

## Тема 5. Професійна комунікація в усній формі

**Lead-in:** Before reading Text 1, answer the following questions:

1. Have you ever participated in a business meeting? Was your experience successful?
2. What kind of business meetings do you know?
3. What are the functions of a chairperson at a meeting?
4. Do you have an experience of public speaking at a business meeting? Were you successful? Did anything go wrong?
5. What do you think a good public speaking piece should look like?
6. Did you have any problems while speaking in a foreign language during the meeting?

 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

### CONDUCTING AN EFFECTIVE BUSINESS MEETING

In professional setting, meeting means a group of people coming together to discuss on an issue of importance. Alternatively, meetings are a way of getting a group together to handle a common issue. In general, meeting occurs when two or more people meet and discuss. It can be a meeting of groups like Functional Heads, Board of Directors, or an Employee's Association meeting. Every meeting must be productive and seek a specific end to it. For this purpose, all the members of the meeting individually contribute to maximize the potential of the team. A meeting solves multiple tasks in an organizational setting. Few of such tasks are as follows:

- To give common instructions to a group
- To save time on communication
- To solve a problem
- To recognise efforts of the group
- To appraise the situation
- To get new ideas
- To motivate teams
- To resolve conflicts

Although meetings have so many positives but if not conducted effectively, it can lead to confusion, conflicts, wastage of time and resources. A poorly conducted meeting can also result into low morale of the members and putting a negative impact on further meetings.

### Types of Meetings

The type of a meeting depends upon the purpose it serves. Broadly, meetings are conducted for providing information, discussing and solving an issue and sharing a sense of belongingness. Considering these purposes, meeting can be classified into three types:

*Information Sharing Meeting:* Such meetings are conducted to share information or to make something clear. In such meetings, information is shared with the members of the meeting. If a member is having any query on the information provided, a clarification is made. The purpose here is to make members

learn and understand the issue at hand. In such kind of meetings, no suggestions are invited and no solution is sought. The only purpose is to inform the members and make them understand. Following could be the topic of such meetings:

- Changes in the purchase procedure
- Announcement of new marketing strategy
- Information about company's stand on business ethics
- Financial planning avenues for the employees
- Information about progress of the company in the current fiscal year

*Problem-Solving Meeting:* Such kinds of meetings are conducted to seek suggestions and eventually solving a problem. For these meetings, firstly, the issue is discussed at large and then opinions or recommendations of the members are sought. Then all the recommendations are reviewed on their pros and cons. Finally, committee arrives at a solution. It is not necessary that in every meeting member arrive at a solution. Many times no decision is made. In such a scenario, another meeting is called on a later date for further discussions and deliberations. Generally, problem-solving meetings are conducted to handle issues faced by the company from daily basis to six months. Following could be the Topic of such meetings:

- Fixation of performance appraisal criteria for employees
- Strategy to increase market share of the company
- An act of misbehaviour by an employee
- Strike at the company
- Requirement of training needs for the employees

*Rejoicing Meeting:* The purpose of such meeting is to celebrate the success. During these meetings, few members are praised and honoured for their contribution to the organisation. Such meetings are conducted to create a sense of belongingness among the members. These meetings are also conducted to motivate the employees.

Generally, celebration meetings are casual and informal in nature.

Apart from above classification, meetings can also be divided on the basis of compulsion of its conduct like statutory meetings. A statutory meeting like Annual General Meeting needs to be conducted within a specified time.

Chairperson is one who heads the meeting. If you are appointed as Chairperson then you are having a responsibility for smooth conduct of the meeting. You have to ensure that meeting serves its purpose. Chairing a meeting requires patience, understanding of the issue at hand, ability to guide the discussion, and sense of humour. A Chairperson has to adopt different leadership styles at different point of time to steer the meeting towards a conclusion. An authoritarian leader dominates the discussion and praises those who agree with his or her viewpoint. Such situation stops free flow of opinions from members. On the other hand, participative leaders give every chance to all the members to present their view. In such situation, it takes a lot of time to come to a conclusion. Thus, a Chairperson has to strike a balance between these extreme styles of leadership. It is pertinent that chairing a meeting means handling a group of people. Such group can have members who are poor listeners, arrogant, talkative, and submissive. The Chairperson has to ensure that viewpoint of every member is put forward. At the conclusion of the meeting, it is the duty of the Chairperson to clearly state the results of discussion,

decision reached, and future course of action. In short, Chairperson of a meeting has to perform following tasks:

- Planning and making arrangements for the meeting
- Steering the discussion
- Enabling the group to reach to a conclusion
- Creating a plan for proper implementation of conclusion

**Assignment 1.** Match the terms related to *Communication at Business Meetings* with their definitions.

	<i>Terms</i>		<i>Definitions</i>
1.	meeting coordinator	a	an individual who leads the discussion and ensures all participants have the opportunity to speak.
2.	moderator	b	an individual who attends and contributes to the meeting.
3.	action item	c	written records of what was discussed and the decisions made during the meeting.
4.	follow-up	d	an individual who helps guide the discussion process and ensures the meeting runs
5.	agenda	e	the person tasked with recording key points and decisions during the meeting
6.	minutes of the meeting	f	a list of topics to be discussed during the meeting.
7.	participant	g	tasks or steps to be taken after the meeting.
8.	presenter	h	actions to check progress or continue discussions after the meeting.
9.	facilitator	i	a professional responsible for planning and organizing.
10.	note taker	j	an individual who presents information or material during the meeting

**Assignment 2.** In groups, discuss your career plans. Explain what you hope to be doing in five/ten/fifteen years' time, and the stages you need to complete in order to achieve your ambitions. Make dialogues, putting and asking questions about the career plan. The following headings could serve as a guide:

- sector of activity.
- size of company

- geographical location
- expected salary
- department or service

In each case, justify your choice.

The following expressions may be useful:

- I hope ..
- I expect...
- I intend ...
- I plan ...
- I'll need to ...
- After finishing ...
- After I graduate ...
- My short-term goals
- I'll have to ...
- I'll try to...

 **Text 2.** Read the text, summarise the main points in 10-15 sentences, and discuss the questions that follow.

## JOB INTERVIEW

An interview is generally the last step for a candidate in selection process to get a job. Successful performance by the candidate at the interview ensures a final placement. Every interview has two parties involved in it. First is an interviewer, who conducts the interview and the other is an interviewee, who appears for the interview. As interview is one of the most important steps in the whole selection process, it should not be taken lightly.

An interview provides an opportunity to the interviewer and interviewee to interact with each other. It is a two way process wherein both employer and the candidate try to evaluate each other. During an interview, a candidate gets a chance to explain more than what is mentioned in the cover letter or the resume. Through an interview, interviewer tries to collect maximum information about the candidate in a systematic manner. This information is further used to make a decision about hiring the candidate or not. A more focused discussion can be conducted during an interview. It also provides an opportunity to the interviewer to observe non- verbal behaviours of a candidate.

The broad purpose of an interview is to seek information from the interviewee. The information is further used to take various decisions. An interview can be conducted to get the information about:

- Candidate's suitability for the job
- Employee's counselling requirements
- Reasons of an employee for leaving the job
- Reasons to get a promotion
- Performance of the employee during the year
- Reasons for opposing the decision of the management

- Solutions to the problem faced by a company

It can be observed that interviews are conducted for different purposes, right from the hiring to exit of the employees. Keeping in mind the relevance of issue for the candidate, only job interviews will be discussed further. During a job interview, interviewer tries to find out whether the interviewee possesses the required qualification (in terms skills, experience, and knowledge) for the job. Also, the candidate carries a personality to fit in the company's culture.

Interviews can be of different types depending upon the requirement of the interviewer. It is the purpose or the situation that decides which type of interview would be conducted. Each type is having its own pros and cons. Having information about the type of interview would help the interviewee to prepare in a better manner. On the basis of kind of information is sought through the interview process, an interview can be termed as promotion interview, performance appraisal interview, exit interview, and job interview. Apart from that there are some other types of interviews such as:

**One-on-one interview:** In a one-on-one interview, there is only one interviewer for a candidate. Everything regarding the suitability of the candidate for the job is checked by that single person. It is the most common type of interview.

**Board interview:** A board interview is also referred as a panel interview. In this kind of interview, a candidate is interviewed by more than one person at the same time. This group of interviewers is termed as board or panel. The result of the interview depends upon the judgement of all the members of the panel.

**Group interview:** A group interview is like an extension of board interview. Here a group of candidates is interviewed by members of the panel. Generally this kind of interview is conducted when numbers of candidate are more and time available to select a candidate is less.

**Discussion interview:** A discussion interview is strictly not an interview but it serves the same purpose. In this type of interview, a candidate is invited in a more informal environment such as over a lunch or coffee. The candidate and the interviewer discuss on various jobs related issues in comfortable surroundings. Focus is more on the arguments made by the candidate than on formality of structure of the interview. A discussion interview is more popular when a company is hiring for middle to senior positions.

**On task interview:** This kind of interview puts the candidate on real organizational task and the decisions and actions are being observed by the interviewers. On task interviews are more popular for technical positions.

**Telephone interview/on-line interview:** A telephone or on-line interview acts as a filter before inviting a candidate for a face to face interaction. It saves lot of time and money for the interviewer and the candidate. In this interview, few structured questions are being asked to judge the *prima facie* suitability of the candidate for the job. Once the interviewer is satisfied with an interview. The candidate is generally invited for the next round of interview at the company.

**Multi- Round interview:** Many times companies choose not to conduct a panel interview to select a candidate; instead they conduct a series of interviews with different interviewer. Getting a next round interview means the company is serious

about your candidature. Generally these rounds include preliminary, non technical, technical, and personality.

### Questions for discussion:

**Assignment 7.** Action verbs are used by both recruiter and job applicant, and play a prominent role in job descriptions, job interviews, and letters of application. Choose an appropriate heading from the table below for each of the following, translate the verbs into Ukrainian

<i>Headings</i>		
creative skills	clerical skills	helping skills
research skills	financial skills	technical skills
management skills	teaching skills	communication skills

### *Groups of verbs*

<b>1</b>	assign	<b>2</b>	address	<b>3</b>	collect	<b>4</b>	assemble	<b>5</b>	advise
	attain		arbitrate		critique		build		clarify
	chair		arrange		diagnose		calculate		coach
	co-ordinate		correspond		evaluate		devise		enable
	Delegate		draft		examine		engineer		encourage
	Direct		edit		extract		fabricate		explain
	execute		lecture		identify		maintain		inform
	increase		mediate		interpret		operate		initiate
	Organize		motivate		investigate		overhaul		instruct
	Oversee		negotiate		summarise		programme		persuade
	Plan		publicise		survey		remodel		set goals
	Produce		reconcile				repair		stimulate
	recommend		recruit				solve		train
	Review		speak				upgrade		
	strengthen		translate						
	Supervise		write						
<b>6</b>	administer	<b>7</b>	conceptualise	<b>8</b>	assess	<b>9</b>	catalogue		
	Allocate		create		assist		classify		
	Analyse		design		counsel		compile		
	Appraise		fashion		demonstrate		dispatch		
	audit		illustrate		diagnose		generate		
	Balance		institute		facilitate		implement		
	Budget		integrate		guide		monitor		
	Compute		invent		refer		process		
	Develop		perform		rehabilitate		record		
	Forecast		revitalise		represent		retrieve		
	Project		shape				specify		
							tabulate		
							validate		

**Assignment 8.** Match the phrases on the left with those on the right to make full sentences.

1.	She assigned us...	a	the team next season/
2.	He attained ...	b	the report immediately.
3.	She chaired ...	c	an impossible task.
4.	I'll draft ...	d	our archaic accounting system.
5.	We need to overhaul ...	e	new products.
6.	We should upgrade ...	f	sales for next year.
7.	Jack will be coaching ...	g	the meeting brilliantly.
8.	It's difficult to forecast ...	h	his lifelong ambition.
9.	We need to devise ...	i	her job from secretary to PA.

**Assignment 9.** Make a list of the nouns, which correspond to the following verbs.

**Example:** to assist → assistance

1	to administer	12	to arrange
2	to analyse	13	to draft
3	to assign	14	to speak
4	to attain	15	to diagnose
5	to develop	16	to evaluate
6	to execute	17	to assemble
7	to improve	18	to build
8	to increase	19	to solve
9	to recommend	20	to train
10	to strengthen	21	to advise
11	to supervise	22	to encourage

**Assignment 10.** Fill in the blanks in the following paragraph using your list of nouns from the exercise above.

The first \_\_\_\_\_ of the middle executive's script was full of inaccuracies and had to be completely rewritten, but public speaking was never his main \_\_\_\_\_. The \_\_\_\_\_ he made at the AGM was mostly dull but he did not mention that the next \_\_\_\_\_ would take place just after Christmas. By that time, my overseas \_\_\_\_\_ will be well under way. The manager has been giving me a lot of \_\_\_\_\_ and seems fairly optimistic that we'll come up with a(n) \_\_\_\_\_ to the deadlock in Korea. I think two of the keys are better \_\_\_\_\_ and closer \_\_\_\_\_ of the production personnel, which should lead to a vast \_\_\_\_\_ in quality.

**Assignment 11.** Classify the interview questions under the following headings:

1. Job knowledge questions
2. Job simulation questions or situational questions
3. Work willingness questions

4. Open-ended questions
5. Stress interviewing

a	Tell me about the distribution network for luxury sportswear in South East Asia.
b	You have two minutes to convince me I'm crazy.
c	Tell me something about yourself.
d	Sell me your tie.
e	What would you do if one of your salespeople wasn't reaching the sales targets?
f	Make me laugh.
g	What is important to you in a job?
h	What are your main qualities?
i	How much experience have you had using spreadsheets?
j	How would you motivate a team of salespeople?
k	What are your long-range goals?
l	Judging by the way you dress, I'd say you were somebody who never takes risks.
m	How do you feel about working away from home for three months in the year?
n	What is it you don't like about me?
o	How do you handle pressure?
p	How do you feel after a failure?

**Assignment 12.** Prepare to discuss the issues of *Testing and Stress Interviewing*

1. In groups, discuss any experience you have had of testing as part of a selection procedure:
  - describe the test
  - what was it measuring?
  - was it reliable?
2. In groups, discuss any experience you have had of stress interviewing:
  - describe the stress interview
  - what was it measuring?
  - was it reliable?