First, one needs to liberalize foreign exchange policy. Then, an adoption of more liberal taxation and licensing regulation acts is sure to enhance international business. Next, the government will have to provide serious guarantees for the security of private property and introduce more liberal procedures for foreigners to purchase property, including land. Finally, it is necessary to provide stable and sufficient flow of investment. It is in Belarus' interests to normalize its relations with the World Bank, IMF, and WTO.

The above measures seem quite radical in relation to the current situation in Belarus. So one can hardly expect these steps to be implemented, as long as the government sticks to the policy of utmost administrative control over the economy.

(Yura K., a 3rd-year student)

4. Monetary Policy of Belarus: Problems and Solutions

Economies in transition face a wide range of problems concerning changes in economic structure and infrastructure, introduction of new forms of ownership, stabilization of national currencies, and liberalization of international business relations. In Belarus these problems tend to become more acute due to inconsistent policy of the government.

Monetary policy of Belarus seems to be the most complex sphere of the overall economic policy. It incorporates a set of interconnected problems whose solving is



crucial for the development of the economy as a whole in the modern market environment. Constant depreciation of the local currency, the Belarusian Rubel, combined with high rates of inflation and multiplicity exchange rate form a negative background for efficient production and further integration of Belarus into the pattern of economic relations.

The government cannot but search for resolving these problems. Strict control of prices has been established, an official exchange rate was fixed at an overvalued level, plus denomination of the national currency has been announced without any guarantees of its stabilization. As a result, the black market is prospering, the inflation is speeding up, with printing empty money still going on, thereby turning the Belarusian Rubel into useless paper. The national currency is losing its main functions, such as the measure and store of value and means of payment.

Meanwhile, there exist market solutions of the monetary policy problems. Alongside with a complete set of structural reforms, the government should take some urgent measures in order to curb inflation, including imposing tough budget constraints, liberalization of prices, and establishing an independent banking system.

Combined with a secure system of law, the above measures will also contribute to attracting foreign investment and encouraging more efficient production. They will become an excellent foundation for further reforms and growth.

(Anna A., a 3rd-year student)

1.3. Презентация с описанием наглядности (Explaining Visuals)



YOUR THIRD PRESENTATION

Now you will have the opportunity to make a short 2-3 minute presentation. The purpose of the presentation is to explain a visual from your field. It can be a simple graph, a chart or a table from your area of studies. Good places to look for visuals are in your economics text-books, or magazines and newspapers, e.g. "The Financial Times", "The Economist", "Belarusian Market", "Belorusskaya Delovaya Gazeta" "Belorusskaya Gazeta", etc. Remember to cite the source at the bottom.

ORGANIZATION:

In English, common ways to organize information include:

1. **From general to specific.** Tell what the visual as a whole is about. Then begin to explain the specific details.
2. **Linear or spatial order.** Start at one point in the visual and then proceed clockwise or linearly to the next point. This organization is common when describing a process.

3. **Chronological Order.** Some graphs represent years and historical changes. If yours does, start from past and move to present. If your graph tells a history, use chronological order.
4. **Comparison / Contrast.** Some visuals are a comparison between two objects. One way to organize a comparison speech is first to talk about one object and then compare or contrast it with the other. Another way is to compare one aspect of the first object with one aspect of the second object and then compare the second of the aspect of the first object with the second aspect of the second object.
5. **Cause and Effect.** Some visuals show an action (act, event or movement) and the result or effect of this action. Some speakers start by explaining the action and then describe the result or effect. Others may begin with the result (the effect) and then explain what action caused it.
6. **Combination.** Combine organizational types, e.g. do a chronological comparison.

TRANSITION WORDS

What transition words will you use with each of these organizational patterns?

Some categories of phrases from section 2 of this chapter may be particularly useful here.

When you are presenting, use the following Verbal Stratagems from Section 2 of this Chapter:

- Explaining (4)
- Highlighting / Emphasizing issues (8)
- Referencing / Linking (9)
- Supplementing / Linking / Expanding (19)

When you are responding to a question, use:

- Digressing (10)
- Buying time / Hedging (15)
- Self-Correcting (16)
- Acquiescing / Placating (27)

As a listener:

When you are not a presenter, you will be responsible for asking at least one question to one or another presenter. Your question should include a verbal stratagem. It will be useful to review the following categories:

- Opinion giving (2)
- Buffering (17)
- Clarifying / Confirming / Paraphrasing (18)
- Questioning / Information Seeking / Doubting (20)
- Disagreeing / Negating / Countering (24)

CHECK LIST:

Carefully go through all the questions on the check list:

1. Is my visual, graph or chart interesting yet simple enough to explain in 2-3 minutes maximum?
2. Is my visual too complex for a general audience to understand? (If so, choose another one.)
3. How have I organized my presentation? Have I chosen an organizational plan that fits my topic?
4. How will I make sure my audience is following me? When is a good time to stop and ask them?
5. What questions might the audience ask me about my visual?
6. Is my speech longer than 2-3 minutes? If so, how will I cut it down?
7. Have I practiced my speech twice and put it on tape?

OTHER WORDS THAT COULD BE USED HERE:

Exemplification

for example	namely	that is
an example of this	specifically	a case in point
in other words	in particular	for instance
frequently		to illustrate

Enumeration / Sequence

first, second...	finally	before
moreover	also	another
in addition	next	afterwards
then	after	again
furthermore	later	



Comparison

similarly	not only...but also
also	likewise
just as	in the same way / manner

Contrast

but	however	even though
though	nevertheless	unlike
yet	still	in contrast
on the other hand	in spite of	on the contrary
conversely	whereas	despite
in fact	although	nonetheless

Result

therefore	thus	as a consequence
consequently	as a result	for this reason
hence	for	because
accordingly	so	

Emphasis

even	actually	as a matter of fact
surely	obviously	true
certainly	again	undoubtedly
indeed		

Summary

in summary	in conclusion	to conclude
in brief	on the whole	to summarize
to sum up	in short	

CONTRAST AND COMPARISON

There are a number of words in English used to express contrast. This is especially important to know when explaining visuals, graphs and charts.



The most common of them is **but**. **However** is also used quite often, especially in academic speaking. These contrast words can be used to

1) relate one sentence to another, as in:

Both processes are simple to perform. **However**, the first one is less time-consuming.

Inflation results in a rise in price levels. Deflation, **in contrast**, effects a decline in prices.

2) relate parts of the same sentence to each other, as in:

Both processes are simple to perform, **but** the first one is less time-consuming.

Inflation results in a rise in price levels, **whereas** deflation effects a decline in prices.

Notice that some words are used to relate two sentences to each other (**however, in contrast**) while others are used to relate two parts of the same sentence to each other (**but, whereas**). Therefore, sometimes one contrast word cannot be simply substituted for another without re-writing the sentence(s).

What other contrast words do you know?

Do you use them 1) to relate two sentences to each other or 2) to relate two parts of the same sentence to each other? Make a list of those words.

(1) **but**

whereas

.....

(2) **however**

in contrast

.....

There is another reason why one contrast word cannot always be substituted for another. The meaning of the two words may be different. For example, you might have thought that **on the contrary** and **in contrast** (or **on the other hand**) have the same meaning, but they don't.

Look at these two examples and see if you can explain the difference. **on the contrary**:



A: All children in the United States have a bright future.

B: **On the contrary**. This year's statistics shows that one fourth of all American children live below the poverty level.

in contrast, on the other hand

Women's salaries in the United States are about 25% lower than men's. **In contrast (On the other hand)**, Swedish women make only 11% less than Swedish men.

On the contrary is used to express disagreement with the previous statement. **In contrast** and **on the other hand** are used to show difference or contrast.

Note: **On the other hand** can be used in a discussion to argue *pros* and *cons* of an issue, but not **in contrast**.

E.g.: The US government supports the principles of a democratic society. **On the other hand**, it has also propped up military regimes all over the world.

nevertheless

Nevertheless also has a different meaning from **on the other hand** and **in contrast**. Look at these two examples. Can you explain the difference?

These two examples help explain why:

A) U.S. immigration laws impose fines on employers who hire illegal aliens. **Nevertheless**, millions of illegal aliens are working in the United States.

B) Some European countries only admit small numbers of immigrants each year. The USA, **on the other hand (in contrast)**, accepts over a half a million immigrants annually.

Here, **nevertheless** has the same meaning as **in spite of the fact, even so, or even though this is true**. **On the other hand** simply points to a difference.



even though

Even though and **nevertheless** have the same meaning. However, they cannot be used interchangeably, i.e. substitute each other. Why not? Look at the following example and compare it with the one above.

Even though U.S. immigration laws impose fines on employers who hire illegal aliens, millions of illegal aliens are working in the United States.

conversely

Another confusing contrast word is **conversely**. Look at the following example to see if you can understand the meaning. Why is the use of **conversely** very limited in English?

When the quality of goods goes up, the demand rises. **Conversely**, when the quality of goods goes down, the demand falls.

Conversely is only used in English to introduce an opposite or reverse concept of the one already mentioned. It is **not** used for disagreement or contrast, unless the contrast is an exact opposite.

instead

Instead is also considered a contrast word, but it is used very differently from the contrast words mentioned above. Look at the following example. What is its meaning? How is it used?

The discussion did not focus on macroeconomics. **Instead**, it concerned microeconomic issues.

How could you rewrite the above example as one sentence instead of two?

however

However is more versatile because it can be used to mean **on the other hand**, **in contrast** and **nevertheless**. It should not be used in place of **conversely** because it does not specifically express a reverse concept. Nor can it be used to mean **on the contrary** because it does not express total dis-



agreement with a prior statement. Nor can it be used in place of instead to mean "as a substitute or alternative".

similarly, likewise

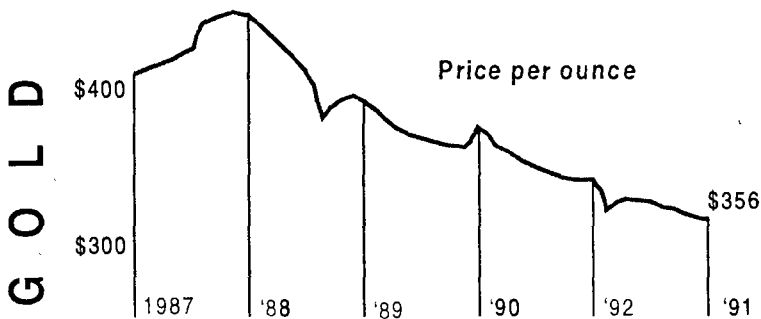
Similarly and likewise are used to show comparison or similarity. Read the following example:

Prices depend on demand and supply. Similarly, the exchange rate is determined by demand and supply of the currency.

USING AND DISCUSSING VISUALS

Here we are going to focus on:

1. Useful prepositions for discussing graphs, charts and tables.
2. Using dates.
3. Discussing amounts, differences and changes.



Price of gold per ounce in 1987-1992

Source: "Fortune", February 10, 1992.



Pay attention to the use of prepositions:

On January 1992, the price of gold was \$356 per ounce.
 At the end of 1987 the price of gold was almost \$500 per ounce.
 In 1987 the price of gold rose.
 During 1988 the price of gold fell.
 Gold stood *at* \$400 at the end of 1988.
 The price *from* \$400 *to* \$500 *in* 1987.
 The price rose *by* almost \$100 *in* one year.
 There was a drop *of* about \$100 *in* 1988.
 The price stayed relatively flat *in* 1991.

Now insert the necessary prepositions:

Applications ___ business school were virtually flat ___ the years 1990-1993. While graduate school applications as a whole increased every year ___ 1985 ___ 1990, law school applications declined ___ 1990 from the previous year. ___ the same period, business school applications fell ___ 90,000 ___ 78,000.

Keep in mind whether a noun is countable or uncountable when discussing information presented in your visuals

COUNTABLES

many employees
too many reports
few options
a few units

UNCOUNTABLES

a great deal of time
a large amount of work
too much work
little equipment
a little money

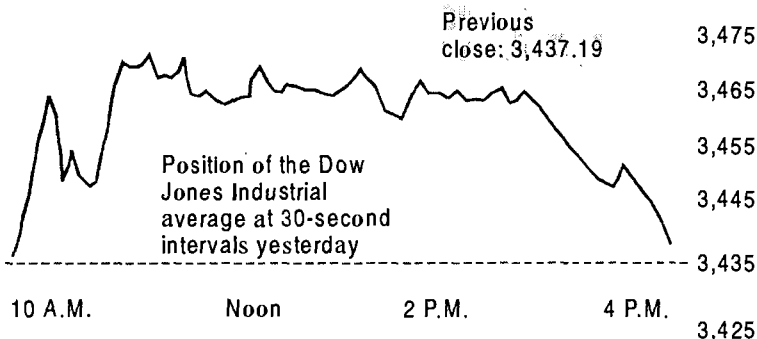
Fill in the blanks with the necessary words from the above table:

1. ___ employees are leaving work early every day.
2. ___ employees cannot get to work on time when there is a snow-storm.
3. We have ___ money left for new equipment.
4. ___ workers always play basketball at lunch.
5. Since we have ___ work to do we can leave early.
6. ___ people like to work for free.



The graph below shows the position of the Dow Jones Industrial Average from 9:30 AM to 4:00 PM on May 11, 1993.

(Source: Wall Street Journal, May 12, 1993)



Source: Knight-Fiddler Tradecenter

Describe the graph filling in the spaces in the following sentences.

Choose between:

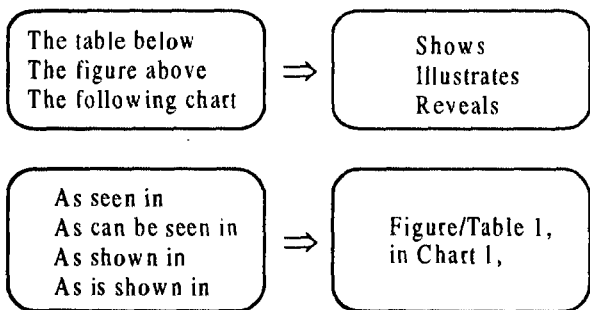
- a) increased sharply (surged dramatically);
- b) prices fell dramatically;
- c) sharp decline;
- d) remained generally steady (fluctuated slightly);
- e) they fell and then rebounded;
- f) overall prices increased slightly;
- g) rising sharply and continuing steadily up.

1. The graph shows a..... in prices in the last hour of trading.
2. From 9:30 to 10:00 prices
3. Similarly, the hour from 10:00 to 11:00 saw prices.....
4. From noon until 2:00 PM prices.....
5. Between 3:00 and 4:00.....
6. In the last hour of trading.....
7. In general, on May 11th the DJIA.....

Making Reference to a Visual

If you use visuals in a text, you must make some references to them. Here are some ways to do it:-

These data are presented in Figure / Table 1.



E.g.: *As can be seen from Table 4*, the number of students admitted decreased for several years before rising again.



NOTICE that these passive forms are unusual in that they have no subjects. We **do not** say/write: *As it can be seen in Table 4...* because this means something different (a causal relationship is introduced).

Compare:

As [=because] it has been proved, the theory can now be put into practice.

As has been proved, the theory has practical applications.

Now practice **AS**-clauses with prepositions:

As is shown ___ the following formula, ...

As can be seen ___ Table 1, ...

As was stated ___ the beginning ___ this unit, ...

As was mentioned ___ the footnote ___ page 23, ...

As will be demonstrated ___ the next chapter, ...

As is often the case ___ materials ___ this type, ...

As can be seen ___ comparing the two curves ___ the graph, ...

As can be seen ___ comparison ___ the results ___ columns 3 and 4, ...

Discussing the Visual

Visuals in the texts (presentations) are there to help the reader (audience) understand data more easily and quickly. In discussing your visuals do not merely write (say) what is already obvious. Use the visual to support your point by discussing some interesting features of it drawing some conclusions from it:

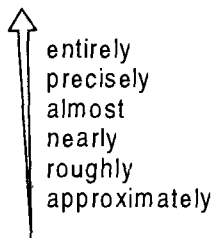
- The trend/pattern revealed by this graph suggests that...
- If this pattern/trend continues, ...
- From this chart/graph we can predict that...
- One pattern that becomes clear from this is...
- Looking at this table, we can conclude that...
- The column on the right illustrates...
- The rows show...

Degree

When discussing charts, graphs, and tables, you may find it useful to modify statements about change, stability, or comparison by using adjectives or adverbs of degree:

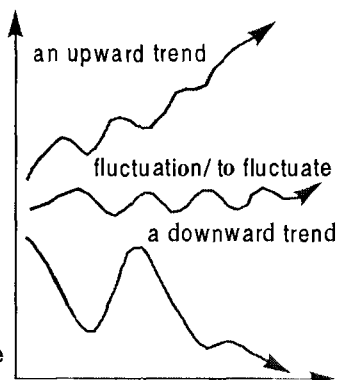
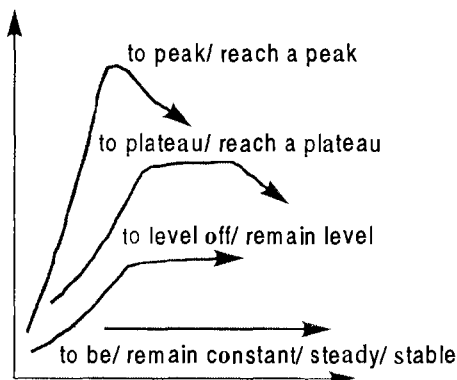
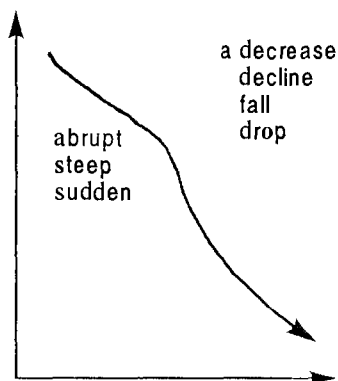
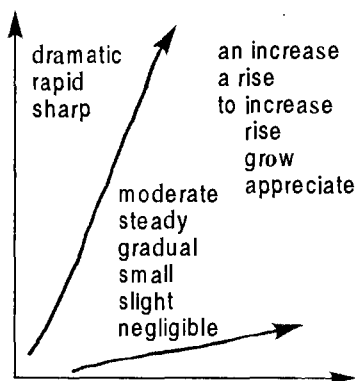


The following adverbs are useful for discussing accuracy:



Describing Graphs, Tables, and Charts

Here are some useful terms for describing visual information:





1.4. Выступление, содержащее определение (*Definition Speech*)



YOUR FOURTH PRESENTATION

In your field of studies you use many important terms. When you are giving an oral presentation, you may need to define one or more of those terms for different reasons.

One reason is to make it easier for others to follow you.

Another reason is to contrast one term with another.

Or, you might want your audience to know that you are using the term to mean one thing, whereas others may use the same term to mean something else.

INTRODUCTION

Some speakers make their definition speech more interesting by opening their speech with a question or personal experience, such as "Have you ever experienced a strange sensation...?" or "Yesterday I read in the paper that..." This technique helps convey to the average person the meaning of the term by relating it to an everyday occurrence.

ORGANIZING YOUR SPEECH

- 1) Before you define a term, place it in a setting. A *setting* is a general idea of studies in which the term is used or a general category in which the term is located.
- 2) After that, give an explanation or definition of the term.
- 3) Follow the definition with an extended definition. You can expand your definition by using an analogy, giving examples or contrasting the concept you are defining with another concept. If you are defining an object, you can analyze its parts or discuss its applications.

MAXIMUM LENGTH: 10-12 sentences

Remember, keep it short. Think of definition as only part of a longer speech you are giving.

STEPS TO FOLLOW

1. In preparing your speech, first ask yourself if the term you want to define is relevant and interesting to your audience.
2. Think of an introduction that will capture the audience's attention and at the same time relate the term you will define to the audience's experience.
3. Ask yourself what general setting or category the term you have chosen belongs in.
4. Think about how you can convey the meaning of the term by using one or more of the following: an example, an illustration, an analogy, a personal experience, or a comparison with another term.
5. If you contrast your term with another term, be sure that the audience also understands the meaning of both terms.
6. Record your presentation two times on an audio cassette. If it is more than 12 sentences long, you will have to shorten it by removing repetitive or less information.
7. When you present your speech, remember to check for understanding. Think about when you should do this. Where might the audience have trouble following you? Be prepared to give further examples or explanations when necessary.
8. Prepare an outline of your speech.

EXTENDED DEFINITIONS

(See: John Swales and Christine Feak, 1994:45-47)

So far we have dealt only with sentence definitions. In some cases one sentence may be enough before continuing with your General-Specific passage. However, in others, it may be useful to expand your definition. In this way you can demonstrate your knowledge of a concept more fully. An extended definition usually begins with a general, one-sentence definition and then becomes more specific as additional details are provided.

There may be a need to display one or more of the following.

- **an analysis of components** (if you are defining an object)

A microscope is an optical instrument with which the apparent size of an object can be enhanced. A simple microscope consists of a double convex lens and a magnifying glass.



A discussion of **major** and **minor** components may also be useful.

▪ **examples**

Pollution is a form of environmental contamination resulting from human activity. Some common forms of pollution are wastes from the burning of fossil fuels and sewage running into rivers.

▪ **a knowledge of applications**

An acrylic plastic is a polymer which can take a high polish, is clear and transparent and can be shaped while hot. Because of these and other characteristics, acrylic plastic is ideally suited for airplane windshield.

▪ **future predictions**

A compact disc (CD) is an optical storage medium onto which information has been recorded digitally. In CD recording of sound, sound waves are converted into digital numbers and inscribed on the disc. The digital data on the disc is read by a laser beam, thus eliminating any form of mechanical friction that could distort sound quality. CDs can also be used to store images as well as information. As optical data storage techniques improve, CD technology will become more widespread and may someday entirely replace magnetic storage.



(**NOTICE** in the above definition that the full name of the term – compact disc – is given before introducing and using the acronym CD)

An extended definition may also include information regarding **operating principles** or **causes and effects**. A description of operating principles is also known as a process analysis.

CRITIQUE OF DEFINITION SPEECH

Self - Evaluation

- | | |
|--|---------------------|
| 1. My introduction captured the audience's attention | yes / somewhat / no |
| 2. I gave the general setting for the word | yes / somewhat / no |
| 3. I clearly defined the word | yes / somewhat / no |
| 4. My expanded explanation of the word
was clear and interesting. I used an illustration,
analogy, personal experience, etc. | yes / somewhat / no |
| 5. I used appropriate transition words | yes / somewhat / no |

6. I made a short but appropriate conclusion yes / somewhat / no
 The weak area(s) I've chosen to work on this week is (are):

I have improved a lot / somewhat / not very much
 Explain: _____

Evaluation of other areas

I have improved my eye contact: much	a lot / somewhat / not very
My gestures looked more natural:	yes/somewhat/not very much
My voice was confident:	yes / I need to speak louder
I've improved my pronunciation:	yes / somewhat /not very much
I remembered to check for clarification before the end of my speech:	yes / no
My pace has improved:	yes /somewhat /not very much

1.5. Выступление по изучаемой специальности (*Speech from Your area of Studies*)



YOUR FIFTH PRESENTATION

Your mid-term speech is going to be based on your area of studies.
 Below you will find some tips on how to choose a topic.

CRITERIA

Keep in mind that your speech must:

- be in your area of academic studies
- be an absolute maximum length of 4-5 minutes
- have a strong, well organized introduction
- be well organized
- include 1-2 visuals



SELF-EVALUATION

In preparing your speech, think about your strengths and weaknesses. Evaluate yourself. What can you do to overcome your weaknesses?

SELF-EVALUATION FORM (STRENGTHS AND WEAKNESSES)

strength OK weakness

- | | | |
|-----|---|-------|
| 1. | interesting topic from your field | _____ |
| 2. | strong, well organized introduction | _____ |
| 3. | good organization throughout | _____ |
| 4. | good use of transition words | _____ |
| 5. | able to get audience participation | _____ |
| 6. | good eye contact | _____ |
| 7. | relaxed, appropriate hand gestures | _____ |
| 8. | sensitive to audience understanding | _____ |
| 9. | clear, informative visuals | _____ |
| 10. | good voice control, confident | _____ |
| 11. | clear pronunciation, especially key words | _____ |
| 12. | good pace (not too fast or slow) | _____ |
| 13. | prepared to answer questions | _____ |

CHOOSING YOUR TOPIC

Brain storm. Write down 6-7 topics in your area of studies that might be possible speech topics. Look through text-books, magazines, newspapers and your class notes for ideas. Ask yourself if any of these topics are too complex or long. If so, can you simplify or narrow them? If not, toss them out.

Don't be afraid to ask your Business English instructor for help in selecting an appropriate topic. After you have chosen several possible topics, run them by some of your classmates to see what they think.

ORGANIZE YOUR INTRODUCTION

Remember, your introduction is the most important part of your presentation. During your introduction your goals are to interest the audience in your topic and tell them what you plan to talk about.



ORGANIZE THE BODY OF YOUR PRESENTATION

Think about the topic you have chosen and the type of organization, such as chronological order, spatial order, listing, cause and effect, process, and comparison and contrast. What type or types are the most appropriate for the topic you have chosen? What transition words will make your presentation more coherent and flowing?

ORGANIZE YOUR CONCLUSION

If you have a short conclusion, you will probably not need to worry about how to organize it. You will only need to choose an appropriate transition word to signal to the audience that you are concluding. However, if you want to summarize what you have talked about during your speech and draw a conclusion, you will need to organize. Sometimes it is useful to look at the organization you used in the body of your speech before developing your conclusion. Also, you may need some special transition words to make your final point such as *therefore* or *by now* you should...

Mid-Term Speech (Preparation Task)

Please fill in and give to your Business English instructor:

Your name.....

Topic of your speech.....

Introduction: (Make sure it is well organized).....

.....

.....

.....

.....

.....

.....

Outline of your speech:

.....

.....

.....

.....

.....



SAMPLE OF A MID-TERM SPEECH

Financial-Industrial Groups

My presentation is devoted to my project in macroeconomics. It deals with the problem of creation of Financial-Industrial Groups (FIGs) in Russia and Belarus. The project in general discloses the present state and prospects of FIGs in those two countries. It has three chapters. Chapter 1 deals with the theoretical issues of FIGs. Chapter 2 is about the present state of FIGs and the problems of their functioning in Russia. Chapter 3 focuses on the formation of FIGs in Belarus. I am going to present the main idea of my project here according to this plan.

Let me start with the definition of the Financial-Industrial Group. This can be defined as an informal integration of industrial companies, financial organizations (such as banks, insurance companies, investment funds, etc.), research, trade, construction and other companies which maintain steady financial economic relations. FIG is a form of economic dependence juridically independent companies (legal entities).

Among FIGs one can find corporations, concerns, holdings. Many FIGs are multinationals (e.g. Panasonic, Daewoo, Volkswagen, etc.) They are widespread in the world now. At present, there are about 40,000 FIGs and multinational. They have about 180,000 subsidiaries in 150 countries.

There are a few ways of creating FIGs depending on the purpose of their formation.

- *Dividing*. (Fiat was divided into 12 companies to allow each of them to get to the market of capital.)
- *Gemmation* (1950. Toyota : Toyota + Toyota Motor Sales)
- *Take-over and Merging*
(1996. Boeing + McDonald Douglas; Volkswagen : Skoda)

The majority of FIGs are created on a voluntary basis. In this case they are more effective. However, for Belarus, with a large share of state property, the command method is important, too.

In addition to the issues that I have already touched upon, it is important to talk about the management of FIGs.

1. Coordination of activities through a holding company that holds the control package of shares belonging to subsidiaries.
2. Coordination via a bank.
3. Trust management.
4. Crossed share holdings.
5. Open joint stock companies.

The advantages of FIGs as compared to other forms of business are as follows:

1. The union of financial, production and trade capital gives a chance to shorten the period of capital circulation to attract investment to viable production projects and increase the profits of all the participants of the FIG.



2. A bank is interested in operating the assets of the FIG, including the investment. By investing in the FIG, the bank reduces the risk of a loss.
3. From the technological point of view, there are 3 types of the FIGs:
 - vertically integrated (their advantage is not paying VAT)
 - horizontally integrated (enterprises from the same market increase their share in the market)
 - diversified (enterprises from different markets explore new markets)

FIG may also become the cause of monopolism.
4. FIG provides the labour market with a lot of jobs.

In Russia the first formal FIG did not appear until 1993. The largest of them belong to extractive, machine-building and chemical industry. At present, there exist about 30 formal FIGs in Russia (e.g. Nizhni Novgorod automobiles). It also has about 100 informal ones (e.g. Gasprom, Menatep, LogoVAZ)

In Belarus, the main purpose of creating FIGs was to defend the market from foreign companies and products as well as to reorganize industry, to attract investments and restore the economic ties of the former USSR. One can mention here a joint stock company «Slavneft», a number of state-owned concerns and amalgamations in the tractor and automobile manufacturing industries, telecommunications and others.

[Attached to the paper was a chart presenting the organizational structure of a Financial-Industrial Group.]

To conclude, FIGs are treated in modern economy as a fast growing tendency of its financial and industrial development. They speed up the creation of corporations and concerns. The new independent states of the former Soviet Union are no exception in this process.

(Dmitri B., a 2nd-year student, upper intermediate level group)

1.6. Презентация-обобщение (Summary Speech)



YOUR SIXTH PRESENTATION

If you are asked to give a presentation, you may to include a summary of information contained in one or more texts.

For your 6th presentation, you will read a text and summaries it. Then you will both present your summary to the class and give your impression of the text.

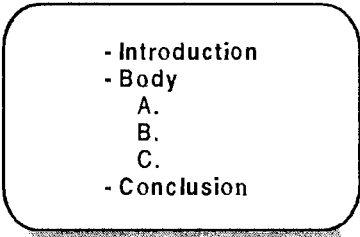
SPECIFIED MAXIMUM LENGTH:

15 sentences including your impression of the text.



CHOOSING AND ORGANIZING INFORMATION

1. When you summarize, it is necessary to decide what the most important information in the article is and then organize that material so that the audience will understand it.
2. Think about the type of article you have read. How is it arranged? Is it a news article which answers the questions of "who", "what", "where", "when" and "why"? Is it a story that is arranged in a chronological order? Is it a problem-solution text with a standard organizational pattern? Is it a comparison between two entities or people? Or, does it focus on a controversy where several sides are presented?
3. Make an outline of your speech. Will you organize the same way as the write or does it make sense to organize the information in the way that suits you best? Remember, you are to comment on the article after you summaries it.
4. Make a written outline. Follow a standard outline form:



- Introduction
- Body
 - A.
 - B.
 - C.
- Conclusion

PARAPHRASING

Summarize the text in your own words. Do not use the words of the author unless you indicate to the audience that you are quoting. Paraphrasing is an important aspect of academic speaking and writing. **Plagiarism**, or using someone else's words without citing them, is not allowed in academic work.

GIVING YOUR IMPRESSION OR OPINION OF THE TEXT

After your summary, you will give a short opinion of the text. You may wish to use a standard transition before stating your opinion, such as **In my opinion** or **I agree with the author of the article that...** You may wish



to state your opinion in a forceful way, such as I strongly disagree with the author's contention that... or in less harsh tones such as The author makes a good point when s/he says.... However, I think that....

STEPS TO FOLLOW

1. Carefully read over the text. Before beginning to write your summary, make sure you understand what the author has said. Look up the key vocabulary words in your dictionary.
2. Study the organizational pattern of the author and decide whether you will use the same or a different pattern in your summary.
3. Underline the major points the author makes and eliminate any information that is not essential to the summary.
4. Make an outline of your summary. Remember to use the organizational pattern you think best fits the information. Choose transition words that best communicate to the audience the organization you have chosen.
5. Paraphrase the ideas of the author of the text. Use your own words in your summary rather than the words of the author. If you wish to quote from the text, indicate to the audience that you are quoting the author's words.
6. Prepare a short statement of your impression or opinion of the text. Remember to use appropriate transition words.

SUMMARY WORDS

Read the following two sentences:

In recent years, the number of students applying to the Ph.D. program has increased steadily, while the number of places available has remained the same. This situation has resulted in greater competition for admission.

What does the word *the situation* refer to? What is the effect of using *this* instead of *the* or *that*?

Situation is a summary word; it refers back to the idea of the previous sentence without repeating it all.

Which summary words would you choose to complete the following?

Early in September each year the population of Ann Arbor suddenly increases by about 25,000 people. This changes the character of the town in a number of ways.

- a) influx b) growth c) invasion d) rise e) jump



Can you think of any other possibilities?

Summary words are nouns. Many of them refer to statements or mental events of some kinds rather than physical facts. This phenomenon (*summary word!*) is one reason they are so important in academic writing and speaking.

Here is another example:

Nowadays, portable laptop computer are lighter, more powerful and easier to use than they were five years ago. These have led to an increase in the sales of these machines.

a) changes b) developments c) advances d) improvements

Below are pairs of sentences in which a summary word in the 2nd sentence will refer to the idea of the 1st sentence. Choose the appropriate summary word from the list below:

THREAT
FORECAST
REFUSAL
OBLIGATION
ESTIMATE

ASSURANCE
ADMISSION
OFFER
DENIAL
DECISION

1. They said they would give us every support. This was very welcome.
2. They say they will cut off supplies very soon. This must be taken seriously.
3. He said there must have been 10,000 people present. This seems somewhat exaggerated.
4. All men under 40 are required to do military service. This is resisted by certain religious groups.
5. They said they had been unable to find the cause of the explosion. This aroused a good deal of concern.
6. The weather service says the dry weather will continue. This will doubtless be a relief to the farmers.
7. After a long delay they said they would support the project. This came as a relief.



8. He said he could supply the equipment at cost. This was accepted immediately.
9. It seems they are not willing to help. This obviously reduces our chances.
10. He said he could not possibly have known about it. This seems reasonable.

Now choose an appropriate summary word for these passages:

1. President Clinton said that he wanted to raise the tax for cigarettes. This..... was greeted with enthusiasm by medical organizations.
2. Ethnic rivalries have existed in this area for centuries. This is not likely to change soon.
3. Investors have poured money into stock mutual funds over the past year. This is attributed to the low interest rates available from other investments.
4. The companies profits have gone down every year since a new competitor entered the field. This may ultimately lead to declare bankruptcy.
5. The CEO's salary continued to increase even as the company lost market share. This angered many stockholders.
6. Is globalization a better strategy than localization? That continues to be the main subject of discussion at management meetings.
7. Since 1980, when Congress passed the Superfund Act to reduce industrial pollution, only 34 of the 1,245 identified priority sites have been cleaned up. During this time, approximately 40% of the fund's money has been spent on trial litigation and administrative oversight. This is the result of provisions for «strict liability» in the law.
8. The advertising agency presented several new ad campaigns to the client. None of the , however, was quite what the client wanted.
9. The town's main source of income dried up when a large factory moved its operations to another state. This will affect the entire surrounding area for years to come.
10. Consumer spending has increased only negligibly over the past quarter. Economists consider this a sign that confidence remains weak.



1.7. Заключительное выступление по основной изучаемой специальности

(Final Speech from your Major Area of Study)



YOUR FINAL PRESENTATION

For your final presentation, you will have the opportunity to present a 5-7 minute speech to the class on an academic topic of your choice. You will follow basically the same procedure as for the mid-term presentation, with exceptions explained below.

The purpose of your final presentation is to incorporate the speaking skills we have focused on this semester into a longer, well-developed presentation.

CRITERIA

The procedure for your final speech will be different from the procedure we used for the mid-term one.

Your speech must:

- be in an area of academic studies
- be on a topic of interest to students in the class
- be an absolute length of 5-7 minutes
- have a strong, well organized introduction that tells the audience what you are planning to do in your speech (see instructions below)
- be well organized
- include 1-3 visuals, one containing a short outline of your speech that you will use during your introduction (see below)
- be recorded on audio tape at least 2 times

For help in choosing your topic and organizing your speech and conclusion, look at the mid-term speech.



SELF-EVALUATION

Attached is a final evaluation form. Record your speech two times and listen to it. Then fill in the self-evaluation form. Work on improving your weak areas. Then record your speech one or two times more to evaluate your progress.

YOUR INTRODUCTION

Think of the following advice to those giving an oral presentation:

- *Tell them what you are going to tell them.*
- *Then tell them.*
- *Then tell them what you told them.*

Plan your introduction carefully by doing the following:

Get your audience's attention and introduce your topic. Then tell your audience exactly what you are going to talk about. Use expressions like "First I'll.... Then I'm going to And last I'll..." At the same time, show a visual that contains a short outline of your speech.

Final Presentation (Preparation Task)

Please fill in and give to your Business English instructor.

Your name.....

Topic of your speech.....

Introduction (see the instruction above).....

.....

.....

.....

Outline of your speech:

.....

.....

.....

.....



Major Speech Evaluation

Name:

Scale: from 3 (needs work) to 5 (very good)

Content / Topic

knowledgeable about the topic

provoked audience interest

developed the topic well

Introduction

captured audience's attention

clearly stated the topic

well organized

Organization

easy to follow,

good use of transition words

highlighted important words

made a clear conclusion

Language

communicated the meaning effectively,

defined the necessary words

appropriate vocabulary

effective grammar

pace appropriate for audience comprehension

(not too fast or slow)

Gestures / Eye Contact, Audience Engagement

maintained good eye contact

used helpful gestures to support the meaning

body language relaxed

sensitive to audience's understanding

gave appropriate response to questions

Voice Quality, Pronunciation

loud, clear and projected to audience

clear pronunciation, especially of key words

intonation pattern aided

audience understanding

Visuals / Board Work

clear visuals

good blackboard work

Presentation Mark:

Comments:

.....
.....



SAMPLE PRESENTATION EVALUATION

(courtesy of Erica Weaver, CEP visiting lecturer in Belarus)

Student:	Topic:	Date of Presentation:
Kate	Decision-making	February 24, 2001

Format: Excellent. You chose a good length of time. Although it was shorter than 20 minutes, you were wise to judge the quality of what you were doing (making an effective presentation) more important than arbitrary time guidelines.

You spoke in a way that your audience could understand, translated particularly difficult yet important words, and made good eye-contact to keep your audience connected.

Particularly good was that you put your outline on the board. By providing your audience with these well-organized notes, it made it easier for them to follow your presentation. Since the goal of any presentation is communication with your audience, this was very well done.

Content: You presented all of the most relevant features of EU *institutional* decision-making, and you did it in such a way that even complicated mechanisms and processes were clear and easy to understand for someone who hadn't done the reading. Excellent. You also included reference to indirect decision-making influences, such as interest-groups and agenda-setting (the Commission), and tied in the key concepts of the Democratic Deficit and the tension between efficiency and representation. For the purposes of *this* class, you successfully included all the important aspects of EU decision-making; you judged your audience well.

Focus and Critical Thinking: I want you to realize that although this was an A+ presentation, this does not mean that there is no room for improvement. There is always room for improvement in life, and in academics it is no different. So, with the understanding that your presentation fulfilled all my expectations of an excellent one for this class, here are some things to consider for the next one you have to give in a similar context. You made certain statements in your presentation, certain claims, that are not necessarily "fact". They *could* be, but a more informed audience would have challenged your interpretation of them. For instance, you said something like, "the EU institutions are equal to national institutions" in reference to their powers (legislative, executive, judiciary). Some people make this comparison, and supply good reasons for doing so. The reader article by Wallace is one of them, where he supports this

comparison by saying (p. 105) that what determines whether or not a community is similar to a national government is “... *the presence or absence of authority and resources at the center which effectively limit the behavior of the member states and which impose obligations on them are generally accepted.*” Since he chooses to use THIS as the determining factor, he can “make a case” for the statement that EU and national institutions are similar. He can logically provide proof that member states are bound by obligations from the “center”, and conclude that therefore as an organization the EU’s institutions are similar to national ones. When you include claims like this one, you must support it. Otherwise, your presentation should include a *reference* to the issue, like “scholars disagree and debate about whether or not the EU’s institutions are similar to national ones.” Then follow such a comment with the arguments for and against such a claim.

Grade: A+

Of course this kind of perspective involves a rather deep knowledge of the issues, of the history of scholarship around a topic. But even with the materials in the reader, it should be clear to a critical reader that *something* is undecided, that an author is trying to convince his/her readers of something. If the author is taking so much trouble to convince you, it means that some question exists about the issue and he/she is expecting you to NEED convincing.

Other Comments: I was impressed with your level of preparation and public speaking skills. Overall it was an excellent presentation.

Раздел 2. Ситуативно обусловленные фразы (*Phrases Used to Make Conversational Moves*)

Предлагаемая классификация фраз, которые позволяют устному выступлению быть связным, а также используются для интерактивной коммуникации, укладывается в четыре основных вида:

фразы, начинающие выступление (беседу, диалог);

фразы, связывающие отдельные высказывания или утверждения друг с другом;

фразы, употребляемые при реагировании на высказывания собеседника;

фразы, завершающие выступление или беседу.¹

Generally, the following verbal stratagems fall into four main categories:

OPENERS	open <i>the way</i> for you to say something; to initiate a dialogue or conversation.
CONNECTORS	<i>tie</i> your statement <i>into</i> what has just been said.
RESPONDERS	<i>respond</i> to something that has been said to keep the conversation going.
CLOSURES	bring the discussion or conversation to an end.

1. Привлечение внимания, прерывание выступления (Attention Getting / Interrupting)

Pardon / excuse me	Извините
Do you have a few minutes?	У вас есть пара минут?
Just hold on a minute	Подождите минутку
May I interrupt for a minute	Разрешите вас прервать
If I may say something here	Позвольте здесь заметить
I'd like to comment on that	Мне бы хотелось отметить в связи с этим
I'm interested in	Меня интересует
Could I just say something about	Можно мне кое-что сказать о

2. Высказывание своего мнения (Opinion Giving)

As I see it	Насколько я понимаю это
From my perspective	С моей точки зрения
As far as I can tell	Насколько я могу судить
It seems to me that	Мне представляется, что
In my opinion	На мой взгляд

¹С разрешения Б. Имбер на основе ее рукописи: B. Imber "Verbal Stratagems" (English Language Institute, University of Michigan, Ann Arbor, 1991)



As I understand it
If you want my opinion

*Насколько я понимаю
Если вас интересует мое мнение*

If you ask me

Если вы спросите меня

3. Высказывание предложений (Suggesting)

May I just suggest
If you ask me (on this issue)

*Разрешите мне предложить
Если вы спросите меня (по этому вопросу)*

Perhaps we could / should

Видимо, мы могли бы (нам стоило бы)

Would you consider

Не считаете ли вы

If I were you, I'd

Я бы на вашем месте

Why not try

Почему бы нам не

What if

А что если

4. Разъяснение (Explaining / Elaborating)

What I have in mind is
Here's what I plan
For the purpose of simplification
To illustrate my point
A classic example of this is

*Я имею в виду, что
Вот что я планирую
С целью упрощения
Для иллюстрации моей идеи
Классическим примером этого является*

To develop this point a bit further
For one thing
Let me try to spell it out for you

*Если развить эту мысль далее
Во-первых
Позвольте, я вам разъясню это*

5. Выражение просьбы (Requesting)

I could use / do with
Do you happen to have
You wouldn't happen to have ...?
Any chance of getting

*Я бы мог воспользоваться
Может быть, у вас есть
У вас не будет ...?
Есть ли возможность получить*

What's the possibility of
What I'd really like

*Какая есть возможность
Мне бы на самом деле хотелось*

6. Сообщение информации (Information / Reporting)

The information I got was	Информация, которой я располагаю
According to the	Согласно (чему-либо)
From what I've been told	Исходя из того, что мне сообщили
Strange as it may seem	Как это ни покажется странным
According to the latest reports	Согласно последним отчетам
Recent studies have shown	Последние исследования показали

7. Изложение по порядку (Ordering)

First of all	Прежде всего
To start / to begin with	Начнем с того, что
The first / second / next thing is	Первое / второе / следующее - это
(And) furthermore	(И) далее
Subsequently	Затем
Another thing is	Кроме того
Moving on to	Переходя к
Now let's look at / turn to	Теперь давайте взглянем на (обратимся к)
Lastly / finally	Наконец
As will be shown later	Как будет показано далее
This will be covered / discussed later	Об этом речь пойдет позже

8. Выделение главной мысли (Highlighting / Emphasizing)

Primarily	В первую очередь
Essentially	Главным образом
The (main) point is	Главное – это ...
Getting to the heart of the matter	Переходя к основному
The real issue here is	Главная проблема состоит в том, что
That's just the point	Дело именно в этом
The interesting thing about ... is that	Интересным в ... является то, что
The significance is	Значение (этого) состоит в
What we have to remember is	Нам необходимо помнить

Drawing your attention to
Of primary concern is

*Привлекая ваше внимание к
Основным моментом является*

9. Ссылка на другие положения высказывания
(Referencing / Linking)

As I mentioned previously / earlier
Returning now to a point made earlier

*Как я ранее отметил
Возвращаясь к высказанной
ранее мысли*

Looking back to what we saw
As with ... that I mentioned earlier

*Оглядываясь на увиденное
Что касается ..., о чем я гово-
рил(а) ранее*

As we'll see when we get to

*Как мы увидим, когда будем
рассматривать*

As I've already indicated
As opposed to our first statement

*Как я уже отмечал
В противовес нашему первому
утверждению*

Like / Unlike

Как и / в отличие от

10. Отклонение от темы (Digressing)

If I may be permitted a brief digression

*Если мне позволено несколько
отклониться от темы*

This is something off the point, but
To jump ahead a bit
Before I forget
Putting that aside for a minute

*Это немного не по теме, но
Забегая несколько вперед
Чтобы мне не забыть
Уходя на минуту от данной
проблемы*

Before I continue
Although not directly related to
By the way
Incidentally

*Прежде чем я продолжу
И хотя это прямо не связано с
Между прочим
Между прочим*

11. Возвращение к теме (Redirecting)

Getting back to the issue at hand
Now, where were we?
In any case
To get back on track
Returning to
Let's try to stick to the point

*Возвращаясь к нашей теме
Так, на чем мы остановились?
Во всяком случае
Возвращаясь к теме
Возвращаясь к
Давайте будем придержи-
ваться темы*

Let me bring things back into focus	<i>Разрешите мне вернуться к основной теме</i>
Going back to	<i>Возвращаясь к</i>
Let's not get side-tracked	<i>Давайте не будем уходить в сторону</i>
That's beside the point	<i>Это не по теме</i>

12 Размышления по ходу выступления (*Contemplating*)

It's worth considering	<i>Это стоит рассмотреть</i>
I'm really not sure	<i>Я что-то не уверен (а)</i>
In light of	<i>В свете</i>
On second thought	<i>Хотя, если подумать</i>
Well, on the surface it looks as if	<i>В общем-то, на первый взгляд это выглядит, как будто бы</i>
Let's run it up the flagpole	<i>Давайте пройдемся по основным моментам</i>

13 Затрагивание трудных моментов (*Introducing Difficult Issues*)

Frankly speaking	<i>Откровенно говоря</i>
Realistically	<i>Если оценивать реально</i>
The real problem / trouble is	<i>На самом деле, проблема в том</i>
To put it bluntly	<i>Грубо говоря</i>
Roughly speaking	<i>Грубо говоря</i>
I hate to say this, but	<i>Мне неприятно об этом говорить, но</i>
There is no other way to say this	<i>По-другому этого не скажешь</i>
This is a rather delicate (sensitive) matter	<i>Это довольно деликатный вопрос</i>

14 Спор с собеседником (*Arguing / Rejecting*)

You are missing the point	<i>Вы не понимаете</i>
That's not what I'm saying	<i>Я не это хочу сказать</i>
In a word, no	<i>Одним словом – нет</i>
That's a blatant distortion	<i>Это явное (очевидное) искажение</i>
There is not a word of truth in that	<i>В этом нет ни слова правды</i>
That's just not possible	<i>Это просто невозможно</i>

You've just taken it out of context

Вы это просто выдернули из контекста

I'd just as soon / rather not

Я бы пожалуй

Оттягивание времени (Buying Time / Hedging)

I'd like to give that some thought

Мне бы хотелось обдумать это

Well, let me think about that

Дайте мне подумать над этим

Are you asking if ... or if ...

Вы спрашиваете ... или ...

I'd prefer to comment on that later

Я, пожалуй, выскажусь позже по этому поводу

I'd like to have time to consider that

Мне бы хотелось какое-то время поразмышлять над этим

The best way I can answer at this time is

Моим лучшим ответом на сегодня будет

Well, it's difficult to say exactly, but

Трудно точно сказать, однако

Could we hold / save that for later?

Может, мы отложим это на потом?

What do some of you think?

А что вы думаете (по этому поводу)?

Исправление себя по ходу выступления (Self-Correcting)

Let me try to put it in another way

Позвольте, я это изложу иначе

What I'm trying to convey / say is

Я пытаюсь провести мысль (сказать)

Perhaps I'm not making myself clear

Видимо, я не совсем ясно выражаюсь

What I mean is

Я имею в виду, что

In other words

Другими словами

Maybe a better way of saying this is

Может быть, яснее эту мысль можно выразить

In order to avoid a misunderstanding

Для избежания недопонимания

I'd like to go back and start again

Мне бы хотелось вернуться и начать сначала.

On reconsideration

Поразмыслив еще раз



17. Сопоставление разных точек зрения (Buffering)

While I'm aware of that	<i>В то время как мне известно об этом</i>
Perhaps it's already been mentioned, but	<i>Возможно, об этом уже говорилось</i>
Though some studies show that..., others...	<i>Хотя в ряде исследований это показано, ... тем не менее, в других</i>
Correct me if I'm wrong, but	<i>Поправьте меня, если я не прав(а), но</i>
I may have missed something here, but	<i>Возможно, я здесь что-то пропустил(а), но</i>
I may be out of line here, but	<i>Может быть, я не совсем по делу (теме), но</i>
Unless I don't have the whole story	<i>До тех пор, пока я не услышу все до конца</i>
From my lay perspective	<i>Я как неспециалист считаю (с моей точки зрения непрофессионала)</i>
Please hold your objections till I'm done	<i>Прошу вас воздержаться от возражений, пока я не закончу</i>
Just suppose for a minute that	<i>Предположим на минуту, что</i>
For the sake of argument, let's say that	<i>Ради дискуссии давайте предположим, что</i>
Roughly speaking	<i>Грубо говоря</i>
Off the record	<i>Не для протокола (печати)</i>

18. Уточнение (Clarifying / Confirming / Paraphrasing)

Could you go over that one more time?	<i>Не могли бы вы еще раз остановиться на этом?</i>
Would you mind repeating that?	<i>Не могли бы вы повторить это?</i>
I didn't catch that last part	<i>Я не совсем уловил(а) последний момент</i>
What was that again?	<i>Что вы сказали, простите?</i>
Now, if I understand / read you correctly	<i>Если я вас правильно понял(а)</i>
Do you mean that	<i>Вы имеете в виду, что</i>
Are you saying that	<i>Вы хотите сказать, что</i>

Let me see if I'm following	<i>Правильно ли я понимаю</i>
In other words	<i>Иными словами</i>
So, what you're really saying is that	<i>Так вы на самом деле хотите сказать, что</i>
To put it another way	<i>Иначе говоря</i>
So, according to your statement	<i>Таким образом, согласно вашему утверждению</i>
Then would I be correct in assuming	<i>В таком случае, прав(а) ли я, если делаю предположение</i>

19. Добавление к сказанному (*Supplementing / Linking / Expanding*)

And besides...	<i>И кроме того</i>
Furthermore	<i>Более того</i>
Also	<i>Также (в то же время)</i>
What's more	<i>И более того</i>
Additionally	<i>В добавление к</i>
Building on that	<i>Исходя из этого</i>
Moreover	<i>Более того</i>
Within the same	<i>В этом же плане</i>
In keeping with	<i>Придерживаясь</i>
Analogously	<i>Аналогично</i>
And another thing	<i>И кроме того</i>
To elaborate / expand on	<i>В добавление к этой теме</i>
Not to mention the fact that	<i>Не говоря уже о том, что</i>

20. Вопросы и сомнения (*Questioning: Information seeking / Doubting*)

Do you happen to know	<i>Вы случайно не знаете</i>
I have a question	<i>У меня есть вопрос</i>
Could you explain why / how	<i>Не могли бы вы объяснить, почему / как</i>
What if / about	<i>А что если / как насчет</i>
What does it mean?	<i>Что это значит?</i>
I'm not sure I understand	<i>Я не совсем уверен, что понимаю</i>
Isn't it possible that	<i>Разве нет возможности</i>
How is that possible?	<i>Как это может быть?</i>
I don't understand how / why	<i>Мне непонятно, как / почему</i>

Is / isn't it true that	<i>Разве это правда / неверно, что</i>
The question still remains as to	<i>Вопрос насчет (...) по-прежнему открыт</i>
Yes, but will it work if	<i>Да, но будет ли это справедливо (сработает ли это) в случае</i>
Then what happens if / when	<i>В таком случае что произойдет, если / когда</i>

21. Высказывание предположений (*Hypothesizing / Postulating*)

Given that....then....	<i>Если учесть, что ... тогда</i>
In theory	<i>Теоретически</i>
By all indications	<i>По всем показателям</i>
Barring anything unforeseen	<i>Исключая все непредвиденные обстоятельства</i>
If that's the case	<i>Если все будет именно так</i>
Unless	<i>Разве что</i>
In the meantime	<i>Тем временем (между тем)</i>
If, and only if	<i>Только при условии, что</i>
In that / which case/ situation, we...	<i>В данном случае мы</i>
Hypothetically / theoretically speaking	<i>Если рассуждать гипотетически (теоретически)</i>
The best / worst case scenario	<i>В лучшем / худшем случае</i>
Excluding the unexpected	<i>Если исключить все неожиданности</i>

22. Рассуждения в ходе выступления (*Reasoning / Processing*)

As a result	<i>В результате</i>
Consequently	<i>Вследствие чего</i>
Therefore	<i>Поэтому</i>
Owing to	<i>Благодаря</i>
As a matter of fact / course	<i>Собственно говоря</i>
Thus (So)	<i>Таким образом</i>
In view of the fact that	<i>Учитывая тот факт, что</i>
As would be expected	<i>Как ожидалось бы</i>
It's not surprising that	<i>Неудивительно, что</i>

It would be safe to assume that	<i>Было бы вполне надежно предположить</i>
Taking into account	<i>Принимая во внимание (учитывая)</i>
It should come as no surprise	<i>Не должно быть удивительно</i>
It would naturally follow that	<i>Естественно в таком случае, что</i>

Выражение согласия (Agreeing)

I totally agree	<i>Я полностью согласен</i>
You have my whole-hearted support	<i>Я целиком вас поддерживаю</i>
Yes, without a doubt	<i>Да, несомненно</i>
That would seem to be correct	<i>Пожалуй, это верно</i>
Absolutely / exactly	<i>Совершенно верно</i>
That's got my stamp of approval	<i>Я целиком и полностью одобряю это</i>
Sounds good to me	<i>Мне кажется это вполне подходящим</i>
No objections here	<i>Здесь у меня нет возражений</i>
I don't have a problem with that	<i>Не вижу здесь никаких проблем</i>
I couldn't agree with you more	<i>Полностью с вами согласен</i>
OK, if that's what you want	<i>Ладно, если вам именно это нужно</i>
I'm inclined to agree	<i>Я склонен с этим согласиться</i>
It's a "go"	<i>Пойдет! (Согласен!)</i>

Выражение несогласия (Disagreeing / Negating / Countering)

No, I'm afraid not	<i>Нет, боюсь, что нет</i>
That's out of the question	<i>Об этом не может быть и речи</i>
No way!	<i>Ни за что!</i>
Where did you get that idea?	<i>Как вам пришла в голову эта идея (мысль)?</i>
I don't see it that way	<i>Я так не думаю</i>
I think you've missed the point	<i>Мне кажется, вы упустили главное</i>

There are a few holes in that argument

В этих доводах есть ряд нестыковок

This may be true, but

Может, это и так, но

You are "barking up the wrong tree"

Вы совсем не о том говорите

That's only one way of looking at it

Это лишь односторонний подход к делу

With all due respect

Со всем уважением к вам

Aren't you mixing apples and oranges?

По-моему, вы путаете боб с горохом

Yes, but aren't you forgetting

Да, но не забываете ли вы

I'm not convinced

Я не убежден(а)

I can't accept that

Я не могу этого принять

That's highly unlikely

Это маловероятно

You don't really mean that

Не думаю, что вы имеете это в виду

I'd say you're on shaky ground there

Мне кажется, у вас здесь очень шаткая позиция

25. Сравнение и противопоставление (Comparing / Contrasting)

On the one hand ... on the other hand

С одной стороны ... с другой стороны

Contrary to what we would expect

В отличие от того, что мы могли бы ожидать

In direct opposition to

В полной противоположности

Diametrically opposed

Совершенно в другой (противоположной) плоскости

Measured against

Если это сравнивать с

Similarly

Аналогично

Analogously

Аналогично

Yet

Однако (тем не менее)

26. Обобщение (Generalizing)

As a rule

Как правило

For the most part

В большинстве случаев

As a matter of course

Очевидно

By and large

В основном, в целом

Inevitably

Неизбежно

As expected

Как ожидается

On the whole	<i>В целом</i>
Generally speaking	<i>Вообще-то</i>
Typically	<i>Обычно</i>

27. Высказывание поддержки или компромиссной точки зрения
(*Acquiescing / Placating*)

On second thought	<i>Поразмыслив</i>
Well, in that case	<i>Ну, в таком случае</i>
Since you put it that way	<i>Раз вы излагаете это таким образом</i>
Now that I think about it	<i>Хотя, если подумать об этом</i>
Sure, why not?	<i>Конечно, почему бы и нет?</i>
Well, I guess you could be right	<i>Пожалуй, вы и правы</i>
You've made a very strong case for	<i>Вы очень убедительно выступили насчет</i>
That might be worth considering	<i>Это, видимо, стоит рассмотреть</i>
Let me think it over	<i>Позвольте мне обдумать это</i>
On further reflection	<i>После дальнейших размышлений</i>
You've argued that point very well	<i>Вы эту мысль провели очень удачно</i>
You've twisted my arm	<i>У меня не остается другого выхода</i>

28. Подведение итогов (*Summarizing*)

So, in a nutshell	<i>Итак, одним словом (вкратце)</i>
The bottom line is	<i>Подводя черту</i>
For all intents and purposes	<i>Если подытожить сказанное</i>
To sum it all up	<i>Суммируя все вышесказанное</i>
In effect	<i>Фактически (на самом деле)</i>
To make a long story short	<i>Короче говоря</i>
All in all	<i>В целом</i>
In brief	<i>Вкратце</i>
So you see	<i>Итак, как вы видите</i>
To put it all together	<i>Сводя все сказанное воедино</i>
So what we've seen is	<i>Как мы убедились</i>
By way of summary	<i>Подводя итоги</i>

29. Обращение к аудитории (Cueing / Signalling)

Having heard my thoughts on the matter	<i>После того как вы услышали мои соображения по данному вопросу</i>
How does that sound?	<i>Как вы находите это?</i>
Does that answer your question?	<i>Ответил(а) ли я на ваш вопрос?</i>
Is that what you were asking?	<i>Вы это имели в виду, задавая вопрос?</i>
Did / does that clear it up?	<i>Я прояснил(а) ваши сомнения?</i>
Am I missing something here?	<i>Может, я что-то не понял(а)?</i>
Does your silence mean you agree?	<i>Означает ли ваше молчание, что вы согласны?</i>
I'd be interested to hear your view	<i>Мне бы было интересно услышать вашу точку зрения</i>
I'd like to hear your perspective	<i>Я бы хотел(а) услышать ваше мнение</i>
How about the rest of you?	<i>А как остальные думают?</i>

30. Вежливое поддержание разговора (Attending)

Really?	<i>В самом деле?</i>
You don't say so	<i>И не говорите</i>
Right	<i>Действительно</i>
And then	<i>И к тому же</i>
I see	<i>Понятно</i>
You did (didn't)!	<i>Вот как! (Неужели?)</i>

31. Сожаление и сочувствие (Sympathizing)

What a shame / pity!	<i>Как жаль!</i>
I'm sorry to hear that	<i>Очень сожалею</i>
That's too bad	<i>Очень жаль!</i>
That must have been awful	<i>Это, вероятно, было ужасно</i>
My condolences	<i>Примите мои соболезнования (сочувствия)</i>
Is there anything I can do?	<i>Могу ли я вам чем-то помочь?</i>
That's terrible!	<i>Как ужасно!</i>
Oh, I'm so sorry	<i>Я так сожалею</i>
I'm here if you need me	<i>Если я вам нужен, я здесь</i>

Цитирование (Quoting)

In the (immortal) words of
And I quote here ...
As ... put it
To borrow / lift a phrase from
No one has / Few have said it better

As the saying goes
According to
As X and Y point out / state

X claims / proposes that

Цитируя (бессмертные) слова
И я здесь цитирую ...
Как сказал ...
Займствуя высказывание
Никто (мало кто) сказал об этом лучше
Как говорится
По словам
Как отмечают (утверждают)
X и Y
X считает / предлагает, что

Поддержка и одобрение (Complimenting / Encouraging)

Good job!
Keep it up!
I knew you could do it
Nice try!
That's great / wonderful / terrific

Exactly!
So far so good!
Absolutely right!

Молодец!
Так держать!
Я знал, что ты это сможешь!
Хорошая (удачная) попытка!
Просто великолепно (замечательно)!
Вот именно!
Очень хорошо!
Совершенно верно!

Завершение выступления (Concluding)

In conclusion
Let me close by saying

Due to time constraints
Wrapping it up
I see my time is up

Thank you for your attention
I appreciate your interest

Thank you for the opportunity to

В заключение
Разрешите мне закончить тем, что

Из-за ограниченного времени
Закругляясь
Я вижу, что у меня заканчивается время

Спасибо за внимание
Я признателен вам за проявленный интерес

Благодарю вас за возможность



Часть IV.

**ТЕЛЕФОННЫЕ РАЗГОВОРЫ
И ПЕРЕГОВОРЫ**
(*TELEPHONE CONVERSATION
AND NEGOTIATIONS*)

Раздел 1. Телефонные разговоры
(*Telephone Conversations*)

Телефонный разговор с зарубежным партнером по бизнесу требует определенной подготовки и навыков устного делового общения по телефону.

В этом разделе мы остановимся на следующих моментах:

1. Подготовка к телефонному разговору (*Preparing for a phone conversation*).
2. Как ответить на звонок (*Receiving phone calls*).
3. Как принять и передать сообщение (*Taking and leaving messages*).
4. Как переспросить (*Asking for repetition*).
5. Как оставить сообщение на автоответчике (*Leaving a message on an answering machine*).
6. Выбор стиля в телефонном разговоре (*Choosing a style in a telephone conversation*).
7. Полезные выражения для телефонных разговоров (*Helpful expressions for telephone conversations*)¹

¹ Более подробно см.: R. Gairns, S. Redman. *True to Life. English for Adult Learners. Upper-Intermediate*. Cambridge University Press, 1998; M. Irvine, M. Cadman. *Commercially Speaking*. Oxford University Press, 1999; S. Sweeney. *English for Business Communication*. Cambridge University Press, 1997.



1.1. Подготовка к телефонному разговору. Preparing for a Phone Conversation



- think of all the questions you need to ask or things you are going to say;
- prepare all the documents that you will need for your phone call;
- have your diary at hand (for appointments), some paper and a pen;
- make sure you know the situation before you make a call.

Here is a phone conversation between business partners. Pay attention to the useful expression *in italics*. What is Brenda Dyer up to?

Mr. Jackson: Good morning, Sales Department of the L.L Bean company.

Brenda Dyer: *Good morning, my name is Brenda Dyer. I'm calling from GMC in Detroit, Michigan. Could I speak to Mr. Jackson, please?*

Mr. Jackson: *Speaking. Good morning, Miss Dyer. What can I do for you?*

Brenda Dyer: My colleague Joan Smith wrote to you recently and we received your sales material. *We're interested in ordering some T-shirts to give away as Christmas gifts to our customers. We understand we can create our own design. Is that right?*

Mr. Jackson: Yes, that's right. You send us a deposit and we produce a proof garment from your design.

Brenda Dyer: *We are a little anxious about the delivery times. You see, we need the goods by mid-November at the latest.*

Mr. Jackson: Yes, I see. Well, if you send your order off now, you should receive our proof garment in two weeks.

Brenda Dyer: Two weeks?

Mr. Jackson: Well, we could make it one week *if you write a note saying it's urgent.*

Brenda Dyer: Good.

Mr. Jackson: Then if you send us the order, we can send you the invoice immediately.

Brenda Dyer: *If we fax you a copy of our banker's order, would you accept that or do you wait until the money is credited to your account?*

Mr. Jackson: I'm afraid we have to wait until we receive the money. *But it usually takes two or three days at the most.*

Brenda Dyer: *Thank you very much indeed, Mr. Jackson. You've been most helpful.*

1.2. Как ответить на телефонный звонок

Receiving Phone Calls



- if you expect a phone call, think about what they will say or ask;
- check all the relevant documentation regarding the call;
- if you are not ready to answer their questions, ask them to call you back later.

Compare the following two samples of phone conversations.



Secretary: Hello.
Mr. Headington: Is this "Bendon & Brothers"?
Secretary: Yes, who's speaking?
Mr. Headington: My name is Alan Headington from "Mennings Constructions". I'd like to find out about the progress of our issue.
Secretary: Oh, Mr. Herrington...
Mr. Headington: No, *Headington*, as in "head".
Secretary: So what was it, Mr. Headington?
Mr. Headington: Well, the contract, of course! I called you the day before yesterday.
Secretary: Ah, the contract... I don't have any info on that from our main office yet. Perhaps they're still working on it.
Mr. Headington: Do you think they'll be ready before this weekend?
Secretary: Maybe, I don't really know. Call us tomorrow. No, better on Friday morning, Okay?
Mr. Headington: I'm not sure my boss will be pleased with this attitude, Mam.
Secretary: Well, I don't think I can help you in that, I'm afraid. Bye-bye...



Secretary: Hello, Jason Travels, how can I help you?
Customer: I'm calling to find out about group air tickets to Minsk, Belarus, for a conference on Chernobyl.
Secretary: Who is calling, may I ask?



- Customer:* My name is Kent Brown, the order was placed on my name.
- Secretary:* All right, Mr. Brown. Your order is being processed at the moment, but if you have any questions on the flight itinerary, I'll be happy to provide you with all the information.
- Customer:* First of all, we're going to be eleven, not ten, as originally planned. Is that any problem for you to make this change in our order?
- Secretary:* Let me see, Mr. Brown. Now, we can put another person in, but it's going to be at the back of the plane, and we need the passenger's full name please.
- Customer:* Yes, of course. This is also Brown, my wife Nancy Brown.
- Secretary:* I got it. How are you going to pay, Mr. Brown?
- Customer:* I'm going to pay on the credit card.
- Secretary:* Could you give me the card number and the expiry date please?
- Customer:* It's 224-0045-8733561, August 3rd, 2002.
- Secretary:* And what's your phone number please?
- Customer:* My number is 505-3457-7811
- Secretary:* Let me repeat it: 505-3457-7811. I'll call you back this afternoon, Mr. Brown. Will you be available between 4 and 5 p.m.?
- Customer:* You know, I was going to leave after 4 pm. Can we make it before that if possible? Or I could call you from downtown after 4 p.m.
- Secretary:* That sounds good. Thank you for calling us, Mr. Brown. Bye-bye for now.
- Customer:* Good-bye.

1.3. Как принять и оставить сообщение

Taking and Leaving Messages



When you are taking a message, put it on a message pad:

Telephone Message

For: _____

Time call: _____

Caller: _____

Company _____

Phone number: _____

Message: _____

Below are two samples of a phone conversation with telephone messages following them.



- Secretary:** Hello, Philips Company. How can I help you?
- Sergey Klimov:** Good morning. My name is Sergey Klimov from Minsk, Belarus. I'd like to speak to Mr. Scherer please.
- Secretary:** I'm sorry, Mr. Scherer is not here at the moment. Could I have you name again please?
- Sergey Klimov:** Yes, my last name is Klimov, K...L...I...M...O...V, and my first name is Sergey, S...E...R...G...E...I.
- Secretary:** Yes, Mr. Klimov from Minsk, Belarus, right?
- Sergey Klimov:** That's right. Could you tell him to call me back when he's got a moment? I wanted to check the agenda of our meeting.
- Secretary:** Yes, I'll ask him to do that. Does he have your number, Mr. Klimov?
- Sergey Klimov:** I think so. Just in case please put it down: + 375-17-227-6534. Let me repeat it. 375 – this is an area code of Belarus, 17 – this is for Minsk, and 227-6534 is the number in the city of Minsk.
- Secretary:** Correct. All right, thank you for calling, and Mr. Scherer will call you back in the afternoon.
- Sergey Klimov:** Thank you very much indeed.
- Secretary:** You're very welcome, Sir.

**Telephone Message****For:** Mr. Scherer**Time of call:** 10:20 am**Caller:** Sergey Klimov**Company:** didn't say;
from Minsk, Belarus**Phone number:** 375-17-227-6534**Message:** Please call back in the afternoon re the agenda
of the meeting.**(2)**

Assistant: Hello, this is the IMF office in Belarus. Can I help you?
Susan Todd: Hi, this is Susan Todd from the IMF Fiscal Department.
Is Mark Horton there?

Assistant: I'm sorry Mr. Horton is in a meeting right now. Shall I
ask him to call you later or would you like to leave a
message?

Susan Todd: No, it's Okay. I'll fax him.

Assistant: Oh, good. You've got our office fax number, don't you?

Susan Todd: Yes, I'm sure. Bye for now.

Assistant: Bye-bye.

Telephone Message**For:** Mark**Time of call:** 4pm**Caller:** Susan Todd**From:** Fiscal Dept.**Phone number:** (available in the IMF directory)**Message:** none, she will fax.



Now, on the basis of the following phone conversation write down a telephone message.

- Reception:** Good morning, "Riegling and Co.". Can I help you?
Chris Witt: Hello, I am Chris Witt from "Sadler and Sons Ltd.". Please could I speak to Mr. Jeff Smith?
Reception: I'm sorry, but Mr. Smith is not in at the moment.
Chris Witt: I see. When do you think I could contact him?
Reception: Well, at the moment he's away. He hasn't left his schedule for today. Would you like to leave a message?
Chris Witt: Yes, perhaps you would ask Mr. Smith to call me? My name is Witt, W...l... double T, Chris Witt. And my phone number is 181-166-7851.
Reception: I got it, Mr. Witt.
Chris Witt: Thank you. I look forward to hearing from Mr. Smith.
Reception: It's a pleasure. Thanks for calling. Bye for now.

1.4. Как попросить повторить информацию

Asking for Repetition



When you are not sure you have understood something, ask for repetition. Any request for repetition or repetition itself must be followed by acknowledgement (confirmation of receiving the information), for example:

- I beg your pardon. I didn't catch that.
- I am calling from Minsk, Belarus (*repetition*)
- Oh, I see (*acknowledgement*)

Read the following phone conversation and pay attention to the phrases of asking and giving repetitions:

- Receptionist:** Good morning, Johnson and Johnson Inc. How can I help you?
Lilia Korzun: Hello, my name is Lilia Korzun. I recently sent you my résumé and wrote about an interview, but I haven't had any reply yet.
Receptionist: I'm sorry, could you repeat your name please?
Lilia Korzun: K...O...R...Z...U...N, Korzun, and my first name is Lilia, L...I...L...I...A.
Receptionist: I see. And who did you write to?
Lilia Korzun: To Mrs. Lynne Wright in Human Resources.



- Receptionist:* I beg your pardon, I didn't catch that.
Lilia Korzun: To Mrs. Lynne Wright – Human Resources Department.
Receptionist: Oh yes. Was there a date for the interview suggested?
Lilia Korzun: I thought I would be able to come on June 4th, but at this point the best time would be between June 8th and 11th because of my final exams.
Receptionist: Right. I've got that now. Could you hold on please?
 Okay, Lilia. Mrs. Wright said she would be able to see you on June 10th at 11:30 AM.
Lilia Korzun: I'm sorry. Could you please repeat that?
Receptionist: On Tuesday, June 10th, eleven thirty.
Lilia Korzun: Oh, thank you very much. You've been very helpful.
Receptionist: No problem at all. Bye-bye.

1.5 Как оставить информацию на автоответчике Leaving a Message on an Answering Machine



When there is nobody in the office you are calling, an answering machine is a good device to leave your message. Here are some hints on using an answering machine:

- speak after the tone in the recorded answering machine's voice;
- speak slowly, clearly and use simple language;
- spell your name when introducing yourself;
- leave your phone number with a full area (country) code;
- make your message short and informative.

Here is a sample of the recorded voice:

You have reached the Telecom office. We are not able to take your call right now. Please leave your message after the tone, and we'll get back to you as soon as we can. Thank you for calling.

Below you'll find a few messages left on the answering machine:



Message 1

Good morning, this is Greg Martin calling, M...A...R...T...I...N, from Iowa State, Ames. I wanted to check the number of orders we placed with you last week. Could you please call me at 512-349-8712. Thank you.



Message

Hello, my name is Nikolai Pashkevich. I'll spell my last name: P...A...S...H...K...E...V...I...C...H. I am calling from Minsk, Belarus, regarding the arrival time of our interns to your company next week. I tried to send you a fax, but I never got an "OK" reception. They will arrive at JFK airport next Tuesday at 7:10 pm. Please give me a call to acknowledge this message at +375-17-238-6521. Once again: +375-17-238-6521. Thank you. Hope to hear from you soon.



Message

Hello, I'm Steve Banks, B...A...N...K...S from Cooper and Brothers. Please give me a call regarding the delivery time of the stationery you have ordered. I'm available every morning between 9 and 11 at 412-6528. Thanks, bye.

1.6. Выбор стиля в телефонном разговоре Choice of Style in a Telephone Conversation



The choice of style (formal or informal vocabulary, grammar and intonation) depends, in the first place, on the relationships between the participants of the telephone conversation (*formal* or *neutral* for people whose social status is different or those who don't know each other and *informal* for friends, fellow-students or colleagues). Other situational factors, such as *the subject-matter of the conversation*, *the place of the conversation* and others also influence the choice of style, or, to be more exact, a variation within formal or informal style.

COMPARE THE FOLLOWING TELEPHONE CONVERSATIONS AND CLASSIFY THEM ACCORDING TO THEIR DEGREE OF FORMALITY (FORMAL, NEUTRAL, INFORMAL)

[based on: M. Irwin, M. Cadman *Commercially Speaking*. Oxford University Press, 1999]

Are the conversations below formal? neutral? informal? Why? Where are the interlocutors – in the office, at home, calling from a public phone...? What is the subject-matter of each conversation? Are they *talking shop*, i.e. discuss business, or *having a small talk*, i.e. speak about everyday matters? Are they using full or elliptical (shortened) sentences? Is their vocabulary formal, neutral or informal?



Phone Conversation 1.

- Hello.
- Hello. Is that you, Bob?
- Yes, it's me. Who's calling?
- This is Peter.
- Crocodile Pete himself! How are you?
- Am I disturbing you? Is it a good time to call?
- Sure, I wasn't doing anything special. As a matter of fact, I'm on a train [speaking on a cell phone].
- So am I.
- Going somewhere nice?
- I hope so.
- Excuse me, that's my other mobile ringing. Hang on a minute.
- Your other mobile? You mean you have two?
- Sure. One's my private number, and one's for work. Now what can I do for you?
- I wanted to ask you for a telephone number.
- Shoot!
- Do you remember that guy at the party last Friday? The one who sells special cards?
- Yeah, Ted Willow.
- That's it. Ted Willow. Do you have his number?
- Not on me, but I can let you have it after the weekend. I'm going on a course this weekend to improve my business communication skills.
- No! Really? So am I. At a hotel near the Zoo?
- Exactly!
- Hey, we might be on the same train! What can you see out of the window?
- Right now I can see a field with some farmers.
- And a green tractor?
- Yeah, a green Ford tractor. We must indeed be on the same train. See you in the coffee bar.
- Sure, I'll be right there!



Phone Conversation 2.

- I'd like to speak to George Robins please.
- Just a moment.
- Good morning, Robins speaking.



- This is Brenda Winter from San Diego, California.
- Oh, hello Brenda.
- Have you heard about the accident?
- Accident? Oh yes, I have. And your desks were damaged. What would you like me to do?
- Have you any more available?
- Well, not as many as you ordered. You asked for fifty, we have only thirty available today. But we could produce another twenty by the end of the next week. Let me see, by Friday the eleventh.
- The end of next week! But we need them now!
- Right, but we have a lot of orders, you know.
- Yes, but our goods were damaged. Can't you do anything about it? Can't you help us?
- I know how you feel, Brenda. Well, let me talk to our production manager, and I'll get back to you later in the day.
- Thank you, and can you send them by air freight? I mean it'll save us a lot of time, you know.
- Yes, and I'll send someone to the airport with them.
- Oh good, but we must have the desks by the seventh.
- Okay, I'll see what we can do. And I'll be in touch later.
- Thanks a lot, good-bye.



Phone Conversation 3.

- Hello. Western Airlines. Can I help you?
- Yes. Can you check if there are any seats available for a flight to Los Angeles please?
- Yes, sir. When are you thinking of flying?
- On the morning of the twelfth. The first available flight.
- Is six fifteen too early?
- No that's fine. Well, maybe it's a little early. Have you got something a bit later? Around ten or eleven perhaps?
- There's a flight at ten twenty that gets in at two thirty.
- That would be great. How much is it?
- Two hundred and ten dollars plus tax.
- Fine.
- What's the name please sir?
- Weyels. Jack Weyels – W...E...Y...E...L...S
- How would you like to pay?
- I'll pay on my VISA card.



- Could you give me the card number and expiry date please sir?
- Sure, it's 2235-2500-97664, January 20th, 2003.
- Thank you for calling us. Please make sure you're at the airport forty minutes before the flight.
- Thank you. Bye.

1.7. Полезные выражения для разговора по телефону. Helpful Expressions for Telephone Conversations

How can I help you?	<i>Чем я могу Вам помочь?</i>
Could I speak to N please?	<i>Могу я поговорить с...?</i>
Who is calling please?	<i>Кто это говорит?</i>
N speaking.	<i>N слушает.</i>
This is NN from...	<i>Это NN из...</i>
I'm calling from...	<i>Я звоню из...</i>
I'm calling about...	<i>Я звоню насчет...</i>
I'm sorry, I didn't catch your name.	<i>Извините, я не расслышал, как Вас зовут.</i>
Sorry, could you repeat your number?	<i>Извините, не могли бы Вы повторить Ваш номер?</i>
I've got that now.	<i>Теперь понятно.</i>
I see, thank you.	<i>Понятно, спасибо.</i>
I'd like to speak to...	<i>Мне бы хотелось поговорить с</i>
Hold on (hold the line) please.	<i>Подождите, пожалуйста.</i>
I'm afraid he's not in the office.	<i>Вы знаете, его нет в кабинете.</i>
I'm sorry, he is not available.	<i>Извините, но его сейчас нет.</i>
He is in the meeting right now.	<i>Он сейчас на заседании.</i>
Could I speak to someone else?	<i>Могу ли я поговорить с кем-нибудь еще?</i>
Could you give her a message?	<i>Не могли бы Вы ей оставить сообщение?</i>
Do you know when she'll be back?	<i>Вы не знаете, когда она вернется?</i>
Can I take a message?	<i>Что-нибудь передать?</i>
Please tell (ask) him...	<i>Пожалуйста, скажите ему (попросите его)...</i>



I'll make sure Mr. X gets your message.

Я обязательно передам Ваше сообщение г-ну X.

Shall I get him to call you?

Передать ему, чтобы он Вам позвонил?

If you give me your phone number, I'll ask him to call you later.

Если Вы оставите Ваш номер телефона, я попрошу его перезвонить Вам позже.

Would you like to leave a message?

Вы хотите что-нибудь передать?

I'll get back to you later in the day.

Я созвонюсь с Вами сегодня попозже.

Would you like to speak to his assistant?

Вы бы хотели поговорить с его помощником?

Shall I ask him to call you back?

Попросить его, чтобы он перезвонил Вам?

That would be great.

Это было бы замечательно.

What would you like to know?

Что бы Вы хотели выяснить?

How would you like to pay, sir?

В какой форме Вы собираетесь рассчитываться?

I'll pay on my credit card.

Я буду рассчитываться по кредитной карточке.

You know, we haven't received...

Видите ли, мы не получили...

Unfortunately, there's a problem with...

К сожалению, существует проблема с...

It's not the first time we've had this problem.

Мы уже не первый раз сталкиваемся с этой проблемой.

If the problem is not resolved, we'll have to...

Если эта проблема не будет решена, нам придется...

I'm very sorry about the problem.

Я очень сожалею по поводу этой проблемы.

I'm sorry to hear that.

Мне очень жаль это слышать.

I'm afraid that's not quite so.

Это не совсем так.

Can I ask you a favour?

Можно попросить Вас об одолжении?

I have a question for you.

У меня к Вам вопрос.

When could I reach him please?

Когда бы я мог с ним связаться?



Will you call back later?	<i>Вы можете перезвонить позже?</i>
I'll see what I can do.	<i>Я посмотрю, что я смогу сделать.</i>
How do you spell your name?	<i>Как пишется Ваша фамилия?</i>
Could you repeat that please?	<i>Не могли бы Вы повторить?</i>
I'm interested in...	<i>Меня интересует...</i>
I'm really sorry about this.	<i>Я действительно сожалею об этом.</i>
Can you give me information about accommodation?	<i>Дайте мне, пожалуйста, сведения о размещении.</i>
Is there a discount for bigger orders?	<i>А на более крупные заказы есть скидка?</i>
I'd like to speak to someone about ...	<i>Мне бы хотелось поговорить с кем-нибудь насчет...</i>
Could we arrange a meeting some time next week?	<i>Не могли бы мы устроить встречу на следующей неделе?</i>
What about next Wednesday?	<i>Как насчет следующей среды?</i>
We have an appointment for next week, but the problem is...	<i>У нас назначена встреча на следующей неделе, но дело в том, что...</i>
I'm afraid I can't come on that day. Could we fix another day?	<i>Боюсь, я не смогу прийти в этот день. Может, мы смогли бы назначить другой день?</i>
I think you have the wrong number.	<i>Мне кажется, у Вас неправильный номер телефона.</i>
It was nice talking to you.	<i>Приятно было поговорить с Вами.</i>
Thanks very much for your help.	<i>Спасибо большое за помощь.</i>
You've been very helpful.	<i>Вы мне очень помогли.</i>
Please call if you need anything else.	<i>Пожалуйста, звоните, если Вам нужно будет еще что-нибудь.</i>
We look forward to hearing from you.	<i>Будем ждать от Вас известий.</i>
Bye for now.	<i>Всего доброго.</i>



ПРАКТИЧЕСКОЕ ЗАДАНИЕ

- 1 Оставьте сообщения на автоответчике своим партнерам по бизнесу в следующих ситуациях:

Practice leaving messages on the answering machine of your business partners:

- A. you are calling to confirm your arrival time;
- B. you are calling to ask their parking lot location;
- C. you are calling to invite them to a press conference;
- D. you are calling to let them know how many people will be present at the reception;
- E. you are calling to remind them of their promise to bring sample of product for tomorrow's meeting.

- 2 Добавьте необходимые по смыслу реплики в следующие телефонные разговоры.

Add the missing phrases to the following phone conversations.



Phone Conversation 1.

- A: Hello. Procter and Gamble. How.....?
- B: My name is Viktor Savin, I'm from Minsk, Belarus. I'd like to speak to Mr. Trent please.
- A: Oh, I'm sorry. Mr. Trent Could I have your name again please?
- B: Yes,
- A: Right, Mr. Savin. From Minsk, Belarus?
- B: Could you ask Mr. Trent to call our office when he's back after the meeting?
- A: Does he have your phone number?
- B:, but just in case it's +375-17- 284-1600
- A: +375-17-284-1600
- B:
- A: OK, Mr. Savin, thanks for calling. later today.
- B: That's very good.



Phone Conversation 2.

- A:** Good morning. Denver Trade Company, how can I help you?
B: Hello, my name is Ted Treaster. I recently wrote to you about an interview date, but
A: I'm sorry.?
B: Yes, Ted Treaster. T...R...E...A...S...T...E...R.
A: All right, Mr. Treaster.?
B: I wrote to the Human Resources Department.
A: I see. And did you suggest the interview date?
B:, because I've got exams after May 15th.
A: So you could come any time between 10th and 15th?
B:, if that's OK with you.
A: Hold on Does Friday May 14th suit you?
B:?
A: 11 a.m. How about that?
B:
A: Then we'll see you on Friday, Mr. Treaster.
B:

Phone Conversation 3.

- Ed Butler:** Hello, Mr. Green.?
Tod Green: Very well, thank you. What can I do for you?
Ed Butler:?
Tod Green: Yes, Mr. Butler. We received your order yesterday.
Ed Butler: The problem is that we have to change the number of sweaters from 25 to 40.
Tod Green:?
Ed Butler: No, the colour doesn't matter. Please leave the same size.
Tod Green:
Ed Butler: All right, I'll send a fax right away. Thank you, Mr. Green.
Tod Green:?
Ed Butler: We're going to place our orders for other items as well.
Tod Green: Feel free to contact us any time.
Ed Butler:

Составьте диалоги (телефонные разговоры с партнером по бизнесу), пользуясь помещенным выше списком полезных выражений для телефонных разговоров.

Раздел 2. Переговоры (*Negotiations*)

Самая общая схема переговоров состоит из определенного предложения (*suggestion*), контрпредложения (*counter-suggestion*), компромисса или соглашения (*agreement*) и подтверждения этого соглашения (*confirmation*), например:

Ситуация 1.

- A: What are we going to start with?
B: Why don't we invite our colleagues from the Accounting Department to discuss this issue? [*suggestion*]
A: We could do that. But I think we need to know exactly our line and keep to it. [*counter-suggestion*]
B: Right. This is perhaps what we'll discuss now in the first place. [*agreement*]
A: Good. Let's do it right now. [*confirmation*]

Ситуация 2.

- A: We would like to have a 10% discount for immediate payment. [*suggestion*]
B: We can give you only 7% if that's OK with you. [*counter-suggestion*]
A: That's all right. [*agreement*]
B: Well, then a 7% discount and immediate payment. [*confirmation*]

Существует целый ряд подходов к ведению переговоров, каждый из которых обусловлен той или ситуацией. В переговорах, нацеленных на установление долгосрочных партнерских отношений, обычно используют формулу, предложенную исследователями Гарварда, заключающуюся в *преследовании собственных интересов при сохранении хороших взаимоотношений с людьми, интересы которых не совпадают с Вашими.*¹

¹Fisher, R., Ury, W. Getting to Yes, Negotiating Agreement without Giving in. , Arrow Books, 1981.

Preparing for a negotiation includes the following issues:

- 1) Prepare your negotiating position - know your aims and objectives.
- 2) Identify your minimum requirements.
- 3) Decide what concessions you could make.
- 4) Know your own strengths and weaknesses.
- 5) Prepare figures, calculations and support materials you may need.
- 6) Know your role as part of a team.
- 7) Prepare your opening statement.

STUDY THE FOLLOWING DIALOGUES RECORDED DURING NEGOTIATIONS AND IDENTIFY ALL THE STEPS THAT NEGOTIATORS TAKE WHEN TALKING.

(based on S. Sweeney's "English for Business Communication" Teacher's Book. Cambridge University Press, 1997).

- Well, we're happy to buy a machine if you can give us a good price.
 - I'm sure we can. As you know, our prices are very competitive.
 - Even so, I'm sure you can allow us a discount?
 - Okay, well a discount could be possible if you agree to pay for the shipping costs.
 - That sounds Okay, if the discount is a good one.
 - How about 4 per cent?
 - 6 per cent would be better.
 - I'm sorry we can't manage that unless you pay for the installation.
 - Okay, our engineers will take care of that.
 - Okay then. So to confirm: a 6 per cent discount but you pay all the shipping and installation costs.
 - That sounds all right.
- ...
- Well, I'd like to summarise – go over the points we've agreed on. Is that Okay?
 - Yes, of course, go ahead.

- Well, the first point is that the property includes all the land presently occupied by the station buildings and also the former car parks to the east of the station, the offices here to the west and the warehouses alongside the tracks. It does not include the present government-owned housing on the north side of the railway lines. The remaining land will be developed by Gibson Trust and later sold off separately. Is that an accurate summary?
- Yes, that's right. It's fine.
- Okay. So I think that's fine then. Shall we stop there? I think we've gone as far as we can today. We just need to decide on our next meeting. Can we do that now? I mean sort out the next steps...
- Yes, okay.
- Well, as I understand it, in our next meeting we should examine development plans. Finally, we'll draw up contracts. Then we'd need a little while to consider the contracts. So probably everything should be in place for signing contracts by the end of June. Does that sound reasonable?
- Yes, June, that should be okay. So when can we meet to look at development plans?
- Well, could it be April 10th? Or any time that week?
- April 10th would be okay. Same time 10 a.m.?
- Yes, that's okay. Well, thanks for coming then. And I'm glad we've been able to make progress, to reach agreement, you know. It's been very constructive, and we'll send you a report.
- Very well. We're also pleased to have reached this stage.

MAKE UP DIALOGUES IN WHICH THE OFFERS MADE ARE REJECTED. FOLLOW THE PATTERNS BELOW.

Patte

- Let me make a suggestion. If you agree to buy 100 units every month for the next twelve months, we'll agree to a 10 per cent discount.
- Unfortunately, I can't say how many we'll need in six months and certainly not in twelve. I can't take the risk on such a large order at this stage.

Pattern 2

- The price we're offering excludes installation costs but does include a twelve months' guarantee.
- I'm afraid that's not really acceptable. You know that other suppliers offer free installation and a two-year spare parts and labour warranty?

Pattern 3

- I think that the minimum investment in advertisement must be \$40,000; otherwise we cannot reach enough of our market. It's not much to ask for.
- It's a pity, but it's still more than our budget. I can't go that high.

What you, as a negotiator, need to be aware of can be listed as follows:¹

- 1) How to build relationships
- 2) How to reach an agreement
- 3) How to exchange information
- 4) How to deal with questions
- 5) How to generate and evaluate options
- 6) How to put forward and react to proposals
- 7) How to bargain and move towards agreement
- 8) How to close the negotiations

**ПРАКТИЧЕСКОЕ ЗАДАНИЕ**

1. Найдите ответы на вопросы по теме о встречах и переговорах
(based on: A. Lloyd, A. Preier. *Business Communication Games*. Oxford Univ. Press, 1996)

¹ More in detail see: O'Connor Ph., Pilbeam A., Scott-Barrett F. *Negotiating*. Longman Group UK Ltd., 1992.

QUESTIONS

1. If everyone at a meeting votes the same way, the decision is...

2. How do you as a chairperson postpone a decision?

3. How can you interrupt politely?

4. How can you show complete agreement with the last speaker's suggestion.

5. How can you politely avoid answering a question?

6. How can you show disagreement politely?

7. What non-verbal communication shows you are listening?

8. You are the chairperson. The discussion is getting away from the point. What do you say?

9. You are at formal meeting and would like to speak. What do you say?

ANSWERS

A. a) I would like to propose the motion that... Or: b) I would like to move that.

B. a) Ladies and gentlemen, I declare the meeting open.

Or: b) Let's get down to business, everyone!

C. a) Sorry to interrupt, but could I ask for clarification?

Or: b) Could I come in here for a moment?

D. a) If no one objects, I suggest we leave this matter until ...

Or: b) With your approval, I propose we defer this until ...

E. unanimous

F. a) I'm sorry, but I can't agree with that.

Or: b) I can see what you mean, but ...

G. It means that you decide not to vote. This is called an abstention.

H. a) If no one has anything to add, can we move on to ...?

Or: b) Now I'd like to turn to item number ...

I. a) Could we stick to the agenda, please?

Or: b) I think we're getting side-tracked here.

QUESTIONS

ANSWERS

10. You are at a formal meeting and would like to make a proposal. What do you say?

J. a) Well, it's rather difficult to say at the moment.

Or: b) I'm not in a position to comment on that just now.

11. What is the casting vote?

K. a) Mr./Madam Chairman, May I have the floor?

Or: b) With the Chair's permission, I'd like to comment on ...

12. You are the chairperson and are opening a meeting. What do you say?

L. Nodding occasionally; smiling from time to time; keeping eye-contact with the speaker.

2. На основе помещенных ниже восьми комплексов полезных выражений для переговоров составьте диалоги, которые относятся к интересующей вас теме переговорного процесса.

Полезные выражения для переговоров
(Helpful Expressions for Negotiations)

Комплекс 1.

Как устанавливать отношения

How to build relationships

Let me introduce (I'd like you to meet) my colleague Alexandr N.

Разрешите мне представить Вам моего коллегу Александра N.

This is Nina N., head of the planning division.

Это Нина N., начальник планового отдела.

How do you do?

Здравствуйте (ответ тот же).

Pleased to meet you.

Приятно познакомиться.

Pleased to meet you, too.

Мне тоже приятно с Вами познакомиться.

By the way, please call me by my first name (Richard).

Кстати, пожалуйста, зовите меня по имени (Ричард).

How are you?

Как поживаете (= Здравствуйте)

Very well, thank you. How are you?

Хорошо, спасибо. А Вы?

This is your first visit to Belarus, isn't it?

Вы ведь первый раз в Беларуси, не так ли?

Unfortunately, this is very short visit, so we won't be able to see much.

К сожалению, это очень краткий визит, поэтому мы не сможем многое увидеть.

That's true (That's quite right).

Совершенно верно.

That's a pity.

Жаль.

Oh really?

В самом деле?

Комплекс 2

Как приходить к соглашению **(How to Reach an Agreement)**

Can we now agree on the overall procedure?

Давайте сейчас договоримся по общей процедуре.

First of all, I think we should establish the overall procedure.

Прежде всего, мне кажется, нужно установить общую процедуру.

Our main objective is to...

Наша главная задача — ...

What we'd like to achieve from this meeting is...

На этой встрече нам бы хотелось ...

We'd also like to talk about... (Another issue we'd like to discuss is ...)

Мы бы также хотели обсудить... (Еще одна проблема, которую мы хотели бы обсудить — это ...)

Another objective, as we see it, is...

В качестве другой задачи, как нам представляется, ...

Something else we'd like to achieve is...

Нам также хотелось бы договориться о ...

Does that fit in with your objectives?

Соответствует ли это Вашим целям?

Is that OK with you? (Does that sound OK?)

Как Вы на это смотрите?

Does that seem acceptable to you?

Считаете ли Вы это приемлемым?

Could we now agree on (the order in which we want to talk about things)?

Можем ли сейчас прийти к соглашению (о порядке обсуждения вопросов)?

Certainly (Yes, indeed).	<i>Безусловно.</i>
I think we should start by (looking at your situation).	<i>Я думаю, нам следует начать с (рассмотрения Вашей ситуации).</i>
Would you go along with that?	<i>Вас это устраивает?</i>
We could then move on to...	<i>Затем мы могли бы...</i>
Perhaps we could (outline our objectives).	<i>Вероятно, мы могли бы (определиться по целям).</i>
I'd like to check what you hope to achieve.	<i>Мне бы хотелось узнать, какие Вы преследуете цели</i>

Комплекс 3

Как обмениваться информацией (How to Exchange Information)

Our company was founded (established, set up) in ...	<i>Наша фирма (компания) была основана в ...</i>
We manufacture (produce)	<i>Мы производим</i>
Currently, we are the largest producer of ...	<i>В настоящее время мы являемся крупнейшим производителем ...</i>
Our exports now account for...	<i>Объем экспорта у нас составляет сейчас ...</i>
We are interested in ...	<i>Нас интересует ...</i>
Our key interest here is ...	<i>Основной интерес для нас здесь представляет ...</i>
It's vital for us ...	<i>Нам жизненно важно ...</i>
International cooperation is extremely important to us.	<i>Международное сотрудничество для нас чрезвычайно важно.</i>
... is of lesser importance to us.	<i>... менее важно для нас.</i>
... is a lower priority.	<i>... является менее приоритетным.</i>
Perhaps I could just recap on your main points.	<i>Разрешите мне суммировать (подытожить) основные положения Вашей позиции.</i>
I'd just like to go over your main points.	<i>Мне бы хотелось пройтись по основным моментам Вашей позиции.</i>

As I understand it, ...

Насколько я это понимаю,

As I recall, you said ... (If I am not mistaken...)

*Как мне помнится, Вы сказали ...
(Если я не ошибаюсь...)*

Yes, that's the situation.

Да, ситуация именно такая.

Yes, that's right.

Да, совершенно верно.

We think that you are the right kind of company to discuss these things with.

Мы полагаем, что Вы как раз та компания, с которой следует обсуждать эти вопросы.

I think we should be able to help you.

Я считаю, что мы смогли бы Вам оказать помощь.

Комплекс 4

Как задавать вопросы и отвечать на них

How to Deal With Questions

Can I just ask you a few questions about your basic requirements?

Разрешите задать Вам несколько вопросов о Ваших основных требованиях.

Can we now move to another question?

Давайте теперь перейдем к другому вопросу.

Roughly how many deliveries do you have in a year?

Сколько у Вас приблизительно доставок в течение года?

How important is the environmental issue to you?

Насколько важна для Вас проблема окружающей среды?

It's our top priority.

Это наша главная задача.

It isn't important to us.

Это не является для нас важным.

What emphasis do you place on ...?

Какое значение Вы придаете ...

Does that mean...?

Значит ли это, что ...

When you say ... do you mean that ...?

Когда Вы говорите ..., значит ли это, что ...?

Well, it's certainly something we can't afford to ignore.

Безусловно, мы не можем оставлять это без внимания.

This is indeed what we have to take into consideration.

Нам на самом деле это необходимо принять во внимание.



Как собирать и оценивать варианты действий (How to Generate and Evaluate Options)

It seems to me that there are a number of ways we could work together.

Мне кажется, существует целый ряд направлений, по которым мы могли бы сотрудничать.

There seem to be several possibilities for ...

Существует несколько вариантов для ...

Shall I suggest we list the options first and then examine them in more detail one by one?

Может быть, мы рассмотрим сначала весь список вариантов, а затем подробно остановимся на каждом из них.

Should we brainstorm the options before discuss any in detail?

Может, нам сначала следует рассмотреть все идеи, прежде чем обсуждать какую-то в деталях?

I'd like to start by suggesting ...

Мне бы хотелось начать с предложения ...

How about trying (using) ...?

Как насчет того, чтобы попытаться (использовать) ...?

Have you considered the idea of...?

Вы рассматривали идею о ...?

We could also ...

Мы бы также могли ...

Why don't we go through each of these in more detail.

Давайте рассмотрим каждую их более подробно.

At this stage I think we should look at each option in turn.

На данном этапе, как мне кажется, стоит поочередно остановиться на каждом варианте.

I think the main weakness of this for us is that ...

На мой взгляд, основным слабым звеном в этом для нас является ...

So I'd say that was the least favourable option for us.

Я бы назвал это наименее благоприятным для нас вариантом.

The problem with ... is that ...

Вся проблема с ... в том, что ...

Right. I think this fits in with the way we look at the situation, too.

Верно. Я думаю, это совпадает с нашим видением ситуации.

I think that's got a lot of potential.

Я полагаю, здесь большие возможности.

The main strength of ... , as I see it, is that ...

Основным сильным моментом ..., насколько я это представляю, является ...

Yes, we're also interested in ..., but ...	<i>Да, мы также заинтересованы в ..., но ...</i>
I feel we should go even further than that.	<i>Мне кажется, мы должны продвигаться здесь еще дальше.</i>
I have some doubts about that option.	<i>У меня есть определенные сомнения насчет этого варианта.</i>
My immediate feeling is that it would be too expensive.	<i>Первое, что мне показалось, — это слишком дорого.</i>

Комплекс 6.

Как выдвигать предложения и реагировать на них **How to Put Forward and React to Proposals**

We propose that the new company should be involved in ...	<i>Мы предлагаем, чтобы новая компания участвовала в ...</i>
Our proposal is to create ...	<i>Наше предложение заключается в том, чтобы ...</i>
We propose that we combine ...	<i>Мы предлагаем сочетать ...</i>
Maybe a better solution would be to ...	<i>Возможно, лучшим решением было бы ...</i>
It could be a good idea to ...	<i>Было бы неплохо ...</i>
So, if I understand you correctly, you feel that ...	<i>Итак, если я правильно Вас понимаю, Вы считаете, что ...</i>
I see what you mean. (That's not quite what I mean.)	<i>Я понимаю, что Вы имеете в виду. (Это не совсем то, что я имею в виду.)</i>
Exactly!	<i>Вот именно!</i>
Not necessarily.	<i>Необязательно!</i>
I appreciate that.	<i>Я Вам признателен за это.</i>
I take your point about ..., but ...	<i>Мне понятна Ваша точка зрения насчет ..., но ...</i>
That's certainly worth considering.	<i>Это, безусловно, стоит рассмотреть.</i>
I'm not sure how realistic that could be.	<i>Я не уверен, насколько это может быть реально.</i>

Комментарии**Как вести торг и продвигаться к достижению соглашения****How to Bargain and Move Towards an Agreement**

We could find some funding if there were additional inputs as

Мы могли бы найти финансирование при условии участия и с Вашей стороны.

If you accepted these terms, we would cover up to half the costs.

Если бы Вы приняли эти условия, мы бы оплатили половину расходов.

We'd have no objection provided that the details were worked out together.

У нас не было бы возражений при условии, что детали были бы оговорены совместно.

We couldn't possibly guarantee that at the beginning, but we'd be prepared to ...

Мы бы не смогли, вероятно, гарантировать этого вначале, но мы были бы готовы ...

If you increased that amount to ..., I think we would have a deal.

Если бы Вы увеличили этот объем до ... , полагаю, что мы смогли бы договориться.

That would be acceptable.

Это было бы приемлемым.

I think we could go along with that.

Я думаю, мы бы пошли на это.

We'll agree to this provided that you allow us to ...

Мы согласимся с этим при условии, что Вы позволите нам ...

We'll be able to deliver ... provided that there is ...

Мы сможем осуществить поставку ... при условии, что ...

If you accept ... I may be able to

Если Вы примете ..., я, возможно, смогу ...

Комментарии**Как завершать процесс переговоров****(How to Close the Negotiation)**

Perhaps I could just summarize our agreements so far.

Я, возможно, смог бы подвести итог нашим соглашениям на данном этапе.

As we have agreed, we'll take care of (be responsible for)

Как мы договорились, мы позаботимся о (будем отвечать за)

There are a couple of outstanding points.

Есть еще ряд нерешенных вопросов.

The question of ... remains to be clarified.

Вопрос о ... еще предстоит прояснить.

We'll set up a meeting ...

Мы назначим встречу ...

You'll get further information about...

Вы получите дальнейшую информацию насчет ...

By our next meeting you'll have worked out the procedure of ...

К нашей следующей встрече вы разработаете процедуру ...

We'll discuss the questions (issues) of ... at our next meeting on ...

Мы обсудим вопросы ... на нашей следующей встрече ...

Have I covered everything?

Обо всем ли я сказал?

Is there anything else you'd like to add?

Хотите ли Вы добавить еще что-нибудь?

We'll set up another meeting if necessary.

Мы назначим еще одну встречу при необходимости.

Please feel free to contact us any time you need.

Пожалуйста, обращайтесь к нам в любое время, если надо.



	БИЗНЕС-КОММУНИКАЦИЯ В ДЕЙСТВИИ (BUSINESS COMMUNICATION IN ACTION)
--	--

нужно для успеха в бизнесе
(What You Need for Success in Business)¹

е отношение (Be Positive)

Personal Success Hint:
ody likes a person with a positive attitude.
ok people in the eye. Make a good impression.

Case Study. MAKING A GOOD / BAD IMPRESSION

Compare and discuss two situations.

Situation 1.

Helen Stewart is a Personnel Director. Tim Carey is looking for a job.

S.: Good morning, Mr. Carey. How are you today?

T.C.: Not so great.

!! S.: What's wrong?

T.C.: Oh, lots of little problems.

Situation 2.

Richard Ginns is a Personnel Director. Jane Chapman is looking for a job.

G.: Hello, Ms. Chapman. How are you this morning?

¹ Based on: Loughheed, L. *Business Communication. Ten Steps to Success*. Addison Wesley Publishing Company Inc., 1993.

J.Ch.: Never been better, thank you. How are you, Mr. Ginns?

R.G.: Very well, thank you.



Questions for discussion:

1. Who is more positive – Mr. Carey or Ms. Chapman?
2. Who would you like to work with – Mr. Carey or Ms. Chapman?
3. Do you ever have little problems? Do you talk about them? With whom? When?
4. Rewrite situation 1 so that Mr. Carey would make a good impression.

How about you?

Read the following and say how often you do it: *never, sometimes, always.*

1. I say "Good morning" to everyone.
2. I give positive responses to "How are you?"
3. I like my job and studies.
4. I make eye contact.
5. I ask people "How are you?"
6. I make a good first impression.
7. I remember people's names.
8. I smile

Business Hint:

You have only ONE chance to make a FIRST impression.

Practice making a good impression. Look at the different responses:

Positive Responses 	"Middle-of-the-road" 	Negative Responses 
Fine	Not so bad	Awful
Really fine	Not too bad	Terrible
Never been better	OK	Don't ask
Great	So-so	Horrible
Terrific		Not so good
Very well		Not so great
Super		

Complete the following statements about the USA:

1. When I give a negative response, I make a _____ impression.
good / bad
2. When I don't make eye contact, I am _____ in the other person.
interested / not interested
3. When I don't smile, I make a _____ impression.
good / bad
4. When I smile, make eye contact and offer my hand, the other person is _____ in me.
interested / not interested

Summary:

- Smile.
- Make eye contact.
- Be attentive.
- Be positive.

1.2. Внимание к людям и делу (*Be Thoughtful*)

Personal success hint:
When you say a person's name, you tell the person:
"YOU ARE IMPORTANT!"

Case Study. LOSING / IMPRESSING A POTENTIAL CUSTOMER

Compare and discuss two situations.

Situation 1.

Bill Smith is a salesperson for ABC Motors. Mary Kent is a potential customer. She wants to buy a new car.

- B.S.: Hi! My name is Bill Smith.
M.K.: Yes, I know. I was here yesterday.
B.S.: I'm sorry. I'm very bad with names.
M.K.: And with faces...

Situation 2.

Jack Barnes sells computers. Bob Wright needs a computer. He was in Mr. Barnes' store last week. Mr. Barnes sees Mr. Wright on the street.

J.B.: Mr. Wright! Nice to see you again. My name is Jack Barnes. We met last week at my store.

B.W.: Of course, Mr. Barnes. How are you?

J.B.: Fine, Mr. Wright. Really fine. And you?

B.W.: I feel great, thanks.



Questions for discussion:

1. Who is a better salesman Jack Barnes or Bill Smith? Why?
2. Which customer is more pleased Marry Kent or Bob Wright? Why?
3. Who would you buy something from? Mr. Smith or Mr. Barnes? Why?
4. Do you ever forget a name? If yes, how does it make you feel? Embarrassed? Apologetic? Unconcerned?
5. Has anyone forgotten your name? How did you feel? Embarrassed? Angry? Unconcerned?

How about you? (Yes / No / Sometimes) Please explain your answer.

1. Are you good with names?
2. Are you good with faces?
3. Is it important to remember names?
4. Is it important to remember faces?

Spelling for clarification

Some letters sound alike when we spell. For example, *B* sounds like *D*.

Bob Bolt: My last name is Bolt.

Julie Robins: Pleased to meet you Mr. Dolt.

Bob Bolt: That's Bolt with a *B* as in "boy".

Julie Robins: Oh, I'm sorry, Mr. Bolt.

To clarify, it's a good idea to ask: "B as in boy, or D as in dog?"

Do people sometimes confuse letters in your name when they spell it? You may need to give examples. Look at the following examples of spelling clarification. Add more examples.



A as in Alpha, _____, _____	N as in November, _____, _____
B as in Bravo, _____, _____	O as in Oscar, _____, _____
C as in Cinema, _____, _____	P as in Paper, _____, _____
D as in David, _____, _____	Q as in Question, _____, _____
E as in Echo, _____, _____	R as in Ronald, _____, _____
F as in Fox, _____, _____	S as in Sam, _____, _____
G as in Golf, _____, _____	T as in Tom, _____, _____
H as in Hotel, _____, _____	U as in Uniform, _____, _____
I as in India, _____, _____	V as in Viktor, _____, _____
J as in Julia, _____, _____	W as in Whiskey, _____, _____
K as in Kilo, _____, _____	X as in X-ray, _____, _____
L as in Lemon, _____, _____	Y as in Yes, _____, _____
M as in Mike, _____, _____	Z as in Zulu, _____, _____

Business Hint:

Use last names until people ask you to use their first name.

Mark Brown: How do you do, Mr. Grant?

Bob Grant: Please call me Bob.

To remember a name, it helps to see it written. You can ask for a business card or you can write down the name and a phone number.

Bob Wilson: Do you have a card?

Julie Robins: No, I'm sorry. I'm out of cards. / Yes, here you are.

Bob Wilson: Let me write down your name and number. / Thank you.
Here is mine.

Practice the above dialogues with your classmates.

Make a card for yourself.

Julie Robins
Realtor

1212 Newton Street
Ames, Hometown, Iowa 51523
USA

E-mail: jrob@aol.com
Ph.: (521) 554-6434



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BELARUS

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Associate the name with something. To remember a person's name, write something about the person on his/her card.

Help people remember your name. After you meet someone, write him or her a letter. This letter is called a *follow-up letter*.

Situation:

Ken Woods sells photocopiers. Charles Watts is a potential customer. Ken writes Charles a *follow-up letter*.

Central Photocopiers
345 West Broadway
New York, NY 10007
212-5534545
* * *

January 18, 1995

Mr. Charles Watt
Acme Machine Works
1230 Central Street
Newtown, Connecticut 20007

Dear Mr. Watts:

Thank you for coming to our store yesterday and looking at our new photocopiers. If you have any questions, please call me.

Sincerely yours,
Ken Woods

Situation:

Bob Wright sells computers. Jack Barnes is a potential customer. Bob writes Jack Barnes a letter.

Complete the *follow-up letter* using these words:

Barnes	coming	have	our	you
call	computers	looking	questions	yours

Energio Computers
442 Walton Drive
Reading, Massachusetts 01845

February 21, 1994

Mr. Jack _____
18 South Street
Reading, Massachusetts 01845

Dear Mr. Barnes:

Thank _____ for _____ to our store yesterday and _____ at
_____ new _____. If you _____ any _____ ,
please _____ .

Sincerely _____ .
Bob Wright

Situation:

You sell fax machines. Your classmate called you about your fax machines.

Write him or her a letter.

Review remembering names:

*Introduce yourself → Ask for clarification → Ask for the spelling of the name
→ Use the name → Write the name down.*

Tony Conroy: Hi. I'm Tony Conroy.
Bill Madsen: Hello. My name is Bill Madsen.
T.C.: I'm sorry. What's your name?
B.M.: Madsen.
T.C.: Madsen. How do you spell that?
B.M.: M-A-D-S-E-N.
T.C.: Do you have a card, Mr. Madsen?
B.M.: No, I'm sorry. I don't.
T.C.: Let me write down your name and phone number.

Introduce yourself to your classmate. Follow the above pattern.

Exchange business cards with your classmates.

Summa

- Remember names and faces.
- Don't be shy.
- Ask for clarification.
- Ask for business cards.
- Write follow-up letters.

1.3. Умение работать в команде (Be a TeamPlayer)

Personal Success Hint:

*To be a success, you must know your business well.
But you also must learn how you can work as part of the team.
Be a good team player.*

Case

MAKING NEW COLLEAGUES FEEL WELCOME / UNEASY

Compare and discuss two situations.

Situation 1.

David Hunter has worked for Holiday Travel Company for 15 years. He is a purchasing clerk. He wants to be the director of Purchasing Department someday. George Monroe is a new employee. He is a purchasing clerk, too. It's his first day on the job.

D.H.: See that guy over there? He's in charge of accounting. Stay away from him.

G.M.: Why?

D.H.: Believe me. Just stay away. Also don't talk to that woman there. If you need anything, just ask me.

Situation 2.

Ron Howard has worked for the East West Trade Company for 10 years. He is assistant manager for Pacific Sales. He wants to be Vice-President of International Sales Department. Mark Curtis is a new employee. He will work with Mr. Howard. It's his first day on the job.

M.C.: Hi! My name is Mark Curtis. I'm the new assistant manager of the European Sales Department.

R.H.: It's nice to meet you, Mark. Welcome to the company. Let me introduce you to your other colleagues. This is Mrs. Wilson, the secretary for our department and the most important person in this company.

M.C.: How do you do, Mrs. Wilson?

Mrs.W.: How do you do? If you need anything, let me know.



Questions for discussion:

1. Who is a friendlier colleague – David Hunter or Ron Howard? Why?
2. Who feels more comfortable – George Monroe or Mark Curtis? Why?
3. Why doesn't Mr. Hunter want Mr. Monroe to talk to the other employees?
4. Who would you like to work with – Mr. Hunter or Mr. Howard?
5. Why is it important to be a good team player?

How about you?

Which of these characteristics describe you? (Yes / No / Sometimes)

Friendly

Rude

Well-liked

Lonely

Ambitious

Cooperative

Jealous

Busy

Successful

A team player



WRITING THANK-YOU NOTES

Situation:

Mr. Smith invited Mrs. Pomeroy to a reception at the company's new office.

Mable Pomeroy

29 Bucks Lane

Deer Glade, North Carolina 30303

September 16, 1995

Mr. Frank C. Smith
Smith Services, Inc.
Durham, NC 30303-4444

Dear Mr. Smith:

It was very nice to invite me to your reception last night. I enjoyed the chance to see your beautiful new offices and to talk with you again.

Thank you for your kind invitation. Best wishes for the future.

Sincerely yours,

Mable Pomeroy

Situation:

Mr. White invited a client, Mrs. Rosalind Prince, to a seminar on improving telephone skills.

Complete a thank-you note with these words:

Dear, invitation, nice, Thank, chance, future, last, Sincerely, the.



Rosalind Prince
49 Luck lane
Norman, OK 87450

September 16, 1995

Mr. Cleveland White
White Consulting Company
9 Franklin Place, Suite 4
Norman, OK 87450

_____ Mr. White:

It was very _____ of you to invite me to _____ seminar
_____ night. I enjoyed the opportunity to learn about telephone
skills and the _____ to talk with again.

_____ you for your kind _____ and best wishes for the
_____.

_____ yours,

Rosalind Prince

Situation:

Mr. Easton invited you to a workshop on remembering names. Write a thank-you note to him.



- Make new colleagues feel welcome.
- Learn about your colleagues.
- Know people's job titles.
- Write thank-you notes.
- Be a good team player.



1.4. Заинтересованность (*Be Interested*)

*Personal success hint:
People like it when you use their name.
They also like you to be interested in them
as a person - not just as 'company employee'.*

Case Study HAVING A SUCCESSFUL / UNSUCCESSFUL TALK

Compare and discuss two situations.

Situation 1.

Mark Winston wants Sam Tenly to meet Mary Chapin. Mr. Tenly is the Vice-President of the European Sales Department. Ms. Chapin has just returned from a three-week visit to the European offices.

M.W.: Sam, I'd like to introduce you to Mary Chapin.

M.Ch.: How do you do?

S.T.: How do you do?

M.W.: I'll let you get acquainted.

.....

Sam: Well, it was nice to meet you.

Mary: Nice to meet you, too. Good bye.

Situation 2.

Bill Revson, a potential client, is visiting from Toronto. Tom Patterson is introducing him to the employees of the company.

T.P.: Bill, I'd like you to meet Jane Steele. Ms. Steele, this is Bill Revson. Mr. Revson is visiting us from Toronto.

J.S.: How do you do, Mr. Revson?

B.R.: How do you do, Ms. Steele.

T.P.: Ms. Steele is the manager of our Accounting Department. She is also a great golfer.

J.S.: Tom tells me you play golf, too. Why don't you join us for a few rounds tomorrow?

B.R.: Thank you. I'd love to join you.



Questions for discussion:

1. Who makes better introductions – Mr. Winston or Mr. Patterson? Why?
2. Who feels more comfortable – Mr. Revson or Ms. Chapin?
3. Who is more interested – Mr. Tenly or Ms. Steele?
4. What did Mr. Revson and Ms. Steele have in common?
5. What did Mr. Tenly and Ms. Chapin have in common?
6. How could Mr. Winston help Mr. Tenly and Ms. Chapin get acquainted?

How about you? (Yes / No / Sometimes) Explain your answer.

When you are with strangers,...

1. you introduce yourself.
2. you tell something about yourself.
3. you are shy.
4. you tell something about others.
5. you wait to be introduced.
6. you let the other person start the conversation.
7. you look for things in common.

Here are two rules for making introductions:

1. A lower ranking employee is introduced to a higher ranking employee.
2. A younger person is introduced to an older person.

Situation:

Ms. Jones is a retired accountant. She is 60. Mr. Brown is a Director of Sales. He is 45.

Complete the introduction:

_____, I'd like you to meet _____. _____, this is _____.

Situation:

Ms. Wright is a member of the Board of Directors. She is 30. Mr. Reed is Vice-President of International Sales. He is 55.

Complete the introduction:

_____, I'd like you to meet _____. _____, this is _____.

Practice making introductions with two of your classmates.

When you introduce people, provide some *personal information*. This will start the conversation. You can provide a job title or tell something about personal interests.

Personal Success Skill

When you meet someone, try to find something in common.

Look at the following models and practice with your classmates:

Ted Cohran: Mrs. Perry is our President. She's a great tennis player.

Margaret Perry: What do you do, Mr. Smith?

John Smith: I'm a sales manager in the Pacific Rim. I like tennis, too!

Frank: Where are you going on vacation?

Jeff: I'm going to London.

Frank: London is a great city. I went there last year.

Summary:

- Use personal information in introductions.
- Try to find a common interest.
- Stay in touch.

1.5. Организованность (*Be Organized*)

*Personal success hint:
Always know your schedule.
If you control your time, you control your life.*



BEING DISORGANIZED / MAKING AN APPOINTMENT AND SETTING AN AGENDA.

Compare and discuss two situations.

Situation 1.

Sharon Kurn wants to make a lunch appointment with Mark Stevens.

Sh.K.: Are you free for lunch tomorrow or the day after tomorrow?

M.S.: Tomorrow? I can't say for sure.

Sh.K.: What about today?

M.S.: Today? OK. Wait a minute. No, I can't. I have an appointment.
I'm running late, as usual.

Situation 2.

David Dasher wants to make an appointment with Nancy Gordon.

D.D.: We need to make some decisions on this project.

N.G.: I'm free tomorrow morning.

D.D.: Great! Let's meet at nine in my office. First we'll look at sales figures. Then, we'll plan our marketing strategy, and last, we'll work out a budget.

N.G.: That's a full agenda.

Business idioms and expressions:

market strategy = plan for selling a product

to work out = to develop, to plan

a full agenda = a lot to do



Questions for discussion:

1. Why is Mr. Stevens not sure about his schedule?
2. How could Mr. Stevens become more organized?
3. What is the difference between Mark Stevens and Nancy Gordon?
4. Which person are you like?

How about you? Are you organized? (Always / Sometimes / Never)

1. Is your desk neat?
2. Is your address book in order?
3. Can you always find things?
4. Are you early for appointments?
5. Do you meet the deadline?
6. Do you get up at the same time every day?
7. Do you plan ahead?
8. Do you make lists of things to do?
9. Do you write your schedule for a week?
10. Is your schedule tight or open?

Business Hint:

When you make an appointment, add extra time to it.

Then you are still on schedule.

Keep free time on your calendar.

An "open" schedule is more flexible than a "tight" schedule.

An organized person has plans for all possibilities. Be prepared to suggest an alternative.

Look at the model and practice with your classmate:

A: Let's meet tomorrow.

B: Are you free for lunch?

A: No, I'm not. How about 2:30?

B: Two thirty is fine.

In the business world, everyone is very busy. Business calls are concise and "to the point". Remember to be positive.

Which is the best expression?



Situation: Mel Jones is calling to talk about his company.

1. Which of these is a good way to say “Hello”?
 - a. Hello. This is Mel Jones from IMT.
 - b. Hi! Guess who?
2. Which of these is “to the point”?
 - a. Are you familiar with IMT and its telephone services?
 - b. I’ll bet you’re wondering why I called.
3. Which of these is a good way to end the phone call?
 - a. Don’t hang up yet. Just one more thing.
 - b. I’ll call you when you have more time.

Situation: Greg Thompson wants to apply for a job.

1. Which of these is a good way to say “Hello”?
 - a. Ummm. Do you have any jobs?
 - b. This is Greg Thompson. May I speak to the Personnel Department, please?
2. Which of these is “to the point”?
 - a. Do you have any sales positions open?
 - b. I was wondering if you have a job for me.
3. Which of these is a good way to end the phone call?
 - a. Thank you for your time. I’ll send my résumé to your attention.
 - b. If I can’t find another job, I’ll call you again.

Practice with your classmate making an appointment.

- Make appointments.
- Set agendas.
- Keep a calendar.
- Be direct.
- Plan for changes.
- Be prepared with alternatives.
- Write “to do” lists.

1.6. Пунктуальность (*Be Punctual*)

Personal success hint:
When you keep someone waiting, you imply,
"My time is more important than yours."
If you are going to be late, call and reschedule.

Case Study. ARRIVING LATE / EARLY FOR AN APPOINTMENT

Compare and discuss two situations.

Situation 1.

Paul Ward is making a sales call on Roy Minor, the Head of Purchasing Dept. Mr. Ward wants to demonstrate his new computer products to Mr. Minor.

R.M.: It's 3:45 now. You're 45 minutes late. You have 15 minutes to talk about your company's products.

P.W.: Fifteen minutes! I need at least an hour!

R.M.: Be on time then.

Situation 2.

Pam Green has a 2:00 appointment with Henry King. Mr. King arrives at Ms. Green's office at 1:50. She comes out to meet him at 2:00 p.m.

P.G.: I didn't keep you waiting, did I?

H.K.: No, you're right on time.

P.G.: And so are you.

H.K.: Actually, I like to be early. I don't like to keep YOU waiting.



Questions for discussion:

1. Who is more successful – Mr. King or Mr. Ward?
2. Who is more impressed – Mr. Minor or Ms. Green?
3. Whose time is more important – Mr. Minor's or Mr. Ward's?
4. What should Mr. Ward do after the meeting?
5. What should Mr. Ward do before the next meeting?
6. Are you more like Mr. King or Mr. Ward?

How about you? Use these adverbs to answer the questions.

Always

Usually

Sometimes

Never

1. Are you punctual?
2. Are you on time for your class?
3. Are you on time for your supervisor?
4. Are you late for a train departure?
5. Are you late for a meeting with your friends?
6. Are you on time for a meeting with your boss?

Business Hint:

Add extra time before an appointment.

It's better to wait for a client than to keep a client waiting.

Sometimes you are late. If you are late, apologize. Say you are sorry and give an excuse.

Situation:

Ann Downs is George Arno's boss.

A.D.: You're ten minutes late.

G.A.: I'm sorry. The lift was out of order. I had to walk up 12 flights.

Practice apologizing and giving excuses with your classmate.

A: You're *ten minutes / half an hour / one hour* late.

B: I'm sorry. *The bus broke down. / The plane was canceled. / The train was late. / There was an accident.*

There are two kinds of reasons for being late:

*reasons within your control = **YOUR** fault

*reasons outside your control = **NOT YOUR** fault

The only excuse for being late for a business appointment is **something** outside your control.

Which of these reasons for being late are your fault? (*Yes/No/Maybe*)

1. My alarm clock was broken.
2. It was raining.
3. The bus broke down.
4. I forgot what time it was.



5. My watch stopped.
6. My watch is slow.
7. I lost the address.
8. I missed my train.
9. I couldn't find a taxi.
10. I overslept.

When someone is late, you become worried about the person or even angry at that person.

When someone tells you he/she will be late, you are usually more patient. You will forgive the person for being late.

Situation:

A is B's boss. B is calling from his car phone.

A: Where are you? The meeting starts in 10 minutes.

B.: I'm in my car. There is an accident on the street. I'm sorry, I'll be late. I'll be there as soon as I can.

A.: Don't worry about it. We'll start the meeting without you. Thanks for calling.

Business Hint:

In a business situation, you should always accept an apology graciously.

Look at these ways to accept (or not to accept) an apology. Choose the type of response (*Patient / Forgiving or Angry / Worried*).

"I'm sorry I'm late"

1. That's all right.
2. I was worried about you.
3. No problem.
4. Don't worry about it.
5. I've been here for 30 minutes.
6. It can happen to anyone.
7. You should've called!
8. Don't let it happen again!
9. Where have YOU been?
10. Next time call!

Practice conversations with your classmate.

READING INVITATIONS



*You are cordially invited
to a presentation
by
Mr. Ronald Preston
on
New Marketing Strategies*

Date: Monday, June 4

Time: 2:00 p.m.

Place: Conference Room, 2nd floor



*You are cordially invited
to a reception
for
Mr. James Reynolds*

Date: Thursday, March 28

Time: 6:00 – 8:00 p.m.

Place: Executive Dining Room



Answer the following questions about invitations 1 and 2:

1. What is the invitation for?
2. What time does it start?
3. What time will you arrive?
4. Is it OK to arrive late?
5. What time will you leave?



WRITING AN APOLOGY

Business idioms and expressions:

I was unavoidably detained = I was late, because I could not get away.

This is a polite and very common excuse.

Situation:

Joan Hughes arrived very late at Mr. Preston's presentation. She apologized to Mr. Preston in a short note.

From the desk of Joan Hughes

Dear Mr. Preston,

I am very sorry I arrived late for your presentation.

I was unavoidably detained. Again, my sincere apologies.

Sincerely yours,

Joan Hughes.

Situation:

Max Wood arrived late at Mr. Gray's seminar.

Apologize in a note to Mr. Gray.

Summary

- Leave early to be sure you are not late.
- Allow extra time.
- Call to reschedule.
- Apologize if you are late.
- Accept apologies from other people.

1.7. Профессионализм (*Be Prepared*)

Personal Success Hint:

When you meet a client or make a presentation, be prepared to state the problem, give a plan, and support the plan with details.

Case Study

GIVING A PREPARED / UNPREPARED PRESENTATION

Compare and discuss two situations.

Situation 1.

Anne Parker has an idea for a new product. She is presenting her proposal to Karen Maple, her supervisor.

K.M.: How long will it take to develop the product?

A.P.: I'm not sure. Maybe a year. Maybe more.

K.M.: How much will it cost?

A.P.: Not very much. Well, a million or two.

Situation 2.

Martha Reynolds is a sales manager. She has a plan to increase sales. Larry Spitz is her boss.

M.R.: We need to increase our advertising budget. Last year we reduced our advertising budget by 50 per cent, and sales fell by 30 per cent.

L.S.: How did we spend our advertising money?

M.R.: Look at this chart. Last year 50% of our budget was spent on print advertising, 25% was spent on radio spots, and 25% on TV.



Questions for discussion:

1. Who can support her arguments with facts and statistics – Ms. Parker or Ms. Reynolds?
2. Who is more impressed with their colleagues – Ms. Maple or Mr. Spitz?
3. Who would you like to work with – Ms. Parker or Ms. Reynolds?
4. Why is Ms. Reynolds' presentation more interesting?



Business Hint:

*When you give a presentation or make a report,
it is important to have all the facts.*

Details make a presentation more interesting and more credible.

How about you?

Use these adverbs to tell about yourself: *always, usually, sometimes, never.*

1. Before you seal a letter, you reread the letter for errors.
2. Before you mail a letter, you check the address on the envelope.
3. You keep all your receipts.
4. You practice your ideas on others before presenting them to an audience.

Before you go to a meeting, be prepared. Think of the questions people will ask. Prepare the answers for these questions. Know how long, how much, and what is required to do something.

Practice with your classmates:

A: I think we should *develop a new project / redo our budget / rewrite our catalog / ...*

B: How long will it take *to develop / to do / to write / ...* ?

A: It will take *18 months / a few hours / a week / ...*

B.: How much will it *cost / be / take / ...* ?

A.: It will *cost \$ 4,000 / be about \$ 1,000 / take about \$ 2 million.*

READING FOR DETAILS

Read the following announcement from the company bulletin board.

=All managers are invited to a meeting=

"HOW TO MANAGE PROJECTS"

*The meeting will be held in the conference room
from 2:00 to 4:30 p.m.
on Thursday, January 10th*

SPEAKERS: MARK COLSON and JOAN APPLETON
Call Rick Crane at 340-7979 for more information

Find the details:

1. What is the announcement about?
2. Who is invited?
3. Where will the meeting be?
4. How long will the meeting be?
5. What is the date of the meeting?
6. How many speakers will there be?
7. Who do you call for more information?
8. Do all managers have to go?
9. What is Mr. Crane's phone number?
10. What day is the meeting?

Read the model notes for the announcement. Then read the model announcement.

Notes

Business Meeting «Starting a New Business: How much does it cost?» Friday, May 2nd, 2:30 p.m., Carter Auditorium, 495 Elm St., Free. Call (412) 456-6845

Announcement:

THERE WILL BE A BUSINESS MEETING

*«Starting a New Business:
How much does it cost?»*

*Friday, May 2nd, 2:30 p.m., Carter Auditorium
495 Elm Street. Free admission.*

CALL (412) 456-6845 FOR MORE INFORMATION

Read the notes. Then write the announcements.

Note 1:

Planning meeting «Marketing New Products», Monday, March 6th, 4:00 pm, Fairview Hotel, 6940 Amherst Avenue. Free. Call (613) 459-6832.

Note 2: Meeting for small businesses «Sales and Marketing», 1:00 p.m., May 30th, Tuesday, City View Hotel, 960 Park Avenue, \$10, call 703-594-7854.

Note 3: From the desk of Bill Rogers. World Trade Seminar «New Trade Policy», Friday, December 12, 3:30 pm World Conference Center, Drysdale Circle. \$75. Call 512-433-3344.

Summary:

- Be prepared
- Give sufficient details
- Ask the right questions

1.8. Вежливость (Be Polite)

Personal Success Hint: It pays to be polite in business.

Case Study. BEING POLITE / IMPOLITE ON THE PHONE

Compare and discuss two situations.

Situation 1.

Barbara McKain is the receptionist at Green and Sons Company. One of her duties is to answer the telephone. No one gets past Ms. McKain.

- Ms. McKain:* This is Green and Sons Company. May I help you?
Mrs. Croft: Let me talk to Mr. Green. Quick.
Ms. McK.: Who may I say is calling? (or: Who is calling, please?)
Mrs. C.: Mrs. Croft.
Ms. McK.: May I tell him what the call is about?
Mrs. C.: It's none of your business.
Ms. McK.: I'm sorry, but Mr. Green has just stepped out.

Situation 2.

Jack Winston is talking to Barbara McKain, the receptionist.

- Ms. McK.:** Hello, Green and Sons Company. This is Barbara speaking. May I help you?
- J.W.:** Hello, Barbara. This is Jack Winston. How was your vacation?
- Ms. McK.:** Oh, hello, Mr. Winston. My vacation was terrific. Thanks for asking. How are you today?
- J.W.:** Great, thanks. Is Mr. Green in?
- Ms. McK.:** No, sorry, he has just stepped out.
- J.W.:** Do you have my number?
- Ms. McK.:** Yes, of course, we do. I'll tell him that you called the minute he comes back.



Questions for discussion:

1. Who is more polite – Mr. Winston or Mrs. Croft?
2. Why is Ms. McKain nice to Mr. Winston?
3. Why does Mr. Winston call Ms. McKain by her first name, Barbara?
4. Who is a positive person – Mr. Winston or Mrs. Croft?
5. Who is more successful – Mr. Winston or Mrs. Croft?
6. Who would you rather talk to – Mr. Winston or Mrs. Croft?
7. Do you like secretaries to ask why you are calling?

How about you?

Use these adverbs to tell about yourself: *always, usually, sometimes, never*

1. I am polite to strangers when face-to-face.
2. I am polite to strangers when on the phone.
3. I am polite to acquaintances.
4. I am more polite to strangers than to my family.

IDENTIFYING YOURSELF

When you answer your phone at the office, you should identify yourself:

Hello. Charles Palmer / Charles Palmer speaking / Charles Palmer here / This is Charles Palmer.

When you call someone, you should identify yourself and give your company name.

Hello, Mr. Palmer. This is Rob Cranston from Parent magazine / This is Jane Doyle from IBM calling /...

Practice with your classmate saying «Hello» on the phone.

Business Hint:
*To identify yourself on the phone,
always say: "This is (your name)"
Don't say "I am (your name)"*

Read the conversations.

A polite conversation:

A: May I help you?

B: Yes, please. Could I speak to Mr. Carlson?

An impolite conversation:

A: What do you want?

B: Mr. Carlson.

Match the polite and impolite expressions:



Polite expressions

1. May I help you
2. Could I speak to Mr. Fox?
3. Who may I ask is calling?
4. Could you help me?
5. This is an emergency.
6. I'd like to speak to Jim, please.



Impolite expressions

- a. I want Mr. Fox.
- b. Who is this?
- c. Make it quick.
- d. Jim.
- e. What do you want?
- f. Get me some help.

Practice using polite expressions:

A: May (Could / Can) I help you?

B: Yes, please. I'd like to speak to Mr. N. (the secretary / manager).

A: Of course (Surely / Certainly). Just a moment, please.

Business idioms and expressions:

If you are busy doing something, you can say "*I am in the middle of a meeting (dinner / a conversation)*".

Suggesting alternatives

If you need to get off the phone, provide a reason and a suggestion to continue later.

Reasons

I'm in the middle of a meeting.

I'm on my way to a meeting.

I can't talk now.

I'm very busy right now.

I just got in.

Suggestions

Could we talk later?

Could you call me after lunch?

Call me tomorrow, please.

Call me in about an hour, please.

Can I call you back later?

Practice ending phone calls with your classmate:

A: You know, I'm on my way to a meeting. Could you please call me later?

B: When should I call?

A: Call me early tomorrow.

Expressing appreciation

Study these sentences:

Thanks / Thank you for asking / calling / coming.

Read the situation. What do you say?

 **Situation:** Somebody asked about your job.

You say: Thank you for _____ .

 **Situation:** Somebody came to your party.

You say: _____ .

 **Situation:** Somebody helped you.

You say: _____ .

 **Situation:** Somebody asked about your family.

You say: _____ .

 **Situation:** Somebody called you.

You say: _____ .

Taking phone messages

Practice taking phone messages:

A: Good morning. May I help you?

B: Yes. May I speak to Mr. Bill Robson?

A: I'm sorry. Mr. Robson has just stepped out. *May I take a message?*

B: Yes, please tell him that Mark Goodman returned his call.

A: And your number, Mr. Goodman?

B: 244-4569 (or: I'll call him after lunch).

A: Let me repeat that (*spell the name and repeat the number*).

B: That's correct. Thank you very much.

A: Thank you for calling. Good-bye.

Summary:

- Identify yourself on the phone.
- Speak slowly and clearly.
- Return your phone calls.
- Express appreciation.

1.9. Терпеливость (*Be Patient*)

*Personal success hint:
Good work can take time to accomplish.*

Case Study. GIVING POSITIVE / NEGATIVE FEEDBACK

Compare and discuss two situations.

Situation 1.

Alice Duff supervises Wilma Cochran, who is a typist.

A.D.: Look at these typos (typing mistakes). Don't you know how to type a letter?

W.C.: I'm sorry, Ms. Duff. I'll retype it right away.

A.D.: Forget it. This letter is too important. I'll type it myself.

Situation 2.

Betty Brooks typed a letter for Charles Decker.

Ch.D.: You've done a great job typing this letter.

B.D.: Thank you, Mr. Decker. The job gets easier every day.

Ch.D.: Of course it does. You forgot the date, though.

B.D.: I'm sorry. I'll fix that right away.



Questions for discussion:

1. Who is more patient – Ms. Duff or Mr. Decker?
2. Who do you want to work with – Ms. Cochran or Ms. Brooks?
3. Who do you want to work for – Ms. Duff or Mr. Decker?
4. Is making a typo a serious mistake?
5. Is forgetting the date a serious mistake?
6. Which is worse – making a typo or forgetting the date?

How about you?

Answer yes / no /sometimes.

1. To do a job right, I do it myself.
2. I never make a mistake.
3. I explain things carefully.
4. I give everyone a second chance.
5. I check my work carefully.
6. I fix (correct) mistakes neatly.

Business Hint: Never forget to say “please” and “thank you”.

When you give instructions, be patient. Explain how things should be done.

Positive suggestion: In this office, we use wider margins.

Positive request: Could you retype this letter with wider margins?

Match the positive suggestion with the appropriate polite request.

Positive suggestions

1. In this office, we always use white paper for letters.
2. In this office, we are very clean and organized.
3. In this office, everyone helps the receptionist.
4. In this office, we are always punctual.

Polite requests

- a. Could you please come tomorrow?
- b. Could you please clean your desk before you leave?
- c. Could you please answer the phone while she's out?
- d. Could you please retype your letter?

Making Positive Comments

A positive comment makes people comfortable and ready.

Negative comment: You can't do anything right.

Positive comment: Thanks for trying. I really appreciate it.

Rewrite these sentences:

1. I really appreciate your help.
Thanks for _____.
2. I really appreciate your staying late.
_____.
3. I really appreciate your meeting me.
_____.
4. I really appreciate your coming early.
_____.
5. I really appreciate your working overtime.
_____.

Business Hint:

"You catch more flies with honey than with vinegar."

This common English expression means:

If you are nice (sweet), people will do what you ask.

*If you are nasty (bitter like vinegar),
people will not want to do what you ask.*

A polite way to correct someone is to use the passive voice. Instead of saying "YOU made a mistake", say "A mistake was made".

To make a polite suggestion, use the word *should*.

An impolite suggestion: You had better finish your report.

A polite suggestion: You should finish your report.

Practice giving polite corrections with the verbs *rewrite, call again, send again, copy again, retype*.

Practice making polite suggestions with the verbs *talk, know, finish, write, call*.

Summary:

- Always say *please* and *thank you*.
- Be positive.
- Compliment good work.
- Point out mistakes politely.
- Provide clear, complete instructions.

1.10. Преданность делу (*Be Loyal*)

Personal Success Hint:

"Give credit where credit is due."

This expression means: By sharing your success, you show loyalty to your colleagues, your boss, and your company.

Case Study: SHARING / NOT SHARING THE CREDIT

Compare and discuss two situations.

Situation 1.

Richard Costner is Ann Edward's boss.

A.E.: We made this sale because of me. I worked night and day on this project. I worked through lunch breaks.

R.C.: Did no one else help you? Jim? Mary? Martha?

A.E.: Between you and me, no one else is qualified here.

R.C.: Really? They were qualified when I hired them.

Situation 2.

Pam King is part of Bruce Grayson's task force.

B.G.: You did a great job, Ms. King.

P.K.: I can't take all the credit, Mr. Grayson. I had a lot of help from everyone here. It was a real team effort.

B.G.: That's great. I like it when everyone works well together.

P.K.: You put together a good team. The credit for our success goes to you.

Business idioms and expressions:

Team effort = employees work together on a project

The credit goes to you = you are responsible for our success



Questions for discussion:

1. Who is more loyal – Ms. Edwards or Ms. King?
2. Who is a better worker – Ms. Edwards or Ms. King?
3. Who do you want to work with – Ms. Edwards or Ms. King?
4. When is it important to share credit?
5. When is it important to share blame?
6. Who is most likely to be promoted – Ms. Edwards or Ms. King?
7. Rewrite situation 1 so Ms. Edwards shares the credit.

How about you?

Answer the questions using *always / sometimes / never*.

1. Do you use **WE** more than **I**?
2. Do you share credit?
3. Do you share blame?
4. Are you loyal to your colleagues?
5. Are you loyal to your classmates?
6. Are you loyal to your school / university?
7. Are you loyal to your teacher?
8. Do you thank people who help you?

Sharing the Credit

There is a common English expression: "*The whole is greater than the sum of its parts.*" When people work well together, the company benefits and the individual benefits.

Which statement expresses “*Sharing the Credit*” and which expresses “*Taking the Credit*”?

1. I did it all myself.
2. I had a lot of help.
3. It was a team effort.
4. I couldn't have done it without you.
5. We all worked together.
6. No one else helped me.
7. Without me, it wouldn't have happened.
8. I must credit my colleagues.
9. We all did our part.
10. You three deserve the credit.

Read this model and practice with your classmates:

A: You've done a good job (finished on time, finished ahead of schedule, pleased the client, written a good report).

B: Thank you. Actually, *we* did it. It was a team effort.

Reading a letter of congratulations

City Business Association

22 North Street * Seattle, Washington, 10401

October 13, 1996

Mr. John L. Sims, President
PMA Associates
1000 Concord Avenue
Seattle, Washington, 10401

Dear Mr. Sims,

We are pleased to inform you that you have received *The Best of the Best Managers* award from the City Business Association for the year. You will find the award enclosed with the letter.

Congratulations to you and your employees.

Sincerely,

R.J. Carter,
President
Encl.



Answer the questions on the above letter:

1. Where does Mr. Sims work?
2. Where does Mr. Carter work?
3. Who won the award?
4. Where is the award?
5. Who congratulates whom on the award?

Writing a thank-you letter

PMA Associates
1000 Concord Avenue
Seattle, Washington, 10401

October 16, 1996

Dear Mr. Carter,

Thank you so much for your letter. I am honored to receive the Best of the Best Managers award. But I couldn't have done all by myself.

As you know, PMA Associates hires only the most qualified employees. All our projects are a team effort. For this reason, I will share credit with my employees. Thank you again for the award.

Sincerely,
John L. Sims

Situation:

Mrs. Jenice Powler has received a letter from Mr. Cooper. She has received an award for "The Most Successful Seller" of her company.

Write a thank-you letter on the above model.

Summary:

- Share the credit.
- Be a team player.
- Congratulate colleagues.

Раздел 2. Принятие решений в бизнесе (*Making Decisions in Business*)

В этом разделе на примере известных компаний (Джонсон и Джонсон; Ливай Стросс; Эрбус Индустри и Боинг) с применением метода “Case Study” рассматриваются непростые ситуации, в которых необходимо принятие важных этических и управленческих решений, оказывающих решающее влияние на развитие большого бизнеса. Студентам, изучающим данный курс, предлагается принять участие в сложном процессе принятия этих решений.¹

2.1. Компания Джонсон и Джонсон (*Johnson & Johnson Inc.*)

Background

Johnson and Johnson Consumer Products, Inc. (J&J)

- has its headquarters at:
One Johnson and Johnson Plaza,
New Brunswick, New Jersey 08933
USA
- was founded in 1885
- employs 80,000 people
- is an international enterprise, with 170 affiliated companies in 55 countries

The company's most profitable single brand is Tylenol, a mild pain reliever. It accounts for over 15 percent of earnings. Tylenol is manufactured by a J&J subsidiary, McNeil Consumer Products Co.

In 1982 someone in Chicago opened the capsules and poisoned them with cyanide. Seven people died. J&J decided to protect the public and change the package by using a safety seal.

¹ Данный раздел составлен на основе материалов книги: Boyd, F. *Making Business Decision: Real Cases from Real Companies*. Addison-Wesley Publishing Company Inc., 1994.



Answer the questions::

1. Is J&J known in Belarus and other CIS countries?
2. What kind of products does J&J manufacture? What are they used for?
3. In the USA, Tylenol and other mild pain relievers are sold in pharmacies and other stores **over-the-counter**, that is, without a doctor's prescription. Is this a safe practice? Is such kind of medicine sold over-the-counter in Belarus?

Gathering Data: Reading

Read these articles on the changes in J&J and focus on these questions:

- How was drug packaging changed as a result of the Tylenol deaths?
- How did J&J's respond to the poisonings affect sales of Tylenol?
- Was the criminal ever identified?

1. NEW DRY PACKAGING

The day after J&J's McNeil Consumer Products division learned that some of its popular Tylenol capsules had been poisoned, the company started withdrawing 31 million bottles of Tylenol from store shelves around the country. They were afraid that other bottles might have been **tampered with** [=opened and changed in a harmful way].

At the same time, the company began redesigning the package to restore public confidence. Within 24 hours, J&J had contacted many of the companies that would be involved in the redesign. By the end of the first week, J&J had decided that the new Tylenol bottle would have three barriers to prevent tampering: a glued box, a "shrink" [=tight] neckband and an inner seal.

To get Tylenol back on the market, J&J spent \$1 million on engravers to redesign 650 pieces of artwork for the product. Cartons and sealing equipment cost more than \$5 million during the first few weeks.

By the fifth week after the Chicago deaths, the first 500,000 units of new tamper-resistant Tylenol packages were produced.

While J&J led industry efforts to protect consumers, the Food and Drug Administration (FDA), the U.S. government agency that approves products for sale to the public, began developing stronger packaging regulations. As a result, all capsules and liquid drugs must come in tamper-resistant packages. These guidelines also apply to any drugs that are imported into the United States.

2. TYLENOL'S COMEBACK

After seven innocent people died from taking contaminated [=poisoned] Tylenol, sales of the painkiller [=analgetic] felt dramatically. But J&J responded to the frightening incident in a notable way. Its executives' decisions turned out to be not only ethical but profitable, too.

James Burke, the Chairman of J&J, made a decision that will probably be studied in business schools for a long time to come. Going against the advice of government agents and some of his own colleagues, he decided to spend whatever millions it would cost to recall [=withdraw] 31 million bottles of Tylenol capsules from store shelves across the USA. Officials at the Food and Drug Administration (FDA) feared that the recall would increase the panic already touched off [=suddenly started] by the poisoning deaths of seven Chicago-area residents who had taken capsules laced with cyanide.

The FBI [Federal Bureau of Investigation, the U.S. government police agency] argued that such an expensive action would demonstrate to potential terrorists that they only could bring a \$5.9 billion corporation to its knees [=ruin].

But Burke prevailed, and his move proved to be decisive in a remarkable and unparalleled winback of public confidence in his company's product.

Tylenol regained more than 80 percent of the market share it held before the still unsolved poisonings.

The manufacturer of Tylenol, instead of becoming defensive about the deaths, opened its doors and its checkbook [=willingly spoke to the media and spent money to help solve the problem].

The company fully dedicated itself to the investigation.

3. THE SEARCH FOR THE CRIMINAL

People all over the world were horrified by the deaths of seven innocent people who took Tylenol capsules laced with deadly cyanide. It seemed that anyone could have bought those deadly pills.

There was a huge effort by the city of Chicago, the state of Illinois, and the entire United States to find the criminal. However, the search for the Tylenol killer has not been successful.

Though the investigators worked relentlessly [=very hard], one of them concedes that the trail is "stone cold" [=there are no more helpful clues to investigate]. James W. Lewis, who is accused of trying to extort [=obtain by threat] \$1 million from J&J by offering to "stop killing", will go

on trial. Police have failed to find evidence connecting Lewis directly to poisonings.

J&J's reward of \$100,000 still stands [=is offered], but Illinois agents doubt that anyone will ever collect it.

Agree or disagree:

- ___1. The redesigned Tylenol package is as temper-resistant as possible.
- ___2. The FDA packaging guidelines have probably caused drug manufacturers in other countries to make their packaging more temper-resistant.
- ___3. If the Chairman of the board of J&J had not recalled Tylenol, the U.S. government would have done it.
- ___4. J&J withdrew Tylenol in order to avoid lawsuits from other consumers who might be hurt by the product.
- ___5. If J&J had given more money to the search, the criminal would have been found.
- ___6. If J&J were not so large and wealthy, the company would have been ruined by the poisonings.

Read the sentences containing information on J&J and find expressions under the line (a,b,c,...) that mean the same as those in *italics*:

- ___1. J&J is a *household* name in baby-care as well as medical products. Nearly every family in the USA has in its house at least one product made by this company.
- ___2. J&J enjoys a reputation for high quality products and business *integrity*. Consumers feel that they can trust J&J products.
- ___3. Trust is a big issue for a firm that makes *pharmaceuticals*.
- ___4. According to its credo, the J&J company is required to *place a high priority* on the needs of the customers. Protecting customers is the company's first concern.
- ___5. The Tylenol case was particularly frightening because it involved drugs available *over-the-counter* that any person could have purchased and used.
- ___6. The Tylenol poisonings posed a *dilemma* for J&J. There would be negative results whether J&J recalled the product or did not recall it.
- ___7. The company decided to recall Tylenol *on the off chance* that other contaminated bottles were on store shelves. It was impossible to know if other bottles had been poisoned.

___8. The recall *turned out to be* good for business. Tylenol not only regained but increased its share of the market.

___9. The Tylenol poisonings *touched off* a revolution in drug packaging in the USA. Almost every package had to be redesigned to meet new standards.

___10. Although the police said that they *checked out* all possible clues in this case, the criminal has never been identified.

- a) was in the end
- b) investigated
- c) very difficult choice
- d) very common
- e) because of the slight possibility
- f) suddenly started
- g) honesty
- h) care a great deal about
- i) medicines
- j) without a doctor's prescription

Making Ethical Decisions in Business

Exploring Business Culture: Business Ethics

Read these statements about a business practice related to ethics at J&J. Then say whether you consider them as *usual* or *unusual*. Compare your answers and discuss the ones that you have marked as unusual.

1. The ethics of business decisions are discussed openly and frequently.
2. There is a written code of ethics, or credo.
3. The code of ethics is communicated to customers, stockholders, and the media.
4. In a crisis, executives of the company talk directly to news reporters.
5. In a crisis, top executives take responsibility by staying in their positions, rather than resigning.
6. Company executives, not government officials, decide when a product that has had a problem can be returned to the market.

Strategies for Negotiation: Answering Difficult Questions

As a business executive, you may have to work with a public relations department or face news reporters yourself, especially if your business has a crisis. Knowing how to answer difficult questions can help you a great deal.

Here are two techniques and appropriate expressions to help you answer difficult questions.

Technique 1. *Paraphrase Questions.*

By putting difficult questions in your own words, you take control of them and give yourself a moment to think.

E.g.: *In other words, you are asking...*

So, what you want to know is...

(Think of other expressions. Write down them.)

Technique 2. *Repeat Your Message.*

Answer the question you are asked. But look at the question as an opportunity to bridge to the main message you would like to communicate.

E.g.: *And that brings us to the main issue here.*

So, you can see that the point is...

(Think of other expressions. Write down them.)

Work in small groups. Discuss one or more of these situations. Some students will ask questions, others will answer. When you have a difficult question, use technique 1 or 2.

Situation A.

After the first poisonings, several J&J executives are interviewed by FBI agents. The agents ask difficult questions about who may have done it and how it was possible. The J&J executives insist that their factories are completely secure.

Situation B.

Reporters from a news program want to find out from FBI why the criminal has not been caught yet. The reporters ask hostile questions about the quality of the investigation. FBI agents emphasize that they are doing everything possible to find the killer.

Conducting a Business Meeting: A News Conference

A. Preparing for the Meeting

1 Business problem:

It is now four years after the first poisonings. Unbelievably, another woman has just died in the state of New York from taking Tylenol laced with cyanide. Today, shocked J&J executives have called a news conference to tell their story to the public through the media.

- What can J&J do win back public confidence in its products this time?
- If tamper-resistant packaging does not work, how can J&J protect the consumer?
- What can J&J do to find the criminal?

2 The format of the meeting:

Introduction

- James Burke, Chairman of the board of J&J, opens the news conference by welcoming everyone and thanking them for coming.
- Mr. Burke states the purpose of the conference to let everyone know that J&J is doing everything possible to protect consumers and find the criminal.

Agenda

- Mr. Burke invites the news reporters to ask questions of him or any member of the J&J Crisis Team. When the news reporters ask difficult questions, the executives use the appropriate techniques and expressions to answer them.

Closing

- Mr. Burke closes the conference with a statement in which he repeats his main message. J&J is so concerned about safety that it is now re-designing all capsules and actively participating in all aspects of investigation.

B. Conducting the Meeting

The Roles:

1 Mr. Burke, Chairman, will begin the meeting and follow the format described above.

2 Members of the J&J Crisis Team are anxious to reassure the public that J&J will do everything possible to the safety of customers. They emphasize that:

- J&J is cooperating fully with federal and local investigators to solve the crime.
- J&J credo will guide your actions: All Tylenol capsules will be recalled and replaced with caplets that are easier to swallow and cannot be opened.¹
- J&J quality control prevents any tampering at the factory.
- (Add your own)

3 News Reporters.

For a national newspaper, they want to know:

- how the poisoned capsules got into the victim's hands;
- whether the criminal might be an unhappy J&J employee;
- if FDA regulations for drug packaging are strict enough;
- (add you own).

For a local newspaper, they want to know:

- how J&J plans to compensate the victim's family;
- where the poisoned Tylenol was purchased;
- what consumers should do with Tylenol they have at home;
- (add your own).

For a story in a financial newspaper, they want to know:

- if J&J will stop making Tylenol since its stock price has fallen drastically;
- if packaging will again be redesigned, making packagers' stock prices soar [=fly up, rise];
- whether competitors will also replace capsules with solid pills;
- (add your own).

Final Discussion: Making Ethical Decisions in Business

Answer the questions based on what you have learned. Use the expressions *in italics* in your answers.

¹ Capsules have two parts that slip into one another. They can be opened. In contrast, caplets are solid pills that cannot be opened.

1. Do you think it is necessary or even possible for every company to have clearly stated *business ethics*? Do some companies, such as pharmaceutical firms, need a *credo* more than others?
2. When a *leading* consumer product is found to be unsafe, what is the responsibility of the manufacturer: Must the company *recall* the product, warn people to get rid of the product, or pay compensation for injury? Should the government take action?
3. After the Tylenol crises, drug packaging in the USA was made *temper-resistant*. Which groups of people benefited from the new government *regulations*? Who pays for the packages? Should all packaging for *over-the-counter* medications be tamper-resistant?
4. Many people thought that the deaths would destroy Tylenol as a brand name, but the product *made a comeback* twice. Does this surprise you? Can you give examples of other products that were (or were not) able to *make a comeback* after a serious safety crisis?

2.2. Компания «Ливай Стросс» (*Levi Strauss & Co.*)

Background

Levi Strauss & Co.

- can be reached by mail at:
P.O. Box 7215
San Francisco, California 94120-6928
USA
- was founded in 1850
- makes more than 5,000 different products
- sells its products in more than 70 countries

Levi [li:vai] Strauss & Co. is the largest clothing manufacturer in the world. For years, the company depended on one basic product that was invented over 100 years ago: *blue jeans*. Top-selling Levi 501 jeans have remained almost exactly the same since they were created.



Answer the questions:

1. When was the company founded?
2. What is the basic product of Levi Strauss & Co.?

3. What makes these jeans so popular all over the world? Consider, for example, fabric, price, style, quality, fit, durability, availability.
4. Do you think that a man wearing Levi 501 jeans would buy Levi Tailored Classics? Why or why not?

Gathering Data: Reading

Read these articles about Levi Strauss & Co. and focus on these questions:

- How did the original Mr. Levi Strauss create jeans?
- What new Levi products have succeeded or failed in recent years?
- Why does Levi Strauss & Co. continue to develop new products?

1. THE CREATION OF LEVI JEANS

The life of Levi Strauss is a U.S. success story. A German who immigrated to America in 1847 at age twenty, Levi Strauss began by selling needles, thread, and buttons in New York. On the invitation of his brother-in-law, he appeared in San Francisco in 1853.

Gold had been discovered in California a few years before, and the Gold Rush had begun. More and more people came to try to get rich overnight. Suddenly, thousands of people started mining for gold. Strauss noticed that the miners complained that their pants were always tearing easily and that the pockets ripped apart as soon as one put a few nuggets [=small lumps of rock with gold] in them.

Levi Strauss saw a business opportunity. He began making pants out of some heavy brown canvas he had brought to use for tents or wagon covers. These new pants were stiff, but they sold fast.

When the original fabric was used up, Strauss sent to Europe for more. What he got was a lighter, more flexible fabric from Nîmes [nim], France, called "serge de Nîmes". This cloth, which became known as *denim*, proved even more useful for pants, since it was just as strong but much more comfortable. With indigo (blue dye-stuff from plants), the pants were dyed the familiar blue color.

Miners still complained of problems with their pockets. On the advice of the Nevada tailor Jacob Davis, Strauss went to a blacksmith and had the jeans pockets reinforced with metal rivets. In 1873, they patented [=legally registered as company property] the popular innovation. The rivets, along with the patterned stitching on the hip pockets, became Levi trademarks.

Levi Strauss & Co. has continued to flourish. Since those early days, it has been a leader in the garment [=clothing] industry. Jeans have become

desirable and even fashionable clothing for not only miners, farmers and cowboys, but also for movie stars, executives, women, children and teenagers from all over the world.

The company is still run by descendants of Levi Strauss. It now markets a wide range of clothing and accessories, all under the brand name *Levi's*.

Many new Levi products have been launched over the years. The company is still best known, however, as the maker of Levi jeans, the pants that are guaranteed to shrink [=become smaller after washing] and fade [=lose color].

2. OTHER LEVI STRAUSS PRODUCTS

The original and most famous Levi Strauss product is blue jeans. Throughout its history, however, the company has researched and developed a number of other products. Some of those have succeeded beautifully, but others have flopped [=failed] completely.

In 1954, Levi brought out a line of permanent press (no-iron) slacks [pants, trousers]. Within six months, 5 out of every 100 pairs sold had been returned, and Levi had to admit it didn't have the right fabric for permanent press.

Fifteen years later, as the company was planning its major expansion, it had a couple of other flops. First was the denim bathing suit – which, when wet, weighed the wearer down to the point of immediate drowning. Next was a line of disposable [=throw-away] sheets and towels. They were not high on the consumers' list of priorities. The company was "saved" when the factory that made the sheets burned down. Levi absorbed [=suffered] the \$250,000 loss.

Eventually, Levi created six new divisions, ranging from jeans to accessories and including a sizable [=large] effort in women's sportswear, Levi's for Gals. The diversification [=manufacturing different kinds of products] worked.

In the mid-1970s Levi's sales hit [=reached] the billion-dollar mark. Four years later sales hit \$2 billion. In 1979 the company ranked 167th on *Fortune's* (an important U.S. business magazine) list of the 500 largest industrial corporations and 20th in net profits [=profits after the company pays income taxes]. Between 1970 and 1980 Levi had grown an average of 23 percent a year. In 1979 alone it sold 143 million garments.

In menswear, though, all Levi products had been aimed at the middle of the market with moderately dressy slacks and polyester leisure suits. The tempting upper end of the market remained untouched.

They needed to sell more expensive clothes – like the Tailored Classic. If Levi could sell sport coats, dress slacks, and suits, a whole new market would open up. The Tailored Classic might make money all by itself. But even more important, it would get Levi into the business of producing fancier [=more fashionable] and costlier [more expensive] clothing. Then Levi could spin off [=create other related products] many more such lines in the future.

3. WHY NEW PRODUCTS ARE NEEDED

Why, with such a record of success, would any company be worrying about making new products? Part of the answer is the sheer riskiness of depending so heavily on a single item. The boom in jeans was in many ways a historical accident, and what history has given it can also take away.

Then, too, the demographics of the marketplace were already beginning to change. Jeans, to be sure, were no longer the exclusive province of youth: baby boomers [=U.S. citizens born immediately after World War II (a period of high population growth)], who had grown up on Levi's, kept on wearing them into their twenties, but not everywhere and all the time, as they did when they were teenagers. And the next generation of adolescents [=youngsters] was not so numerous. The birthrate had peaked in 1957; by 1964, the baby boom in the USA was over. Soon those born after WW II would be moving into a world of leisure suits, coats and ties. From a *marketing* point of view, that's where the action would be.

Finally, the competition had been gearing up [=growing fast]. Levi's had always shared the market with Blue Bell's *Wranglers* and other national brands like *Lee*. But now everyone seemed to be selling jeans. Back in 1970, Levi probably couldn't have foreseen the popularity of «designer» jeans *skimming off* [=taking away] the upper end of the market.

To sell their jeans, Levi knew, retailers would have to *slash* [=cut] their prices. The profit outlook in a *saturated* [=completely full], competitive marketplace like this was *bleak* [=very uncertain].

Agree or disagree:

___ 1. Levi Strauss & Co. should stick to manufacturing menswear products.

___ 2. Levi Strauss & Co. is known as a clothing company, so a new product should be clothing, too.

___ 3. Levi Strauss & Co. should work on varying its jeans to expand the market. For example, it should bring out a line of designer jeans with a special fit and fabric.

___ 4. The Levi company has been so successful selling jeans that it should stop trying to grow.

___ 5. In order to expand, Levi Strauss & Co. should create a new brand name. The company would manufacture the products, but they would not be called Levi's.

Read the sentences containing information on Levi Strauss & Co. and find expressions under the line (a,b,c,...) meaning the same as the words in *italics*.

___ 1. When Mr. Levi Strauss first created jeans, he had no idea that he was *launching* one of the best business ideas of the clothing industry.

___ 2. The rivets on the pockets of the jeans were a special feature of the design. Mr. Strauss *patented* his invention so that it could not be copied for a number of years.

___ 3. Levi Strauss & Co. often uses market research to guide its new product development. Independent consultants interview customers to determine their buying habits and *priorities*.

___ 4. Some new Levi Strauss products have succeeded; others have *flopped*. As the company has learned, careful market research does not guarantee success.

___ 5. Levi Strauss & Co. was first and foremost a maker of menswear, but it has become very successful as a manufacturer of women's and children's *apparel*, too.

___ 6. Levi Strauss & Co. expected that it would do a *brisk* business with Tailored Classics, but the new line of dressier sport coats and slacks did not sell well.

___ 7. According to Levi Strauss market research, some customers look for *cut-rate* clothing, that is, low price for them is much more important than high style. Others like to follow *trends* in fashion. They buy the latest styles and enjoy looking fashionable.

___ 8. The Tailored Classics line includes ready-to-wear sports coats and slacks. They are designed to require no *custom tailoring*.

___ 9. Tailored Classics were designed for people who do not mind spending money on clothes. When Tailored Classics did not sell well, prices

were cut somewhat. Levi Strauss executives, however, did not feel they should *slash* the prices.

- a) greatly reduce
- b) quick and active
- c) very inexpensive
- d) legally registered as his company's property
- e) introducing
- f) clothing
- g) most important concerns
- h) failed
- i) prepared
- j) recent changes of style
- k) changes to fit the individual

Making Decisions: Applying Market Research to New Product Development

Exploring Business Culture: New Product Development

Read these statements about a business practice of new product development at Levi Strauss & Co. and say whether you consider them *usual* or *unusual*. Compare your answers and discuss the *unusual* business practices.

1. There is a continual search year after year for new product ideas.
2. Extensive and costly market research precedes new product development.
3. Market research is often carried out by independent consultants who are hired by the company.
4. New products share the same brand name as older ones, though their markets may be very different.
5. If a new product does not succeed in the first selling season, it is abandoned.

Strategies for Negotiation: Expressing Disagreement and Doubt

As a participant in business meetings, you need to be able to express your disagreement or doubt clearly. One way to disagree politely, but clearly, is to start with I or we. It makes people less defensive; they do not perceive your comment as a personal attack.

Here are some expressions of disagreement or doubt:

I'm concerned that...

Maybe we need to look at...

I'm not completely convinced...

Work in small groups. Discuss one or more of these situations. Use the above expressions when you disagree or doubt.

Situation A.

Some Levi Strauss executives want to work with a major European clothing designer to create an elegant new line of designer Levi jeans. The new line would have a double name: (Designer's Name) Levi's. Is this a good idea?

Situation B.

Imagine that you all work for the same company. An important business associate is coming to visit the city where you work. The person will be in town for 24 hours. What should you do?

- One of you would like to demonstrate your ability to control costs by choosing a modest hotel and inviting the guest to dinner at your home.
- Another would like to impress the person with the best hotel, restaurant, and entertainment your city can offer.
- Still another thinks it best to ask the guest for his/her preferences.

Conducting a Business Meeting: A Division Meeting

A. Preparing for the Meeting

 Business problem:

Robert Haas, director of the Tailored Classics division, is anxiously seeking ways to improve Tailored Classics sales which are terrible in this first selling season. If this new product line fails, people in the division may lose salary increases or even their jobs.

- Why are Tailored Classics selling so poorly?
- What changes can we make to increase sales?

The format of the meeting:

Introduction

Robert Haas, Director of the Tailored Classics division and great-great-grandnephew of Levi Strauss, opens the meeting by welcoming and introducing everyone.

Mr. Haas states the purpose of the meeting: to analyze problems with the troubled Tailored Classics line and identify changes to increase sales.

Agenda

Each group meets to discuss the problem from its point of view. Mr. Haas invites all participants to analyze the Tailored Classics problem and offer suggestions for solving it. When appropriate, participants express disagreement and doubt.

Closing

Mr. Haas summarizes the main recommendations made during the meeting.

He closes the meeting by thanking everyone and says that he will decide what steps to take by tomorrow.

B. Conducting the Meeting

The Roles:

 Mr. Haas is going to run the meeting.

 Top managers for the Tailored Classics division believe they have a great product that was developed with careful market research. Everyone in the division simply has to work harder to sell the line.

They want to emphasize that:

Sales people must be more aggressive. Department store managers should make special displays and talk about the line to customers.

Advertising has to be more creative. It must show wealthy 30-40-year-old customers that Levi Strauss & Co. can make stylish sport coats and slacks.

Prices may have to be cut further, at least for this selling season.

(Add your own)

- 3.** Line managers for the Tailored Classics division have worked hard for the new product, but they disagree with or have serious doubts about some of the business decisions. They want to express the following concerns:

Advertising concerns: They have tried to create an elegant image for Levi Tailored Classics, but they are convinced that this image does not fit the Levi Strauss brand name.

Sales concerns: They have sent their sales representatives to the department stores that always sell Levi's, but they know that wealthy customers do not usually shop there (they prefer specialty shops).

Design and production concern: They were told to design Tailored Classics to require no custom tailoring, but wealthy customers like to have their clothing tailored.

(Add your own)

- 4.** Market research consultants hired by Levi Strauss executives are going to do the market research on which the product is based. They believe that the company's executives have targeted the right market, "Classic Independents" (wealthy customers in their 30s and 40s), but have designed the wrong product for these customers. The consultants want to point out that:

"Classic Independents" enjoy shopping in specialty shops that sell expensive and distinctive clothing, and they do not mind paying for it.

They prefer natural fabrics.

These men want custom-tailored clothes, not ready-to-wear apparel like Tailored Classics.

They do not think that the company can make dressy apparel. To them, Levi Strauss & Co. means sportswear.

(Add your own)

Additional Information on Levi Strauss & Co.

After Tailored Classics division had run into problems of fabric, price, image and distribution, the company tried again to enter the upper of men's apparel market, but without success.

It was not until recently that the company brought out a successful new menswear line, Dockers. Instead of designing for the «Classic Independents», the company targeted other segments of the market with medium-priced clothing that is only slightly dressier than jeans. The look is casual, the fit is relaxed, and sales are brisk.

Final Discussion: Levi Strauss' Continuing Search for New Products

Answer the questions based on what you have learned. In your answers, use the expressions *in italics*.

- 1.** A *saturated* market is one that has enough products at a certain price and quality level so that it is not profitable to introduce similar products. Is the jeans market *saturated* in Belarus? Could Levi Strauss & Co. expand here?
- 2.** The characteristics of a particular group of people are called *demographics*. Describe the *demographics* of the jeans market in Belarus. Consider age, gender, size of the population and economic status. Are the *demographics* of this market changing?
- 3.** *Diversification* is the production of different kinds of products (and / or the acquisition of other companies that produce such products) as a strategy to reduce risk and gain markets. Why is *diversification* necessary for Levi Strauss & Co.? Do all companies need to *diversify* in order to stay profitable?
- 4.** *Spin offs* are related products created to build on the success of an earlier product. What *spin offs* of Levi's jeans are familiar with?
- 5.** When a company identifies a market and tries to sell especially to it, this is called *targeting* a market. Why did the Levi Strauss & Co. plan to *target* the "Classic Independents" market with Tailored Classics fail? Which segments of the menswear market has the company *targeted* with Dockers?

2.3. Компании «Эрбус Индустри» и «Боинг» (Airbus Industrie and Boeing Co.)

Background

Airbus Industrie

- is located at 1 Rond-Point Maurice Bellonte 31701 Blagnac Cedex France
- produces aircraft for civil purposes
- is a consortium of airframe manufacturers from France, Germany, Great Britain and Spain

The Boeing Company

- is located at 7755 East Marginal Way South Seattle, Washington 98108 USA
- produces aircraft for civil and military purposes
- is a privately owned company

The customers for these planes are commercial airlines. The Boeing and Airbus companies have many similar products. Most of the U.S. customers buy from Boeing. The competition between the two companies is intense, especially in the long-range plane category.



Answer the questions:

1. How do Airbus Industrie and the Boeing Company differ in terms of location, form of ownership and aircraft they produce?
2. If you were a president of a commercial carrier, how would you choose which plane to order?
3. If you were an Airbus official, how would you get U.S. carriers to buy your European-made planes?
4. What do you know about the competition between Airbus Industrie and Boeing?
5. When you fly, are you aware of which company made the aircraft? Should you be aware?

Gathering Data: Reading

Read these articles to gather information on the two aircraft companies and answer these questions:

- What is the history of Airbus Industrie and the Boeing Company?
- What is the nature of the competition between them?
- How does the United States differ from the European Union on the issue of government involvement in the aircraft industry?

1. AIRBUS INDUSTRIE

In 1970, four European nations created Airbus Industrie to **offset** [=stop] a decline in the airframe industry and challenge U.S. dominance in the global commercial aircraft market. Airbus is a four-country international consortium: Deutsche Airbus of Germany, with 37.9 percent ownership, makes the **fuselage** [=main body of an aircraft]; British Aerospace of Great Britain, with 20 percent, makes the wings; Construcciones Aeronauticas

(CASA) of Spain, with 4.2 percent, makes the tail; and Aerospatiale of France, with 37.9 percent, **assembles** [=fits together] the planes in a gigantic facility at Toulouse-Blagnac international airport.

In this unusual business structure, the four partners are both owners and suppliers, the common language of business is English, and all sales are transacted in U.S. dollars.

In the early years, Airbus Industrie was clearly an underdog, lagging far behind the U.S. companies of Boeing and McDonnell Douglas which had dominated the industry for years. Since the consortium had no **track record** [=performance history] on safety or **maintenance** [=technical servicing], airlines were **reluctant** [=unwilling] to purchase the new aircraft.

Through favorable pricing, generous maintenance contracts, and other competitive offers, the company was able to attract a number of carriers, including some in the USA. As a result, in less than 20 years, Airbus was able to produce a full family of airplanes and, with over 100 customers, it moved in to the Number 2 spot in the global aircraft industry.

Airbus Industrie succeeds because civil aircraft manufacturers from 4 nations pool their financial and technological resources in a true multinational partnership. It also succeeds because officials in these countries believe that European industry must be supported and protected by a strong industrial policy. For Airbus Industrie, the largest single industrial undertaking in the European Union (EU), support takes the form of \$26 billion in **subsidies** [=government funds]. As a result of this financial backing, Airbus has been able to recover from 70 to 100 percent of its product development costs, which are enormous in the industry. It can easily take 4 to 6 years, for example, for a plane to move from the design stage to actual production. During this time, the project yields no profit. Government subsidies also compensate for losses from **discount** [=reduced] pricing, Airbus officials felt was necessary in order to **gain a foothold** [=begin to compete] in the U.S. market for aircraft.

Airbus officials defend subsidies as a way to help **level the playing field** [=let competitors compete on a fair and equal basis]. They are quick to point out that Boeing and McDonnell Douglas receive millions of dollars in contracts to build military aircraft and spacecraft for the U.S. government, which is clearly a form of subsidy.

Airbus officials point out that the consortium is a source of pride for the European Union, a model of international cooperation. Moreover, high quality Airbus products provide a visible alternative to U.S. airframes. Predictions of increasing worldwide air traffic are fueling Airbus's growth. The consortium is already anticipating the need for airplanes that are quieter, more fuel efficient and more comfortable on long trips. According to com-

pany literature, "Airbus Industrie looks forward to lasting success well into the 21st century".

2. THE BOEING COMPANY

The Boeing company was founded by Bill Boeing from Washington State, on the West Coast of the USA. In 1916, he set up an airplane factory in Seattle, Washington.

During World War II, the Boeing Company established its reputation as a supplier of military aircraft. After the war, in the early 50s, Boeing made the first passenger jet which soon replaced all of the propeller-driven aircraft in the passenger market. It has also built a number of spacecraft used in the U.S. space program.

Over the years, the company has developed a strong reputation for reliable products and the service of those products. It has been Number 1 in world-wide sales for years, controlling over 50 percent of the market for commercial aircraft.

Aerospace products are the number one U.S. export after agricultural products. The country has a long and proud tradition of dominating the industry with technological **breakthroughs** [=significant improvements] leading to superior products. But this dominance is now being challenged.

Airbus, a France-based European company, has bumped McDonnell Douglas into the third spot in the industry, and it threatens to step up the competition. Boeing executives argue that they cannot compete against the **deep pockets** [=unlimited wealth] of the four European governments that subsidize Airbus. The continuing decline of the U.S. lead in aerospace has **sparked** [=initiated] an intense debate in the USA on the whole issue of the proper relationship between government and industry.

Traditionally, the United States has maintained a free-market philosophy which holds that government should not regulate market forces. In this view, better and more efficient production occurs when world markets are open. According to Boeing and other executives, this philosophy has the backbone of American industrial power from the beginning. For the health of the civil aviation industry, the free-trade argument goes, the USA must convince the EU to stop subsidizing Airbus.

However, there is less agreement than there used to be on the issue of government's role in industry and trade. Some U.S. officials and academics [=university professors] point out that the free-market philosophy no longer suits global economic conditions. The development of a strong industrial policy would develop and support important U.S. industries. Such a policy could

work through such protective measures as **tariffs** [=import taxes], import quotas [=limits] or direct subsidies to industry. It could also work through policies that encourage research in certain high-tech industries. According to this emerging view, a carefully constructed industrial policy could help the USA create jobs, increase market share and improve profits, especially in high-tech industries.

Those in favor of the traditional free trade and open market philosophy reject the notion of an industrial policy. At worst, it sounds like a centralized planning of a socialist system. At best, it sounds like protectionism, a policy that simply uses government money to protect industries that would fail in the market without it. They point to some examples of big government-supported research projects, like *Concorde* superfast passenger aircraft, that resulted in products that became commercial failures. Yet, even the free traders have to admit that U.S. industry is not as competitive in the global economy as it once was and that, increasingly, it must compete against nations that have strong industrial policies and are unlikely to change them. So, the debate at Boeing and in the aerospace industry has far-reaching implications [=consequences] for the way the United States should manage its economic future.



Read the questions below and discuss your answers in class:

1. Airbus Industrie, a four-nation European consortium, was established in 1970 to challenge U.S. dominance in aerospace. How well has the company accomplished its goal?
2. Why do Airbus and EU officials believe subsidies for Airbus are necessary and important?
3. Why are most Boeing and U.S. officials opposed to financial backing of the airframe industry by the government?
4. If Boeing were not losing ground in the global airframe market, would it complain about Airbus subsidies?

Read the sentences containing information on Airbus and Boeing and find expressions under the line (a,b,c...) that mean the same as the *italicizea* ones.

- ___ 1. Since the beginning of commercial aviation, such U.S. airframe manufacturers as Boeing and McDonnell Douglas have led the industry in

technological know-how and sales. Until recently, all other companies *lagged behind*.

__ 2. Airbus Industrie was formed in 1970. For several years after, the multinational partnership was clearly *an underdog* in the airframe industry. Boeing was not worried about the competition since nobody knew how long the new enterprise would last.

__ 3. The Europeans hoped that Airbus would both *offset* the general decline in the airframe industry as well challenge the dominance of U.S. companies. Even if the plan to revitalize the industry worked, they knew it would take years to reach their goal.

__ 4. At first, Airbus had a hard time selling its planes to U.S. carriers, who buy over 50 percent of the world's aircraft. Since the products had no *track record*, airlines did not want to try them.

__ 5. In order to *gain a foothold* in the U.S. market, Airbus offered special prices to U.S. airlines. These deals were possible because the company was subsidized by the governments of its four partners.

__ 6. Boeing has complained about Airbus prices and the subsidies that make them possible. Officials say that no private company can compete against the *deep pockets* of four governments.

__ 7. Airbus officials say that subsidies have helped to *level the playing field* in the industry. They point out that U.S. companies get large contracts from the U.S. military. Without financial help, Airbus would not have been able to compete.

__ 8. In just twenty years, Airbus moved into the number two *spot* in the world's airframe industry, pushing out McDonnell Douglas. This represents very rapid growth.

__ 9. The airframe industry is expected to continue growing throughout the next decades. An increase in global business activity is *fueling* this growth.

__ 10. Boeing still leads the industry with over 50 percent of the commercial market. Airbus controls about 30 percent and is *gunning* for 40 percent. The fierce competition between these two companies is certain to continue for many years.

- a) aggressively seeking
- b) position
- c) enormous wealth
- d) performance history
- e) an unsuccessful competitor
- f) stop

- g) developed more slowly
- h) begin to compete
- i) feeding
- j) let competitors compete on a fair and equal basis

Making Decisions: Negotiating an International Trade Agreement

Exploring Business Culture:

Relationships between Government and Industry

Introduction to the Problem. The commercial airframe industry is the subject of the latest round of trade talks between EU and U.S. officials. Airbus, the European consortium, and Boeing, the U.S. firm, are the two biggest competitors in the airspace industry today. The major problem in these trade negotiations is a dispute over government subsidies.

Read the information on *Government and Industry in Three Important Regions* and discuss it to answer the questions below.

JAPAN

The Ministry of International Trade (MITI) sets a strong industrial policy.

- MITI identifies and directly supports key industries, for example, high-technology industries.
- MITI helps to gradually shut down less competitive industries.

EUROPEAN UNION (EU)

The EU's role in setting the industrial policies of its member nations is expanding.

- The EU had broad guidelines for development of present and future industries.
- The EU finances such long-term projects as the development of civil aircraft and high-speed trains.

UNITED STATES

There is no overall industrial policy in the USA.

- The U.S. government gives research money and contracts to certain military, energy and health industries.
- The United States a strong free-market tradition although there is some dissatisfaction with this approach.

1. What is the relationship between government and industry in Japan, the European Union and the United States? In which region is the relationship the closest? In which region is it the most distant?
2. If you know about other regions, describe the relationship between government and industry. How about Belarus or Russia?
3. In your view, what is the ideal relationship between government and industry?

Strategies for Negotiation: Identifying Areas for Agreement

A common problem for negotiators is to focus on the differences in their positions: “I want this. You want that.” The negotiation easily becomes **deadlocked** [=impossible to make progress] and cannot go forward. To help overcome this problem, the participants need to identify *areas of agreement*. By establishing this common ground, the negotiation has a better chance of moving toward a satisfactory accord.

Here are some expressions for identifying areas of agreement:

- *What seem to be our areas of agreement?*
- *What are your priorities?*
- *We both seem to be upset about this matter. Clearly, it's important for both of us.*

Conducting a Business Meeting: An International Trade Negotiation

A. Preparing for the Meeting

 **Business problem:**

Airframe industry trade talks between the USA and the EU have been **dragging on** [=slowly continuing] for years. This latest round of talks focuses on the subsidies that Airbus receives from the governments of its four member nations. U.S. trade officials argue that open markets are better for everyone; EU officials argue that open markets do not and cannot exist. The two sides know that a trade war would be disastrous [=tragic] for both, so they must negotiate an accord.

2. The format of the meeting:

Introduction

- To open the meeting, the *mediator* (a person who acts as an intermediary between two or more conflicting parties) welcomes and introduces everyone.
- The mediator states the purpose of the talks: to negotiate an agreement on government subsidies of Airbus Industrie.

Agenda

- Each negotiating team meets to study its position and plan its strategy.
- The mediator opens the negotiation, inviting participation from all the delegates. When the negotiators become stuck in their positions, the mediator asks them to identify areas of agreement in order to continue.

Closing

- The mediator summarizes the main points of agreement and disagreement.
- To close the meeting, the mediator thanks all the participants and sets a time for the next session.

Conducting the Meeting

The Roles:

1. The person who runs the negotiation as an **impartial** [=unbiased, taking no sides], professional mediator.

2. EU Trade Representatives stress that:

- Airbus's share of the airframe market is not yet 40 percent. Boeing's is more than 50 percent.
- Subsidies from the governments are already from 70 to 100 percent of product development to only about 45 percent. U.S. military contracts subsidize Boeing.
- The EU must have a strong industrial policy (with subsidies, import taxes, etc.) to be competitive in the global market.
- If the USA keeps control of the airframe industry, customers all over the world will be hurt. Without competition, safety and maintenance standards will decline.

 U.S. Trade Representatives stress that:

- Airbus is cutting into Boeing's market. This hurts the U.S. effort to increase exports since airplanes are the Number 1 nonagricultural export.
- Subsidies EU nations to Airbus allow the company to sell its airplanes too cheaply.
- If Airbus stops accepting subsidies, U.S. airframe manufacturers will also continue to refuse help from the U.S. government. The USA will maintain a free-market policy.
- If Airbus continues to accept subsidies, the U.S. government may be forced to set up such trade barriers as higher tariffs and lower import quotas.

Final Discussion

Answer the questions based on what you have learned. In your answers, use the *italicized* expressions.

1. How might government *subsidies* help as well as hurt industry? What industries *are subsidized* in Belarus? Do you agree with the government's policy?
2. In the Airbus *consortium*, aerospace companies from four nations are both owners and suppliers. What advantages might such a business organization enjoy? What problems might an international high-technology *consortium* like Airbus have?
3. Why do many U.S. and Boeing officials defend a *free-market* philosophy? Why are they against creating such trade barriers as *tariffs* and *import quotas*?
4. To some nations, an *industrial policy* is essential; to many people in the USA, it sounds like *protectionism*. What is the difference? Are they always different?
5. Who are the major trading partners of Belarus? Are you aware of any recent changes in their trade agreements?

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