

**CORSI DI LAUREA MAGISTRALE CPA, EIMF, ECONOMIA E
MANAGEMENT e PMSTC**

EXAM MATERIALS LINGUA INGLESE - 2020

Contents

Page

- 3** **Introduction**
- 5** **Language Skills** – Building a Business Relationship (Getting to know you)
 Meeting people and making small talk
- 7** Showing an interest and keeping a conversation going
- 9** Gender neutral language

Topics

- 10** **Culture**
- 11** Corporate Culture
 Hofstede’s Dimensions of Culture
 Cross cultural communication
 Living and working in another country
- 19** **A good job**
 Motivation : Herzberg - The Two Factor Theory
 Creating a good work environment
 Rewarding employees
 Vocabulary on pay and work conditions.
 The ideal workplace
- 28** **Human Resource Management**
 The Tasks of HR
 Retaining Staff
 Employer Branding
 Activity - HR Planning
- 31** **Writing**
- 31** The style of business reports 1 - How to create a balanced impersonal style
- 32** Linking words and paragraph structure - Organizing your text
- 33** The style of business reports 2 - passive forms, compound nouns

Correspondence

- 34** Correspondence 1 - First Contact
- 39** Skills - Enquiries
- 42** Skills - Replies
- 44** Correspondence 2 - Everyday business emails
- 48** Correspondence 3 - Writing group emails

53 Correspondence 4 - Formal letters
Job Applications - Cover letters

58 **Job interviews**

63 **Listening - Audio scripts**

- Listening 1 Building a Business relationship - Meeting people and making small talk.
- Listening 2 Building a Business relationship - Making successful small talk.
- Listening 3 Building a Business relationship -Example of successful small talk
- Listening 4 Preparing to work abroad
- Listening 5 The decision to relocate
- Listening 6 Coming back
- Listening 7 Motivation - Creating a good work environment
- Listening 8 Motivation - Rewarding employees
- Listening 9 Developing listening skills
- Listening 10 Human Resource Management - Retaining staff
- Listening 11 Human Resource Management - Employer branding
- Listening 12 Job interview at a hotel
- Listening 13 Talking about your weaknesses
- Listening 14 Questions for the interviewer

71 **Additional materials**

71 **Communicative tasks**

73 **Some exam questions**

Introduction – A note about the examination

The material contained in the following pages covers the subjects dealt with in the course of the lessons.

In order to assess both written and spoken English, there will be an initial written test (lasting about 90 minutes) and, if the candidate is successful, there will then be an oral examination some days later.

There will be two parts to the written test. In the first part, the candidates will be required to respond to a task by writing an email or letter. In the course, different types of correspondence have been studied, ranging from the informal simple message sent to a colleague you know well, to the much more formal and elaborate job application letter. Assessment of this part of the test will consider three criteria - grammatical accuracy and the range of vocabulary used, the appropriateness of the language (use of standard forms and the correct “register” i.e. formality/informality according to the context) and finally the “task completion” (i.e. is the message clear? Have all the points in the task been covered? Is the length of the message suitable to the type of correspondence? It is not always necessary to write a lot. A brief email which transmits the relevant points may well score higher than a longer message and it will leave more time for the writing of the essay in the second part of the test (there will also be fewer risks of making mistakes!).

The case of the job application is different. The letter will usually be longer as you will need space and more elaborate language to “sell yourself”. In this case, as the letter will take more time, the task in the second part of the exam will be simpler.

The second task will be a short essay on the topics covered in the course. Assessment will consider the accuracy and range of grammar and vocabulary, discourse management - i.e. how the essay is organized and how “fluent” the language is (it is a good idea to take the time to plan your answer before you start to write) – and finally, again, “task completion” (has the candidate answered all the points covered in the task? How clear is the answer?).

In both written test tasks a pass mark is required in the assessment of task completion. If this has not been achieved, the other marks will not be considered.

It is also well worth finding time to check your answer - also for minor grammatical errors that may have escaped you when you were concentrating on the content of what you were writing.

The use of dictionaries (mono- and bi-lingual) is permitted.

Successful candidates will be “invited” for the oral test. This will be a conversation on topics studied in the course - including that covered in the written exam. Sometimes it is necessary to clarify points made in the essay. No final grade which will count towards the average final degree mark is foreseen for the examination. The result will be a simple pass/fail (*idoneità*).

Online Exam

In the event of an online exam, many aspects of the exam remain unchanged. However, the written test will be an “open book exam”. Where in traditional closed book exams students are required to rely solely on their recall of exam topics, open book exams allow students to consult reference materials (notes, textbook, online dictionaries etc.) in the course of completing the exam. The fact that an exam is open book doesn't mean it will be easier, or any less challenging, than a closed book exam. In fact, the opposite is often true. While closed book exams place emphasis on memorization and recall, open book exams place focus on higher level learning and typically require students to evaluate, analyze, or synthesize information, rather than simply remember it. In any case, a more personal answer to the questions is expected.

The exam will be conducted on the Microsoft Teams platform. The necessary code will be communicated to the students who have enrolled on Esse 3 a few days before the examination .

Language Skills – Building a Business Relationship (Getting to know you)

Introduction

Discuss these points:

- How do you feel about meeting people for the first time?
- What topics do you talk about when you meet people for the first time?
- Which topics can you talk about with other students or your colleagues at work?

Listening 1 – Meeting people and making small talk (See Audio Scripts)

Listen to three different extracts from business conversations. What is happening in each conversation? Write the correct conversation number;

- a. Some of the people are meeting for the first time.
- b. Business partners who have met before are making small talk before a meeting.
- c. Two colleagues are meeting

Read Audio Script Listening 1 Conversation 2 and complete the following table with suitable phrases:

1. Introduce yourself _____ _____	2. Introduce someone else _____ _____
3. Respond to an introduction _____ _____	4. Greet someone _____ _____
5. Respond to a greeting _____ _____	

Listen to the three conversations again. What topics do the people discuss in each conversation?

Conversation 1.....

Conversation 2.....

Conversation 3.....

Which of the topics used in the conversations would you use to make small talk?

Are the topics in Conversation 3 suitable in all business conversations?

Look at the list of topics below. Would you consider them to be suitable for small talk in your country?

Which of them would you feel comfortable talking about?

The weather	Sports	your salary	your family	your age
jokes	religion	your hobbies	food	politics
embarrassing experiences you have had				

Are the topics always appropriate or never appropriate? What do you think it depends on?

Listening 2– Making successful small talk (See Audio Scripts)

Conversation 1

Alan is welcoming Belinda to his company for a meeting.

Is this successful small talk?

If you were Belinda, what would you think of Alan?

If you were Alan, what would you think of Belinda?

Compare this conversation with Conversation 2 below (It is a similar situation – Jean-Luc and Francine are visiting Dave’s company and are making small talk before a meeting).

What is different about the way the speakers make small talk compared to the conversation you just listened to?

Conversation 2

Dave: If you’d like to hang your coat up, Jean-Luc, there’s a rack in the corner.

Jean-Luc: Here?

Dave: Yeah

Dave: We’ll just wait for Paul. He’s making a cup of tea.

Francine: So no rain today, then?

Dave: Not at the moment. The weather forecast is for nice warm weather for the next couple of days anyway.

Francine: Oh, that’s good.

Dave: So it makes a change from rain, doesn’t it?

Francine: Yes.

Showing an interest and keeping a conversation going

There are strategies you can use to keep a conversation going

- Use an expression that shows interest
- Add some information after answering a question
- Make further comment on the same topic

What strategies are being used in these two extracts from the conversations in Listening 1 and 2?

Extract 1

- Francine:** So no rain today, then?
Dave: Not at the moment. The weather forecast is for nice warm weather for the next couple of days anyway.
Francine: Oh, that's good.

Extract 2

- Maria:** A lane had been closed off and nobody was doing anything about it.
Luke: Really?
Maria: We must have been waiting for half an hour

What other expressions can you use to show interest?

<u>Expressions to show interest</u>
Oh really That's great

Working with a partner (or in groups) change the conversation in Conversation 1 to make it more successful. Think about:

- Using expressions to show interest
- Adding some information after answering a question
- Making further comment on the same topic

Practice the conversation, then listen to a good example:

Listening 3

Practice

You are meeting a business partner for the first time. Choose some of the topics listed above on page 6 for small talk.

How would you introduce these topics to “break the ice”?

What further comments would you make about them?

Language Skills - Gender neutral language

Many organizations today ask their staff to use gender neutral language, so that neither men nor women feel excluded. Is there sensitivity towards this in the place where you work or study?

It is certainly something you should bear in mind in your business contacts, both face-to-face and in correspondence. Don't automatically assume that a manager is a man; avoid "he/him/his".

Some examples to avoid:

- A good manager should always treat his staff with respect; they should feel they can come to him with their problems
- Single mothers often find it difficult to combine a job with family life.

More inclusive language strategies:

- Every manager should do his/her best to understand the employees of a company.
- When the manager takes up a new position, they should try to meet as many of the staff as possible in the early days
- When ~~the manager takes~~ managers take up a new position, they should try to meet as many of the staff as possible in the early days.

We often use they to mean he or she.

- Your driver will do their best to help you.

Use these strategies to change the examples to avoid mentioned above.

Do you think there is gender neutrality in your language?

Culture

Culture is “the way we do things around here”. “Here” might mean a country, an area, a social class or an organization like a company or an educational establishment. It includes the values people consider to be important and their beliefs

Culture is defined as the collective mental programming of the human mind which distinguishes one group of people from another. This programming influences patterns of thinking which are reflected in the meaning people attach to various aspects of life and which become crystallized in the institutions of a society.

This does not imply that everyone in a given society is programmed in the same way; there are considerable differences between individuals. We can, nevertheless, still use country scores based on the law of the big numbers, and on the fact, most of us are strongly influenced by social control.

See: <https://www.hofstede-insights.com/product/compare-countries>

The word culture is often assumed to be related to the customs and traditions of a particular nation. In fact we all belong to many different cultures - which of the following cultures do you think have the most influence on you?

The culture of:

The area you live in

Your age group

Your profession

Your interests

The organization you work for / the University

Corporate Culture

What is corporate culture? There are two answers to this question, one non-academic and one academic. In the non-academic approach, the basic definition of corporate culture is 'the personality of an organization', or simply "how things are done around here". It includes;

- core values and beliefs
- corporate ethics
- rules of behaviour.

Corporate culture can be expressed in the company's mission statement and other communications, in the architectural style and interior decoration of offices, by what people wear to work, by how people address each other, and in the titles given to various employees.

Then, there is the academic approach to corporate culture (often called organizational culture in this context) Perhaps the best known expert in this field is Geert Hofstede. He has developed a Culture Orientation Model which classifies cultures in the following terms:

1 Individual vs. collective

This index explores the "degree to which people in a society are integrated into groups." In individualistic societies people will see themselves as single independent actors, related only to their immediate family. They emphasize the "I" versus the "we." On the other hand, in collective societies, people feel they are tightly-integrated into groups.

2 Power distance

The power distance index is defined as "the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally." Hierarchy is a characteristic of most human groups and organizations, but in some societies the gap between those with a lot of power and those with a little power is wider, and power is concentrated on a smaller number of people who make most of the decisions. In a society with a high power distance there is less expectation of movement between classes or levels. In cultures where power distance is low, people tend to assume that those in a position of power have earned it. They also expect power relations to be more democratic. A higher degree of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason. A lower degree of the Index signifies that people question authority and attempt to distribute power.

3 Uncertainty avoidance

The uncertainty avoidance index is defined as “a society's tolerance for ambiguity,” in which people embrace or avert an event of something unexpected, unknown, or away from the status quo. In some cultures, people prefer to have everything presented in detail so there will be few if any surprises. Societies that score a high degree in this index opt for stiff codes of behavior, guidelines, laws, and generally rely on absolute truth.. A lower degree in this index shows more acceptance of differing thoughts or ideas. Society tends to impose fewer regulations, people are more relaxed about the unknown and are not worried when they don't have all the details..

4 Masculinity vs. femininity

In this dimension there is a gender gap, but we are not talking primarily of equality of opportunity, or of “women's rights”. Rather we are talking about the values associated with the two concepts. Masculinity is defined as “a preference in society for achievement, heroism, assertiveness and material rewards for success.” Looking out for Number One! Its counterpart, Femininity, represents a preference for cooperation and building relationships, reaching agreements through communication, modesty, caring for the weak and quality of life. Women in the respective societies tend to display different values. In feminine societies, they share modest and caring views equally with men. In more masculine societies, women are more emphatic and competitive, but notably less emphatic than the men. In other words, they still recognize a gap between male and female values.

5 Short-term vs. long-term.

Long-term orientation vs. short-term orientation (LTO): Long-term planning, saving and hard work are valued in societies with Long-term orientation while living for the moment is more important in societies with short-term orientation .

Hofstede's Dimensions have been used as a basis for a comparison of the cultures of different countries (see <https://geerthofstede.com/...hofstede...hofstede/6d-model-of-nati...>) so, for example, Sweden is a low power distance country. Managers are accessible and approachable and there is a tradition of employee involvement in the decision making process as part of a team of equals. France is a high power distance country in which managers tend to be more distant and remote. Employees are expected to show deference towards their managers and to follow decisions rather than participating in them.

Company culture affects employees in many ways. For example:

- the hours you work, including options such as flexitime and teleworking

- the work environment, including how employees interact, the degree of competition, and whether it's a fun or hostile environment.
- the dress code, including accepted styles of clothing and things such as casual days..
- the office space, including things such as cubicles, window offices, and rules about display of personal items.
- training and skills development available to employees.
- onsite perks, such as break rooms, gyms, daycare facilities, etc
- the amount of time outside the office you're expected to spend with co-workers.
- interaction with other employees, including managers and top management.

Another key issue is whether the company hierarchy is “tall” (with many layers) or “flat” (with few layers). This links to the issue of delegation (or not) of responsibilities.

The importance of corporate culture is growing as the result of several recent developments, some of which are listed below.

- Companies are encouraging employees to be more responsible and to act and think like owners.
- With the decline of more traditional communities (e.g. neighborhoods) companies are filling their employees' need to belong to a community.
- Companies are encouraging teamwork.

For all these reasons, organizations need to make their culture explicit, and it is increasingly referred to in mission statements and emphasized in company-sponsored training and company communications.

How do you think Hofstede’s Dimensions of Culture might be reflected in company culture^

Think about:

- At what level in the organization is behaviour regulated?
- Do less powerful parties accept the existing distribution of power?
- Do employees feel threatened by ambiguity? How important are rules? (Also unwritten rules)
- What is the relationship between competition and collaboration within the company?

Attitudes towards time also vary greatly between different cultures. Look at this information about France:

1. Working hours

People start work at 8.30 or 9.00 and officially finish at 6, though many managers start work earlier and stay at work much longer. There is, in some cases, a culture of presenteeism – being at work when it's really not necessary.

2. Holidays

Employees take five weeks holiday a year – and often take four of them in August. Many companies close down completely for that month. There are about 15 public holidays during the year.

3. Meals and entertaining

The lunch break is important and a lot of business is done over restaurant lunches. There are no snacks between meals, just coffee. Lunch, more than dinner, is an important occasion for discussing business. The working breakfast is rare.

4. Punctuality

If you arrive five minutes after the time given for meetings, nobody minds or comments on it. If you are invited to someone's house, arrive between 15 and 30 minutes after the time given.

5. Boundaries between work and private life

Avoid phoning people at home about work - and don't phone them at all after 9 p.m.
(Source: Business Vocabulary in Use by Bill Mascull)

Write a description of your own country compared to the above description of business life in France.

Cross cultural communication

There are a number of sources of potential cultural misunderstandings:

- a) **Distance when talking to people** - What is comfortable?
- b) **Eye contact** – How much of the time do people look directly at each other?
- c) **Gesture** – Do people make a lot of facial gestures? How much do they move their hands and arms?
- d) **Greetings/goodbyes** – Do people shake hands every time? Are there fixed phrases to say?
- e) **Humour** – Is this a good way of relaxing people? Or is it out of place in some contexts?
- f) **Physical contact** - How much do people touch each other?

g) **Presents** – When should you give them? When should you open them? What should you say when you receive one?

h) **Rules of conversation and the role of silence** - How long can people be silent before they feel uncomfortable? Is it acceptable to interrupt when others are speaking?

(Source: Business Vocabulary in Use by Bill Mascull)

Think about the area where you live, the organization you work for or the University- What tips would you give about the culture of the country or organization to anyone who wanted to do business or study there?

How independent are you? Do you like to make your own decisions? Who do you ask for help and advice?

Are you a person who likes to plan their future in detail? For example, how much time do you spend planning your holidays? Do you prefer to have all the details in advance – or do you prefer to be more flexible?

Would you prefer to have a manager who is a strong leader and makes all the decisions? Or would you prefer a manager who listens to everybody's opinion before making a decision? What about a teacher^

Discuss how the following elements might be important in a culture of work

teamwork planning dress code punctuality formality in how people speak to each other socializing outside working hours using mobile phones
--

Living and working in another country

Are you attracted by the idea of living and working in another country? Or studying?

What do you think would be the biggest difficulties you would face?

What questions would you ask if you had to go to live and work in another country? For example ask about:

The people

The food

The language

Schools

Health care

Other questions.

If someone asked you these questions about your country, what would you reply?

Listening 4 – Preparing to work abroad (See Audio Scripts)

How can a company help to prepare its employees so that the experience of relocation is easier?

Bob Neidermire is a manager with extensive experience of working abroad. In the first part of the following interview he talks about how his company prepares staff for relocation.

Listen to the extract and tick which of the following things he talks about

- On-the-job training _____
- Cultural training _____
- Basic language training _____
- A health insurance package _____
- An expatriate financial package _____

Listening 5– the challenges of relocation (See Audio Scripts)

We considered earlier what you think might be the biggest difficulties you would face in moving abroad – now listen to Bob to see whether he mentions the same things.

Listen again. Are the following statements true, false or not mentioned:

1. It is necessary to think about the employment of the employee's partner. _____
2. It's easy for children to move. _____
3. Employees may not be able to move because they or someone in their family has a health problem. _____
4. Expatriates should remember that they are guests in the host country. _____

Listening 6 – Coming home (See Audio Scripts)

People who have worked or studied abroad often say that coming back to their own country was difficult. Statistics show that 60% of repatriated people leave their company within one year of returning home. This damages the company because it loses the experience of the employee in whom they have often invested a great deal - and it means they must find a replacement.

Many companies have repatriation programs to help employees after their return. This is one of the many functions of Human Resource management we will discuss later in the course.

What do you think might be the most difficult challenges faced on return from working or studying abroad?

Listen to Bob talking about his experience and make notes to answer the following questions:

1. Was it more difficult for Bob to move from the USA to Asia or to return to the USA from Asia?
2. What were his responsibilities when he was in Asia?
3. Why was he unhappy at work after he returned home?

A good job

There are many reasons why people work - these include:

1. To earn money
2. To help other people
3. To get more qualifications
4. To be praised by other people
5. To be part of a team

What motivates you to work or study? Rank the above motivations in order of importance for you.

Sometimes we do things because we like doing them (**intrinsic motivation**) and sometimes because we want to get something as a result (**extrinsic motivation**).

Are the reasons mentioned above intrinsic or extrinsic or both?

The Two Factor Theory

This theory, also called the **Motivation-Hygiene Theory** or the **Dual-Factor Theory**, was created by Frederick Herzberg (1923-2000). Herzberg was a clinical psychologist and is one of the major writers in management and motivational theories. He was one of the most influential management teachers and consultants of the years after World War II. His theory explains the specific things that motivate an individual at work.

He conducted his research by asking a group of people, specifically 200 accountants and engineers working for companies in the USA, about their good and bad experiences at work. He was surprised that the group answered questions about their good experiences very differently from the ones about their bad experiences.

Based on this, he developed the theory that people's job satisfaction depends on two kinds of factors. Factors for satisfaction (motivators/satisfiers) and factors for dissatisfaction (hygiene factors/dissatisfiers).

Performance, recognition, job status, responsibility and opportunities for growth all fall under motivators/ satisfiers. Hygiene factors/dissatisfiers are about salary, secondary working

conditions, the relationship with colleagues, physical workplace and the relationship between supervisor and employee.

Reported good feelings about work were usually associated with job experiences and job content. Reported bad feelings were associated with the surrounding or peripheral aspects of the job - the job context.

In his theory, Herzberg claims these factors function on the same plane. In other words, satisfaction and dissatisfaction aren't polar opposites. Taking away an employee's dissatisfaction – for example by offering a higher salary – doesn't necessarily mean the employee will then be satisfied. The employee is just no longer dissatisfied - a higher salary will simply help the employee accept a job he might hate!

Herzberg's theory provided a new view of work motivation. Previously, most managers had concentrated on hygiene factors. When dealing with a motivation problem, the typical solution was increased pay, more fringe benefits and better working conditions. They did not understand that by focusing on these extrinsic factors, they were not really improving levels of motivation.

On the basis of this text, decide whether the following statements are true or false:

1. The subjects of Herzberg's study who felt good about their work talked about what they did in their job? _____
2. The people who were unhappy in their job focused on the job content. _____
3. Hygiene factors help to avoid dissatisfaction. _____
4. Managers need to focus on job content as well as on job context to motivate their staff. _____

Vocabulary of motivation and demotivation

The two lists show some of the top factors that can cause satisfaction and dissatisfaction in work:

Hygiene	Motivation
Company policy	Achievement
Supervision	Recognition
Relationship with the boss	Work itself
Work conditions	Responsibility
Salary	Advancement
Relationship with peers	Growth

Decide which of the above factors the following examples belong to. Then decide if they are hygiene factors or motivation factors:

1. A lot of bureaucracy
Company policy - Hygiene
2. Rude colleagues
3. Praise
4. Promotion
5. Low pay
6. A job you enjoy
7. The chance to learn new skills
8. Only a few days of annual leave
9. Not enough support in the job
10. An aggressive manager
11. Getting good results
12. The chance to manage a team

Activity

You are the Human Resource Manager of a company which is experiencing a fall in productivity. You have received a memo from the Managing Director indicating that there are problems with staff motivation. He notes the following points:

“...too many employees are calling in sick on Monday mornings...a lot of workers don't think we listen to them, but we do...we increased the pay and the staff are still not motivated...the staff seem to have time to do their jobs. Why are they complaining?...a few of the factory workers complain that they can't get promoted - but they are well paid, and some of them earn more than the managers”.

If you were a manager or an employee in this situation, how do you think you would feel?

Do you think the problems are related to motivation or hygiene factors?

The company has thought of some ideas to improve motivation. Discuss whether these ideas will help motivation or not:

- Reduce working hours - the staff are working too many hours
- Increased wages have not worked - perhaps the threat of less money will motivate them.
- Workers need to feel they are part of the company. We should organize workshops to show them how valuable their work is.
- Increase communication between managers and workers. How?
- Employee counseling will help to cut down the number of people missing work.

Creating a positive work environment - How does a successful company motivate its staff?

Working conditions, rewards and the ideal workplace.

Discuss the following questions:

- What makes a company or organization a good place to work?
- What rewards would you expect for doing your job well?
- Would you be happy if you achieved something at work and had to share the rewards with all of your team?

In the following interview a Human Resource Manager, Pia Orskov, will talk about her company, Creativ, which sells art and hobby materials in Denmark and won an award as one of the best companies in Europe to work for.

Listening 8 – Creating a positive work environment (See Audio Scripts)

Listen to the first part of the interview with Pia Orskov and answer the following questions:

1. What reasons does Pia Orlov give for Creativ being a good place to work?
2. How is the way they communicate at Creativ different from many other companies?

Listening 9 – Rewarding employees (See Audio Scripts)

- 1) Write a list of things companies can do to reward their employee.
- 2) Listen to the next part of the interview and answer the following questions:
 1. What is special about the way the company rewards its staff?
 2. Does Creativ use any of the systems of rewards you thought of?
 3. What does Pia Orskov say is the main way in which Creativ treats its staff better than other companies?

Listening 10 – Developing listening skills (See Audio Scripts)

It's not always necessary to understand every word of what a person is saying, sometimes it is enough to "***get the gist***": to get a general idea of what someone is talking about. Sometimes you need to understand ***specific information***, but it is still not necessary to understand everything.

When we listen we use our background knowledge about the topic or situation to help us understand.

Think about these questions:

- 1) What do you already know about how Creativ treats its staff?
- 2) Would you expect the management to have very strict rules?
- 3) How might the importance Creativ gives to face-to-face discussions affect the number of rules the company has?

Listening for gist

Listen to the next part of the interview. Which is the best summary of what Pia Orskov says:

- a) Employees often abuse the system so employees need a lot of rules.
- b) Employees don't often abuse the system because it is based on trust: therefore there are only a few rules.
- c) Employees usually follow the rules because there are severe punishments if they don't.

Listening for specific information (See Audio Scripts)

Listen again and see if you can understand some more specific information.

- a) What are the three important rules which Pia says the company has?
- b) What does she say employees like best about working for the company?

Discussion:

Do you think it is a good idea for employees to meet face-to-face for a few minutes every day? Why might some people not like it?

1. What does the interviewer mean when he says many companies "pay lip service" to team building?
2. In the interview Pia Orskov says, "We think it's important to have a 'we' spirit instead of a 'me' spirit". Do you agree? Would you like to work in a company where the team rather than the individual is rewarded?

Vocabulary on pay and work conditions.

Salary	career opportunities	glass ceiling	fringe benefits	
work-life balance	open-plan office	effort-reward balance		
commission	appraisal system	tip	bonus	severance package
mentoring system	flexitime			

Match the words and phrases above with their definitions:

1. A system where people work a set amount of hours in a period of time, but choose the times when they start and finish. _____
2. A fixed amount of money which an employee receives. _____
3. A working space where everybody has a desk, but nobody has their own individual office.

4. A barrier that stops certain groups of people being promoted to the next level.

5. Chances to improve your position in the company. _____
6. An amount of money you might give to a waiter or taxi driver to say thank you.

7. Payment to someone who sells goods. The more they sell, the more of this they receive.

8. A system where a new employee learns from a more experienced employee at work.

9. This tries to ensure that spend the right amount of time at work and don't work too much.

10. Pay and benefits which someone receives when they leave a job.

11. Extra money someone receives for good performance. _____
12. A way of measuring how successful an employee has been. _____
13. Extras to the money an employee receives - a company car, free health care.

14. Where the company tries to make sure the employees receive the right amount of money for the work they do. _____

Do the words and phrases refer to pay and rewards or to working conditions? Complete the table:

Pay and rewards	Working conditions

Discussion

What is most important for you, a high salary or career opportunities in the future?

What examples of “glass ceiling” can you think of?

What are the most common fringe benefits in your country or in the organization you work for?

What do you think makes a good work-life balance?

Would you prefer to work in an open-plan office or would you prefer it if the managers had their own individual office? Why?

Which people benefit the most from being able to work flexitime? Can you think of jobs where flexitime is not possible?

The ideal workplace.

What would your ideal workplace be like? Think about:

- Flexible working hours and the possibility of working from home
- Career prospects
- Opportunities for training and taking time out of work for further education
- Rewards and fringe benefits (Are they important for you?)
- Working in team or working on your own
- Social events at work
- The layout of the offices and how they are decorated.

Human Resource Management

Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into three major areas: staffing, employee compensation and benefits, and defining/designing work. Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees.

<https://www.inc.com/>.

HR tasks

Recruiting new staff

Salaries

Pensions

Working with departments to help bring about change

Advertising for new staff

Developing staff abilities

Informing staff about developments

Supporting heads of departments in getting the best from their staff

Match the above tasks with the following specific activities

Human Resource Activities

Compensation for employees

Benefits packages

Hiring staff

Maintaining contacts with universities

Performance management

Organizing training

Setting up a system of employee reports

Organization development

Organizing inter-team or interdepartmental meetings

Safety

Listening 11 – Retaining staff (See Audio Scripts)

Ursula Knorr is the head of the Institute for leadership and Human Resourced Management at St. Gallen University in Switzerland. You are going to listen to an interview with her.

Before listening discuss the following questions:

1. How do you think companies can retain staff?
2. Do you think companies should share talented employees with other companies or should they try to keep their best employees for themselves?

Listen to the first part of the interview and answer these questions:

1. What is the first way of retaining staff that she mentions?
2. What is a talent alliance?
3. What examples does she give regarding life-cycle oriented HR management?

What problems might there be with talent alliances? Would you like to work in this way?

Listening 12– Employer Branding (See Audio Scripts)

Before listening discuss the following questions:

1. What is employer branding?
2. Why is it easier for companies like Porsche and Rolls Royce to attract employees than some other companies?
3. Why shouldn't companies lie about how great their company is to work for?
4. What problems do small companies have with attracting employees? What can they do about this problem?

Writing

The style of business reports 1

Look at these sentences that come from a report on investment advice. What do you think of the writing style?

- 1 The US stock market will rise next year.
- 2 Property is a very cyclical market.
- 3 Analysts believe that the telecomms sector has better potential than the rest of the market
- 4 Inflation is less dangerous now than in the 1970s.
- 5 Bonds are a safer investment than shares. Shares give a better return in the long term.
- 6 Gold prices will not go any lower,
- 7 Young people invest for capital growth and old people invest for income, but this is not always true.
- 8 The best option is to spread your money over several forms of investment

Rewrite the eight sentences using the techniques in the table. These techniques will help you to create a balanced style that shows you have considered the points carefully.

Giving both sides of an argument	<i>In general... , however On the whole ... , but ..</i>
Making a statement less general	<i>Many / Some / usually / typically / often</i>
Making a statement less certain	<i>It is possible / probable that...</i> <i>It seems / appears that...</i> <i>...tends to be ...</i> <i>...is likely to / is expected to / will probably / might...</i> <i>.. probably will not / is not expected to / is unlikely to</i>
Making a comparison	<i>++ substantially / considerably / much slower growth</i>
more/less strong	<i>+ a significantly / relatively more risky investment</i> <i>- a marginally / slightly more expensive option</i>
Concluding	<i>On balance, .</i> <i>Taking everything into consideration,</i>

Choose one of the topics below and write a short report. Use the techniques studied to keep your style impersonal and balanced.

- 1 Write a short report describing the economic and political outlook for your country over the next year.
- 2 Rewrite this short report about the future of the Internet. You can change the original and introduce your own ideas :

The Internet is the most important technological advance since the wheel. Soon you will never have to leave home. Cinemas will disappear as people download movies on demand, shops will disappear as people walk through virtual supermarkets and order goods with a click of the mouse. In the service sector everyone will work from home and videoconferencing will replace meetings. People will meet future husbands and wives through on-line chat areas that select people with similar interests. Most people will live inside Information Villages with green spaces and high walls. The remainder will live outside the walls where armed guards will feed them soup and give them blankets during the winter.

Linking words and paragraph structure

Linking words join one idea to another and help the reader to see how your argument is developing.

1) Underline five linking words or phrases in this report extract about **Kalia**, an imaginary country.

Finally, the Kalian government is giving more control of economic policy to the regions. For instance, foreign companies do not need a license from the Industry Ministry. Moreover, these companies pay part of their taxes directly to the region where they are based rather than pay the whole amount to central government. On the whole this has made investing in Kalia much easier. However some problems, like the reform of agriculture, can only be dealt with at a national level.

2) Now complete the table with the words you underlined.

Showing a sequence	<i>First Secondly After that</i>
Talking generally	<i>In general Typically</i>
Making a contrast	<i>On the other hand Nevertheless</i>
Adding another point	<i>In addition to this</i>
Giving an example	<i>For example e.g.</i>

3) Match each word or phrase from the left box with one from the right box

<i>In fact</i>	<i>i.e.</i>	<i>As a result</i>
<i>In particular</i>	<i>Obviously</i>	

<i>Therefore</i>	<i>Of course</i>	<i>Actually</i>
<i>Above all</i>	<i>That is to say</i>	

Now complete the table by adding the ten words.

Giving real/true/surprising information	<i>As a matter of fact</i>
Saying something is obvious	<i>Clearly</i>
Giving the most important example	<i>Especially</i>
Rephrasing in a different way	<i>In other words</i>
Giving a result/consequence	<i>For this reason</i>

4) Choose the correct words in this report extract. Look carefully at the whole context.

How to Cut the Time You Spend On Reports

Does information technology mean the end of paper in our offices? (1) In fact/Moreover, the amount of paper used in business is slowly going down, but not in all areas. (2) For this reason/In particular, the number of reports actually seems to keep growing. (3) Clearly/Nevertheless some reports are essential and need to be studied carefully, but (4) above all/in general reports are only read very quickly and some are never read at all.

What can you do to reduce the amount you read and write? (5) First/As a matter of fact, see if each report is really needed. (6) That is to say/However, ask yourself 'If this report was destroyed in a fire tomorrow, what would be the result?'. The answer might surprise you. (7) For example/Second, keep your reports short and easy to understand. Can you use a graph instead of text? Is the writing clear and simple? (8) Typically/Above all, think of your readers: are you telling them more than they need to know? One suggestion is only to circulate the summary and recommendations. Your readers may miss some of the details, but (9) especially/on the other hand if they want the full report they can ask for it.

(10) In conclusion/Nevertheless, it is possible to save time on reports, but it may mean there is less information in circulation.

The style of business reports 2

Producing an impersonal, balanced style - passive voice, compound nouns and vague language.-

It was suggested that our maintenance contract could be changed

Is this sentence written in a formal or informal style?

What elements make it formal or informal?

It + passive/compound noun/passive

Underline the examples of these elements in the following sentences:

- It is recommended that sales reports are produced on a monthly basis
- It is vital that the construction project is managed properly.
- The planning decision will be made in July.

Try rewriting the sentences without using the techniques. Is it always possible?

You will see that it is almost impossible to complete the sentences without more information. Although the language is more formal, the use of these techniques makes the sentences easier to understand and eliminates the need to add unimportant information that it is not necessary to mention.

These two passages have the same meaning. What is the difference between them?

Effective report writing depends on good planning and the writing technique of the author. While writing, a good English – English dictionary should be used, and the habit of looking carefully at the example sentences must be developed. It can be said that there are no easy rules for report writing, but an ideal improvement opportunity is to do some writing practice on a Business English course, Improvements will only be made after a few reports have been written and the problem areas have been worked on.	The writing of effective reports depends on good planning and the technique of writing of the author. While writing, you should use a good English – English dictionary, and you must develop the habit of looking carefully at the sentences which are examples. I can say that there are no easy rules for the writing of reports, but an ideal opportunity for improvement is to do some practice in writing on a course of Business English. You will only improve after you write a few reports and work on the areas which are a problem.
--	---

Write a third text with the same meaning, using a combination of phrases from the other two texts. Choose the phrases which you think are the simplest and clearest. The correct answer is a question of personal opinion.

Rewrite the following sentences in a formal impersonal style:

- 1) We prohibit smoking in the areas which are public.
Smoking _____
- 2) Somebody suggested that the campaign for the advertising should run for a period of six months
It was suggested that _____
- 3) We might consider using a different format for the sales account that we make annually
A different format _____
- 4) We agreed we should give the contract for cleaning the offices to KleanUp.
It was agreed _____
- 5) We delayed the project to construct a dam because of regulations about planning.
The dam _____

Correspondence 1

First Contact

Making first contact in a business relationship and building a business relationship through an exchange of emails.

The email is generally less formal than the business letter and it is increasingly rare to use very formal types of business correspondence today. However, in the case of a first contact email, when you write to a potential customer or business partner for the first time, a semi-formal style is preferable, and certain rules of style and language should be followed - it is very important in creating a good impression when you write to someone for the first time.

How important do you consider the following rules to be?

- There should be no grammar or spelling mistakes.
- You should ask the person lots of questions to show them you are interested in them.
- You should have a clear subject line in the email so that the person knows what it is from the start.

Look at the following email sent by a buyer of LCD monitors for the Scandinavian market.

Complete the email using the expressions below:

1. We met at the Taipei computer applications show
2. Best regards
3. Dear Mr. Zhang
4. Please send us your price list and a draft of your Distributor Agreement
5. We manufacture and distribute matron DVR
6. I look forward to hearing from you

Email

From: Nordstrom, Ole

To: Zhang Xaiopen

a) _____

b) _____ and discussed our interest in importing your PRO Expert monitors for the Scandinavian market.

c) _____, as well as distributing Security Products in Denmark, Sweden, Norway, Finland, the Baltic countries and the United Kingdom (we have an office in London). See our homepage at www.secpro.dk. I found your products of very high quality and I understand that

you could supply the CCTV LCD monitors from 1 November.

I would like to place our first order as soon as possible. d _____, and let me know which of the countries mentioned above you would like us to distribute your products in.

e _____.

f. _____.

Ole Nordstrom

When you make first contact with someone, there are different ways you can open your email or letter. In the case of the Nordstrom email above, he refers to a previous meeting with Mr. Zhang. If you haven't met the person you are writing to before, you can begin by:

1. Introducing yourself.
2. Referring to someone you both know
3. Saying who recommended you contact the person you are writing to.

Look at the beginning of 3 emails. Choose an appropriate opening sentence for each email (a – c).

- a) I'd like to introduce myself as the head of the project management team which will handle the restructuring of the department.
- b) My husband attended one of your courses last month and he has told me how informative it was.
- c) I got your contact details from Marcus Berger in Singapore who suggested I get in touch with you.

Dear Alan

We at Nova Tec have been looking for a public speaking course for some of our staff to attend. Can you let me know if you will be running any courses in the near future

Dear Ms. Alvarez

My name is Ramesh, and I will act as your main point of contact in the coming months as we work through the process with your department...

Dear Mrs. Singh,

He said you might be able to recommend an agent to handle our exports in South East Asia....

Building a business relationship

Look at the reply from the seller in Asia to the Scandinavian buyer after speaking to him on the phone. How do you think he could improve the email?

<p>Email</p> <p>From: Zhang Xaiopen</p> <p>To: Nordstrom, Ole</p> <p>Dear Mr. Nordstrom</p> <p>1) _____</p> <p>2) _____.</p> <p>Since we already have distributors in Finland, Norway and the Baltic countries for our LCD monitor, the areas we can grant you are Denmark, Sweden and the UK only.</p> <p>Concerning the delivery, as per my explanation on the phone, most of our CCTV LCD monitors are selling under the OEM brand with exclusivity. We can take the order now and deliver it in January.</p> <p>If you want to test our samples, we can send our OEM models to you.</p> <p>The draft agreement and relevant documents well be forwarded to you by my European sales Representative Ms. Sylvia Yeh. I will ask her to contact you for relevant business.</p> <p>3) _____</p> <p>4) _____</p> <p>Best regards</p> <p>Zhang Xaiopen</p>
--

Complete the email above choosing one of the following sentences (a – d) to fill each gap in the email. The purpose of these sentences is to make the message sound more friendly:

- a) I am interested in doing business with you and would like to invite you to be our distributor.
- b) I hope to visit Denmark again soon and look forward to seeing you there.
- c) Please feel free to contact me if you need my services or assistance.
- d) Thanks for your call - it was nice to talk to you.

Communicative task 2

You have found out from a Trade Fair or from the Internet about a company whose products you would like to distribute in your country.

Write an email to the sales manager of the company. In the email

- Explain that you have experience selling to the relative retail sector or consumer group
- Ask for more information about particular product ranges
- Ask for a price list
- Suggest that you would like to be the sole distributor for your country

Before you begin, decide on a name for your company. In your email you should:

- include a subject line and introduce yourself
- include a friendly comment in order to build a business relationship
- use the Zhang /Nordstrom emails to help you.

When you have finished exchange your email with someone who wrote to the other company. Look for any mistakes in your colleagues' email and listen to the feedback on the email you wrote. Make any necessary changes.

Skills – Writing Enquiries

The purpose of a letter of enquiry is to request information about services, prices and offers.

They are frequently written in response to advertisements found in magazines or on the Internet,

There are a number of points that are to be included in the enquiry. You should:

- Say where you saw the advertisement, or where you learnt the name and address of the person or company you are writing to.
- Identify yourself and say why you are writing.
- Explain your particular needs.
- Request any other and more detailed information.
- Thank your correspondent and ask for a reply.

Look at how these elements are included in this example.

Mondo Travel
Via Monopoli 2
Bari, 70100
Tel 080 XXXXXXXXXXXX – FaxXXXXXXXXXX
www.XXXXXXXXXXX.XXXXXXXXXX.it

Ref. DS/41

21st May 2015

Hays Travels
16 Wilson Place
London NW1 5LP
United Kingdom

Dear Sir/Madam

Request for information about package tours

I saw your advertisement on your company website.

I work for a travel agency in Bari and would like some information about the package tours you organize in the West Country.

In particular, I would like more detailed information about the type of accommodation you provide on your tours. Could you please send me brochures about the hotels and B&Bs you use?

As many of our clients like to spend some extra days in London, please send me literature and quotations for medium-priced accommodation in London

Thank you in advance.

I look forward to hearing from you.

Yours faithfully
Luca Marchese
Manager

Exercises

1) Put the sentences from the following email into the right order

we are particularly interested in skiing holidays in the Italian Alps
dear Sirs,
we look forward to your prompt reply
we are a UK-based travel company and we are at present planning our programme for the coming winter.
we would also appreciate information about prices and discounts offered for group bookings.
as there may be more than 25 people in each group.
we saw your advertisement in the September edition of "Travel".
best regards
could you please send us some literature about hotel accommodation with details of prices and services.

Peter Hunter
Manager

2) Use the guidelines to write a letter of enquiry

You work for a London-based company. Your manager is going to go to Bari for business. He has asked you to contact Mondo travel in Bari to ask for information. Specifically:

- Information about hotels in the area;
- The possibility of car rental from the airport;
- Some typical restaurants where he can try the local specialities (he would like to invite his customers in Bari).

3) Use the guidelines to write a letter of enquiry

You work for a marketing company in Rome. Your manager, Mr. Bisceglie has read about the a Marketing Fair and has asked you to find more information about the next edition to be held in Manchester in May. Write a letter to a Manchester travel agency. Include all the points included in the model, but more specifically ask:

- How you can receive a registration form so your manager can go to the fair;
- For more detailed information about local accommodation;
- For information about airport transfer;
- The possibility of excursions.

4) Use the guidelines to write a letter of enquiry.

You work in the marketing department of an Italian University. You would like some information about the possibility of holding an academic conference in London in the Spring. You have found the name of a London company who work in conference organization. Write an enquiry to ask about:

- The location and availability of medium-priced hotels;
- The most convenient way to arrive from the airport;
- The location of conference centres;
- The possibility of excursions.

Useful Language

How you learnt about your correspondent:

- I found your address in..... /on the Internet
- Your address was given to us by.....
- I was given your address by.....

Identify yourself

- We are a large tour operator based in.....
- I work in/for a company in.....
- My name is..... I work for.....
- I am the manager of.....
- I/We have been working in this field for XX years.
- We are a small family business
- I am writing on behalf of

Why you are writing

- I am interested in your offer
- We would like to receive information about.....
- I am planning to spend a week in XXXXXX next month.
- We would be grateful if you could give us more information about the services you provide.
- I/We am/are organizing a conference in Italy next summer.

Your specific needs

- Could you please let us have your best quotation for.....
- Could you please send us your summer programme for.....
- I would like to know what services are included in the price.
- Please send me.....
- We would appreciate it if you could send us.....
Could you please send us some literature /more detailed information about.....

Request further information

- I would also like to receive information about.....
- Is it possible to have.....
- We would also like to know if

Closure

- Thank you very much for your help.
- Thank you in advance.
- We are looking forward to your early reply.
- I look forward to receiving your prompt reply.
- I hope to hear from you soon.

Skills - Replies

As your aim in replying to customer's enquiries is to encourage them to do business with your company, it is essential that you try to give a positive impression. Your letter should answer all the questions asked, and it is important that it is well written.

The following points should be included:

- You should thank the correspondent for their enquiry and mention the date of their letter and/or the subject;
- Confirm whether you have the services they have requested (if you don't have them you should either suggest an alternative or refer them to someone else);
- Give information about your company – also give the customer more information about the services that you offer and any special offers;
- Encourage them to reply, or to make further enquiries to you.

Hays Travels
16 Wilson Place
London NW1 5LP
United Kingdom
Tel +44 XXXXXXXXXXXX – FaxXXXXXXXXXX
www.XXXXXXXXXX, @XXXXXX.it

Your Ref. DS/41

Our Ref. DC/ru

29 May 2015

Mondo Travel
Via Monopoli 2
Bari, 70100

Dear Mr. Marchese

Reply to your enquiry of 21 May

Thank you very much for your enquiry of 21st May. I am very happy to give you information about the package tours we organize in the West Country.

We have more than 20 years' experience in this field, and we are able to meet the many different needs that foreign visitors to Britain might require.

The accommodation offered as part of our West Country package tours includes a range of medium-priced hotels and family-run B&Bs. We guarantee the friendly and comfortable environment in all these establishments.

I am also sending you some information about hotels in London. Please also note that, for a small extra cost, we are able to organize airport transfers to and from the centre of London.

If you require any further information, please do not hesitate to contact us.

We look forward to hearing from you.

Yours sincerely

David Clarke
Director

Enclosures

Brochure and Price list for West Country Tours;
4 Brochures about London hotels with price lists;
Price-list for airport transfer transport.

Exercises

1) Use the guidelines to write a letter of reply.

You work in the Tourist Information Office in Brighton. You have received a request from a German travel agency requesting information about study holidays in the Brighton area. They ask for information about language schools, accommodation and the possibility of visiting London. In your reply:

- Tell them that your agency can organize the students' visit;
- Give them the names of two schools;
- Explain that accommodation is available with local families or on the University campus, and there is a choice of either half or full board;
- The schools organize a trip to London (as well as other excursions) as required;
- Send brochures, price list and other information.

2) Use the guidelines to write a letter of reply.

You work for a company supplying air conditioning units. You have received a request for information about possibility of your company supplying 10 units by the end of the month. You would like to supply the goods requested but cannot respect the required date. Explain this in your reply and suggest some alternatives.

Useful language

Thanks for the enquiry

- Thank you for your letter of July 15th requesting information about.....
- I was very glad to receive your request for information...

If you have the services required

- We are very glad to help you in organizing your publicity campaign
- We have availability on the dates you requested.
- We are able to complete the work in the period you requested.
- We can provide.....

Give information about your company

- We have been working in this field for more than 20 years.
- We have been working in this field since 1998.
- We specialize in.....
- Our company was founded in 1995.

Encourage the customer to do business with you.

- I am sending you a brochure with full details of all the services we provide / of all our products and offers.
- I am sending you a quotation with our best offer.

If you cannot provide the services requested, offer suitable alternatives

- We no longer have availability but I can suggest.....
- Unfortunately, our products will not be available by the dates you request. May I suggest when I can grant you an advantageous/special discount.
- We do not organize but as an alternative we do offer

Refer to another company

- We are very sorry we do not..... May we suggest contacting
- Unfortunately, we no longer offer this service but you could contact who specialize in this field.

Encourage further contact

- Please do not hesitate to contact me for any further details you may require.
- I am at your disposal for
- We hope to count you among our customers in the future.
- We look forward to receiving your future orders.
- We hope to hear from you again in the near future.

Correspondence 2

Everyday business emails

Formal and informal style in correspondence

Look at the following pairs of sentences from letters and emails. Decide which are formal style and which are informal:

1. a. We would appreciate your letting us know which models you can make available, as well as the quantities and unit prices thereof. _____
b. Pls email us your inventory and price lists. _____
2. a. Many thanks! _____
b. Thank you very much for agreeing to work on this project. _____
3. a. Should you have any queries at all about the review or what to include in your report, please do not hesitate to contact me. _____
b. Please do not hesitate to contact me if you have any questions. _____

Looking at these sentences again, which of the following features are most common in formal communications, which are more common in informal ones?

1. Simple sentences
2. Long complex sentences
3. No contractions and abbreviations
4. Contractions and abbreviations.

The formal sentences come from letters and the informal lines from emails. Emails generally have a less formal style than letters. However, there are also “semi-formal” emails, as when you write a first contact email to a person you do not know, or perhaps to a person in a higher position in your company hierarchy, and there are also less or much less formal emails when you write to someone you know well.

If we look at the two emails below, we can note a number of differences between them which reflect how well the writer and the addressee know each other. The relationship between them influences the language used. In particular note

- The greeting
- The topics
- The amount of information provided
- The formality of the language used.

Which email is more informal?

What examples of informal language can you find in the more informal email?

Email 1

Dear Mike

Thank you for your email. You may use one of our logos. Please visit our brand guidelines website where you can download the version you would like: abbrandguide@org.uk and click on downloads.

As you are running an event, please can *in aid of* or *in support of* appear next to our logo. As you are featuring our logo, please can you send us an image of how it is being used so we can ensure it is being reproduced correctly.

Please do get your friends to get in touch with our events team if they need any support (tel.0225 834202).

Please let me know if you have any other questions.

Many thanks

Sam

Samuel Spade
Brand manager

Email 2

Hi Jeff

Got all your bills this morning.

Many thanks.

I'm sorry about that one from January that didn't get paid. You're quite right – in the confusion about the invoice numbers, we forgot to pass the new version on to accounts, but just filed it away... a brilliant way to save money!

Anyway, accounts have it now, so it will be paid with the other ones at the end of the week.

Did you see the game last night? I didn't see the game, but saw the penalty shoot-out. Very tense. It's always fun when we beat the Italians!

Cheers

Matt

Communicative task 3 – Business emails

Read the instructions in the communicative task information

Before you write your email decide what style (formal/informal) is most suitable in the context.

Write your email and give it to another student.

Reply to the email you receive.

Correspondence 3

Writing group emails

Dos and don'ts of writing group emails

Here is a list of tips for writing group emails - decide if they are dos or don'ts:

- Use acronyms and abbreviations
- Give the details before the main point
- Include a clear subject line
- Be polite even if the message is firm or strict
- Write all the information in the same paragraph
- Give key information at the beginning
- Use bullet points
- Use long complicated sentences
- Include more detailed information in a separate attachment
- If you have included an attachment, mention it at the end

Read the following email. On the basis of the list of dos and don'ts, decide how you could improve it.

Rewrite the email using the list of dos and don'ts and compare your version with the example.

Subject: Yesterday's meeting

We had a very useful meeting yesterday, in which we brainstormed ideas for new products. As we discussed, we are looking specifically for ideas that would generate (significant) money. Erika has very kindly collated a list of the topics we discussed, and as you can see the list contains very short summaries of each of the ideas that came up yesterday. I've asked the people who proposed them to provide a more detailed (max. one page of A4) concept of their ideas. Could you please include what the product is (content), what form it is in (print, audio, online etc.), who it is aimed at, how often it will appear (if relevant), what the payment/business model is. Can I ask you to please look at the ideas and feel free to add to them, adapt them, expand

them, or come up with completely different ones, and to send your ideas to me as soon as possible.

James

PS: the list is attached.

From: "McCullen James" J.Mcullen@alpinevistas.com

To: Marketing team

Subject: Brainstorming for new products

Hi all

Attached is a list of ideas generated at yesterday's meeting for new products. (Thanks to Erika for collating)

Specifically, we are looking for ideas that would generate (significant) money.

The list contains very short summaries of each of the ideas that came up yesterday. I've asked the people who proposed them to provide a more detailed (max. one page of A4) concept for their ideas. This should include:

- What is the product?
- What form does it have (print, audio, online etc.)?
- Who is it aimed at?
- How often will it appear (if relevant)?
- What is the payment/business model?

Please look at the ideas and feel free to add to them, adapt them, expand them, or come up with completely different ones.

Please send your ideas to me as soon as possible.

Many thanks

James

Structuring information

When you write a letter or email it's important to structure the information so that it is easy to follow and understand. You should ask yourself the following questions:

Who is it for?

What is the message?

Why are you writing? What is the purpose?

Read the following email sent by the new head of the department.

1. Answer the questions Who? What? Why?
2. The email is divided into three main paragraphs. What key information is contained in each paragraph?

Dear Colleagues,

This is to let you know that on 1st September I started officially as the Head of the Human Resources Department. I look forward to working with you in what promises to be an exciting yet also challenging time for our company.

I hope to get to know all the staff as soon as possible – I will try to achieve this through a series of small group meetings in the next few months. These meetings will be informal and will give me the opportunity to understand your concerns and aspirations for the company better.

My office is located on the ground floor until further notice. Sally Owen, who acts as my PA, is located in Room G2. I can be contacted through her. Her telephone extension is 2345 and her email is sallyowen@geoup.com.

Thank you for making me feel welcome. (Pity about the weather and the coffee - but I'm working on the coffee!!).

Maggie Anders

Communicative task 4

Stage 1

You work in the logistics department of a big company. Work in two groups A and B.

Look at the information:

Stage 2

Give your email to someone from the other group. You will see that there is a problem. As the head of department is away on holiday and asked not to be contacted, decide how you can solve the problem.

On the basis of what you decide, write a reply.

Stage 3

Read the emails you received again. Did they follow the dos and don'ts rules studied earlier? What did you like about the way the emails were written? How could they be improved? Give your feedback to the other group and listen to their feedback on what you wrote

Correspondence 4 - Formal letters

Job Applications

Think of any experience you have had of applying for a job. Which of the following documents did you have to present:

- A curriculum vitae (CV) or résumé.
- An application form
- Certificates or diplomas
- A covering letter

Did you apply for the job by post/email/online.

Put the following elements into the order they should be found in a cover letter

- a) Your address and contact details ____
- b) Your name ____
- c) When you are available for an interview ____
- d) Your qualifications ____
- e) Your employment history ____
- f) Your personality ____
- g) The position you are applying for ____
- h) Where you saw the advertisement ____
- i) Why you are interested in the job ____

Which of the above should you give more details of in your CV or on the application form?

Which information about your personality should you give when you apply for a job?

The cover letter will use more formal language than is usually the case in emails. It will often use more complex language and, without going too far, it will also tend to be longer as some space is necessary for the candidate to “sell themselves”. It is important, though, to focus only on information which will support your application

Cover Letter Format

Most cover letters follow a basic format. Use the following example to customize your information

Your name
Your address
Your City, Province, Postal Code
Date of letter

Employer's name
Employer's title
Company name
Company address
(Company City, Province, Postal Code)

Dear Mr, Mrs, Miss, Ms (name of employer) Sirs, Sir/Madam

Re. Position you are applying for with the company

Introduction: Explain why you are writing. Name the position for which you are applying and indicate how you heard of the opening.

Body of Letter: Tell the employer what you can do for him/her. This is an opportunity to outline your qualifications and skills as they relate to the job. Use 'résumé verbs' (planned, organized, completed) to describe your skills.

When replying to an advertisement, be sure to include in the paragraph(s) all the requirements listed in the ad (e.g. academic qualifications, skills, qualities etc.). This makes the task of matching you to the job easy.

Refer to the enclosed résumé so that it doesn't get lost in the shuffle, or is in an attachment that remains unopened.

Closing: Use an appropriate closing to pave the way for the interview. Provide opportunity for an immediate and favourable response. When using a broadcast letter, enclose a return envelope if you are requesting an application or more information. You may also wish to take the responsibility for contacting them, stating a specific date when you will call. Also thank them for taking the time to read your letter.

Sincerely yours (Yours sincerely)

Your signature

Your name (typewritten)
Enclosure (indicates your résumé is in the envelope with your letter)

Look at the job advertisement below for an associate manager in human resources at P and G in China. What kind of person are they looking for? Consider, in particular, qualifications, work experience and personality.

Job description:

Associate manager in Human Resources Department in China.

Description

Responsible for:

- Supporting one or more specific core HR systems and processes at the corporate level or on a site.
- Helping line management in preparing their organization to deal with change, which is the real constant in a very competitive global marketplace.
- Working with line management to increase the employees' capability and commitment to the company.
- Ensuring that the programs designed to attract and retain our employees are carried out in a high quality and "zero defect" manner.

Primary work location: Beijing/Shanghai

Qualifications

- Bachelor degree or above
- Shows strong leadership, direction-setting and guiding others
- Excellent critical thinking/problem solving abilities
- Strong skills in creativity, innovation, initiative, follow-through communication and priority setting
- Solid interpersonal skills and team-building abilities
- Strong English communication skills

Now look at the opening paragraph of a cover letter for the job. Why is not a strong opening? What are its faults?

How can you change it?

Dear Sir,

As I was browsing the Internet this morning, as I usually do, I came across your advertisement for an associate manager in human resources in China, which grabbed my attention. I have always been interested in China, and would love to have the opportunity to live there. But let me begin by introducing myself: my name is Martyn Cooke and I am 25 years old ...

A Strong Opening

How you open your job application letter can be very important in capturing the interest of the person reading your application. There are also certain rules to observe in this:

Your opening sentence should say what position you are applying for and where/when you saw the advertisement or heard about the opportunity. So:

I would like to apply for the position of ... advertised in the (name of newspaper) /on the website of... on (date).

Then say in a couple of sentences why you are the right person for the job. The two examples which follow give examples from two application letters – one is from a less experienced applicant and the other from an applicant with more experience:

I have recently graduated with honours from the London School of Economics, and have just completed an internship with the Nationwide Building Society. My qualifications and recent experience, as well as my organizational and communication skills make me an ideal candidate for the position.

With a proven track record of success in finance, I believe my experience would contribute greatly to the continuing success of your company. I have enclosed my résumé to provide an overview of my achievements and qualifications.

Highlighting skills and achievements

In the body of your letter you should highlight your key skills and achievements, and tell the employer what you will contribute to the company. Use “positive action verbs” where possible such as: achieve, lead, build, develop, contribute to, acquire, manage, gain. The use of verbs like complete stress that you follow through on your actions, as in “*I completed the course*” rather than “*I followed the course/I attended the course*”.

Exercise

Underline the best verb form to complete the following sentences:

1. In my present position I have achieved / gained / led good computer skills.
2. During my studies I acquired / managed / implemented a wide knowledge of marketing strategies.
3. In my previous position as Team Leader, I contributed to / managed / implemented a team of assistants who reported to me.
4. As Assistant Manager, I was responsible for acquiring / leading / implementing the strategies adopted by the company.
5. Graduating at the top of my class, I achieved / built / contributed to one of the highest marks on my final project.
6. As a student I regularly built / contributed to / managed the university magazine.
7. My work in this area has enabled me to build / contribute to / lead the skills needed for my job.

Sometimes it is a good idea to use bullet points to summarize some of your key points, or to make a list easily readable, especially if you have a lot of previous experience:

As indicated in my CV, my contributions in my previous post include:

- Training and monitoring
- Preparing and presenting monthly reports
- Contacting prospective customers

Imagine you are applying for the job in the advertisement, what three points would you list in support of your application?

Look at the following extracts from cover letters. Would you write these things in your letter? Why/Why not? Does it depend on which country you are applying for the job in?

I have wanted to be a successful business person since I was a child.

In my previous job, I learned the virtue of discipline and the importance of a strong work ethic.

I performed as a self-starter and became indispensable to my department.

I am confident that I will be able to make an immediate and positive impact on your company after I join.

Activity

Write a cover letter for your application for the job in China.

Your letter should contain the following:

- A strong opening: state what job you are applying for, where you saw the advertisement, why you are interested in the position and are a suitable candidate for the job.
- A main body: highlight your skills, experience, achievements and relevant personal characteristics.
- A conclusion: state where and when you will be available for an interview, how and when you can be contacted and close politely (for example say you look forward to an interview, and/or thank them for considering your application).

Exchange your letter with another student and give each other feedback. What are the strong points of the letter How can it be improved?

Exercises

1) The language we use often consists of fixed expressions considered appropriate to the situation. This is especially true of formal letters, where it is necessary to use the correct phrases.

What expressions could you use in your application letter to:

1. Explain why you are writing. Name the position for which you are applying.

-
2. Refer to your attached résumé

-
3. Use an appropriate closing to pave the way for the interview

-
4. Thank them for taking the time to read the letter
-

2) The following letter suffers from a variety of faults in layout and style, identify the faults and suggest improvements. It was written in reply to a Swiss Tour Operator who are looking for administrative staff to organize their tours.

Swiss Tours
CH – 4002 Basle
Via Garibaldi 11
PARMA
1 – 43100

Dear Sirs

I have a degree in Marketing and have five years' experience working in a marketing agency. I have a strong knowledge of computer sciences. I speak English, French, German, and Italian fluently.

You can call me at any time on my mobile phone (0337 123456) but please not too early in the morning. I would love to work for your company as I have a Swiss girlfriend who is a skiing instructor. I see from the newspaper that you are looking for an administrative assistant, and this would suit me.

Please let me know what you think.

Yours truly

Giovanni Rossi

Parma 6 April 2016

1) Write job application letters for the following positions.

- All Marketing have advertized in Jobs for You magazine. They are looking for a recent University graduate with an appropriate degree to work in their London offices organizing relations with clients in the north of Italy. Computer literacy is preferred.
- Mansfield Park Hotel in Bath have advertized on the Bath Chronicle website. They have a position available for “an energetic foreign-language speaker” who would work on reception.
- The Holbourne Museum in Bath have advertized on their website for voluntary staff to act as museum guides.
- Speakeasy Language School are offering places for tour guides in the Brighton area to accompany foreign language students.

The Interview

Discussion

What sort of information does a job advertisement contain?

Look at the advertisement below for a job in a Singapore hotel and discuss the questions

1. What qualities are required of the applicant? Do you think they are relevant for the job?
2. What other qualities do you think are important?

Company name: Blue Ocean Consultancy

Employer type: Hotel/resort jobs

Position type: Front desk

Job title: Front Office Officers

Location: Singapore

Salary: SGD 1,500 monthly

Job description: You must be eloquent, have good English communication skills and experience of customer service in the hospitality industry

You must possess relevant experience in Front Office operations in a reputable hotel

You are expected to provide professional customer services for our clients

Job requirements: Must possess the following:

- 1) a bachelor's degree in HRM
- 2) three or more years of relevant work experience with employers' testimonials

Benefits and other information: Annual leave, uniforms, medical leave, hospitalization and health insurance cover, training and development.

Group A: You are responsible for recruiting the right person for the above job.

Group B: You are applying for the job.

1. In each group write down the questions you would ask.
2. Swap papers and make notes about how you would reply to the questions.
3. Share your questions and answers with the rest of the class

Language - Collocations for job applications

Some collocations like future career are often used in job interviews and in applications in general. You can make other common collocations by matching the numbered words in the first column with a – g in the second

1. career	a. a responsibility
2. attracted to	b. points
3. make	c. a job
4. interpersonal	d. a decision
5. take on	e. skills
6. handle	f. a problem
7. strong	g. prospects

Listening 12 - Job interview at a hotel (See Audio Scripts)

You are going to listen to some extracts from job interviews. You will hear some graduates from a Hotel and Catering Management course being interviewed for a job in a Hong Kong hotel. The job is for trainees who want to work in front office in a hotel.

Listen and note down the questions asked by the interviewer. Compare the questions with those you prepared in the exercise on the Singapore job.

Listen again and answer these questions:

1. What answers does the interviewee give?
2. Are any of the answers the same as those you prepared in the exercise on the Singapore job?
3. Do you think she answered them well?

Listening 13- Talking about your weaknesses (See Audio Scripts)

One frequent, and difficult, question candidates are asked is to talk about their weaknesses.

Listen to two candidates talking about their weaknesses. Which one do you think gives the best answer?

Listening 14– Questions for the interviewer (See Audio Scripts)

If you were a candidate for the Hong Kong job, what questions would you ask the interviewer? What questions would you not ask?

Listen and see if the questions are the same as yours:

Listen again and answer the following questions:

1. What mistake does Candidate 1 make regarding where she wants to work?
2. What is Candidate 1's second question? Do you think it is a good question?
3. What answer does the interviewer give her?
4. What question does Candidate 2 ask?
5. What does the interviewer say she will do?
6. Why does the interviewer have to do this?

Language - asking questions diplomatically

There are ways of asking difficult questions in an interview which make them more acceptable.

Look at the following two ways of asking the same question and then answer the questions below.

- a. *What are your strengths and weaknesses?*
 - b. *What do you think your strengths and weaknesses are?*
1. Which one is better in an interview? Why?
 2. Which one is an indirect question?
 3. What happens to the verb in an indirect question.

If you are an interviewer you can begin a diplomatic question with *What would you say?/What do you think?* As in the examples above

If you are a candidate you begin a diplomatic question with *I would like to know about /if ... Could you tell me about...?*

For example, instead of saying *How can I get promotion quickly?*, you could say:

I would like to know about the possibilities for promotion.

Could you tell me about the possibilities for promotion?

Look at the following questions and decide if they are asked by the Interviewer or the candidate.

1. How much money do you want to earn? _____
2. Are there any opportunities for training? _____
3. What will I have to do in the first three months if I get the job? _____
4. What was the most difficult situation you have ever handled? _____
5. Why should we hire you? _____
6. How is the department organized? _____
7. Will I be able to work at the front desk? _____

Now make these questions more diplomatic using indirect language and changing some of the words where necessary.

Discussion

What should you wear for a job interview?

Should you try to avoid small talk?

When the interviewer asks you about your achievements, should you be modest or should you “sell yourself” even exaggerating your experience and achievements a little?

What topics should you avoid asking the interviewer about?

Do you think the answers to these questions might depend on the culture of the country or the organization you are in?

Activity

Prepare an interview for the position of Associate manager in Human Resources Department in China in the advertisement above

Group A - Interviewers: prepare the questions you want to ask the candidates.

Group B - Interviewees: Think of the questions the interviewer might ask you, and prepare some questions for you to ask the interviewer about the job.

Audio scripts

Building a Business relationship

Audio Script Listening 1 - Meeting people and making small talk.

Conversation 1

Dave: If you'd like to hang your coat up, Jean-Luc. there's a rack in the corner.
Jean-Luc: Here?
Dave: Yeah
Dave: We'll just wait for Paul. He's making a cup of tea.
Francine: So no rain today, then?
Dave: Not at the moment. The weather forecast is for nice warm weather for the next couple of days anyway.
Francine: Oh, that's good.
Dave: So it makes a change from rain, doesn't it?
Francine: Yes.

Conversation 2

Baz: Hi folks
Stella; This is Baz
Janek Hi, Baz
Maria: Baz, hi. Nice to meet you. I'm Maria.
Baz: Hi.
Luke: Hi.
Maria: Hi Luke. How are you?
Luke: Very well, thanks. Yourself?
Maria: Good, thanks.
Luke: Good, good, good.
Maria: Luke, this is Janek.
Janek Hi, I am Janek.
Luke: Nice to meet you. How are you doing?
Janek I'm fine.
Luke: Right, have you started at all?
Stella; No. We were just talking about the traffic.
Maria: It was a pain getting here.
Luke: Oh, was it?
Maria: A lane had been closed off and nobody was doing anything about it.
Luke: Really?
Maria: We must have been waiting for half an hour
Luke: Oh, It's infuriating isn't it?
Maria: It sure is.
Janek Yes

Conversation 3

Helga: HI.
Gene: Thank you for your card.
Helga: Oh., happy new year!

Gene: I was thinking of including a family newsletter with my card but you know most of my news already. You know about our new grandson?

Helga: Yes, that's really wonderful. How old is he now?

Gene: Well, he's about three weeks old.

Helga: That's nice.

Audio Script Listening 2 - Making successful small talk.

Alan: How is your hotel?

Belinda: Fine

Alan: The flight was OK?

Belinda: Yes.

Alan: Did you get a taxi OK this morning?

Belinda: Yes.

Alan: The traffic is usually OK this time of day. Would you like some coffee?

Belinda: Yes, please.

Audio Script Listening 3 Example of successful small talk

Alan: How is your hotel?

Belinda: Fine, thanks, It's a bit noisy because it's in the centre, but it's quite convenient for sightseeing if I get a chance later.

Alan: Oh yes. You should visit the old town, and the restaurants are really good. Did you get a chance to go anywhere yesterday evening?

Belinda: No, the flight didn't arrive until really late.

Alan: Really! Was the flight OK?

Belinda: It was all right, but we were delayed because of bad weather in Frankfurt.

Alan: That's a pity. But at least you're here now, Did you get a taxi here OK this morning?

Belinda: Yes, the traffic wasn't too bad..

Alan: Would you like some coffee before we start?

Belinda: That would be lovely. Milk and no sugar please.

Culture - Relocation

Audio Script Listening 4 - Preparing to work abroad

Interviewer: How does the company prepare its employees for work abroad?

Bob Neidermire: We provide cultural training for the employee and the family, as well as some basic language training. Some of that can be done before or after the person is relocated depending on the situation and the timing. And obviously from a financial standpoint you have a basic expatriate package which covers the difference in housing costs or tax costs. The whole concept from a financial standpoint is to keep the employee as if they were living in their home country. So if there are any costs that are higher than what that person might have in their home country, the company pays for that. That is the general rule of the company.

Audio Script Listening 5 – The decision to relocate

Bob Neidermire: I think the number one challenge - and I'm speaking from experience - is family considerations. I think it's always easy for the employee to make a move to improve their career, but whether that person makes the move or is successful in it I think has a lot to do with whatever the family circumstances are. Whether the partner has a job somewhere they will be walking away from or what the ages of the children are and what the move will mean to them. Or if there are any health issues and so forth that might prevent someone from relocating. So I think these are the kind of things people look at before they make the decision to move abroad. I have lived for many years overseas and people have asked me the question, "How do you adapt to different cultures?". And I say, The first thing you have to put in your mind is that you are a guest in your host country - of whatever country you are in. Whether you are living there or whether you are on business. And you have to be open to doing things differently. It may not be done in the same way in the culture you have moved from but it doesn't necessarily make it wrong, it's just different.

Audio Script Listening 6 – Coming back

Bob Neidermire: When I moved back to the USA after living in Japan and Singapore, I found it much more difficult than when I moved from the USA to Asia. And that was because of my personal work experience. By that I mean in Asia I was used to a management role, where I dealt with government officials. I dealt with every aspect of the business and was kind of the CEO of my company in that particular country. And I had to make decisions quickly. And then I went back to my own country and went from making decisions, even important decisions, in a relatively short period of time and came back to a corporate situation where time stood still; it took forever to move and get someone to make a decision on things.

Motivation

Audio Script Listening 7 – Creating a good work environment

Interviewer: So you've been named as one of the best companies in Europe to work for. Why do you think this is?

Pia Orskov: Well I think there are a number of reasons, but I think one of the main reasons is that people are very much involved in processes related to the job and the workplace and we seldom do anything until we have talked about it, and people are involved in it at all levels in our organization. Also we have a very high degree of information and dialogue with people. For example, we have staff meetings every day.

Interviewer: Oh right.

Pia Orskov: ... where top management and employees share information about business and everyday life. So that's where people really have a possibility to hear thoughts and ideas from everybody who's involved.

Interviewer: And so do you think that this information sharing is the most important way of making a company successful and making people work together well as a team?

Pia Orskov: I think it's a very important thing to do and it's something that people here attach very high importance to when they talk about their workplace because usually companies send emails around and do things like that rather than speak face-to-face.

Interviewer: Yes

Pia Orskov: But we find it very important to look at each other every day and share our thoughts and missions and practical things too.

Interviewer: Yeah, I think a lot of companies pay lip service to this, they say they do it, but it's quite unusual, isn't it, to find companies that really do take this sort of team-building and meeting face-to-face very seriously?

Pia Orskov: Well, we take it very seriously actually. Everybody meets in their teams for a few minutes every morning and every Monday we have a team meeting that lasts maybe half an hour and there are other face-to-face meetings besides these, of course.

Audio Script Listening 8– Rewarding employees

Interviewer: And what about rewards and other ways of motivating staff? What systems of reward and motivation do you have for employees?

Pia Orskov: Well, we don't really have systems. I think it's part of the company spirit that we don't want systems! Rather we do things in a way that just feels right and we don't put in systems, and we don't put people in systems and boxes. But, of course we want to reward a special effort or a special result, but usually we do it as a group and seldom just as one person. We think it's important to have a 'we' spirit instead of a 'me' spirit.

Interviewer: OK.

Pia Orskov: So at staff meetings we celebrate and applaud a good effort or good result of a group or a team, and as a company we reward all the employees when we reach a certain goal

Interviewer: Oh, right.

Pia Orskov: For example, we might pay for everyone to go for a meal or get a few boxes of chocolates for everyone, or perhaps put an extra amount of money on the next month's pay cheque or something like that, but that would be for everyone when we reach something together.

Interviewer: Right, so everything shared amongst the people involved. Do you think this is the main way or are there other ways in which you think your employees are treated better than they are in other companies?

Pia Orskov: Well, I think that the number one reason is that we see people as whole people and try to treat everyone as a special person with personal needs depending on where in life they are.

Interviewer: Right.

Pia Orskov: So things like work hours and skills and dreams are discussed several times a year with everyone, and also we listen a lot and we act when we've finished listening.

Interviewer: Right! That's the most important part, isn't it?

Pia Orskov: Yes, but er.. also I think the positive spirit we have is very important, it's a kind of a family spirit, and we take care of each other and we give everyone the possibility of modeling a dream job and also give career possibilities if that's what they are looking for.

Audio Script Listening 9 – Developing listening skills

Interviewer: Do people ever abuse the system at all, though? I mean, do people ever take advantage of this attitude to work or have you never had problems with that?

Pia Orskov: Well, I think that our way of seeing people is based on trust and of course you can always abuse that. But I think employees are very focused on keeping it that way and not abusing it. Because if we find that people abuse it, we'll just stop having these good things and nobody wants that to stop.

Interviewer: No, of course not.

Pia Orskov: But if we see people abusing the system, we take action and give them warning. We have three important rules that you have to keep: the first one is, don't talk behind anyone's back, the next one is, don't talk badly about our company, go to the right person instead, and the third one is, don't steal, and this means don't steal time, money or products. And that's something we look very hard at, but we very, very rarely find that people abuse those rules.

Interviewer: OK

Pia Orskov: But we try not to have too many rules so it's easy to follow those rules we have.

Interviewer: Well, yes because, like you said, everyone's an individual so you have to be flexible to a certain extent don't you, but obviously there have to be a few rules in place too?

Pia Orskov: Exactly.

Interviewer: If I asked one of your employees why they like working for your company, what do you think they would say? What do you think they would like most about working for this company?

Pia Orskov: Well, actually, it has to do with pride in the company and being proud of their own contribution to our success.

Interviewer: Right.

Pia Orskov: Of course we ask people every now and then what it is that they find attractive about the workplace, and many people say, "I am so proud of the company, I'm proud of what I can do and I feel that *I'm* important and the company couldn't do it without *me*. And that's very important, I think, and that's why we are considered one of Europe's best workplaces. And also the positive spirit, the family-like spirit - it's something people dream about having in their work life.

Human Resource Management

Audio Script Listening 10– Retaining staff

Ursula Knorr: One way to retain staff is to give people challenging tasks - that way they always feel that they can develop themselves, and when we have our executive seminars for people and management level, some people just say, you know, "we can't always offer our employees the employment opportunities they need". And companies are quite aware of that and a new trend that has grown out of this is talent alliances. For example, Google and Proctor & Gamble work closely together now, and when they can't offer their employees a new challenging position internally, they work with their partner and they send out this employee for two, three years to the other organization where they can actually be developed and then they come back.

Another important development in retaining staff is that companies have started to talk much more about individual- and life-cycle oriented HR management, and the needs of employees change over time and over their life cycle. I mean, the young recruit from university has different needs to a parent of young children or someone whose children have left home. HR management has realized this in recent years and become much more individualized.

Audio Script Listening 11– Employer branding

Ursula Knorr: Well, employer branding is saying what makes our company attractive. Not what makes our product attractive, but what makes our company attractive as a place of work. And obviously it's very closely linked to product branding because, for example, if you think of Porsche or Rolls Royce you think oh wow, great car, so it must be a great place to work. Whereas if you hear "the cement industry", you think of cement as something that is quite boring, but if you work in a boring industry, you still have to make things attractive so that you get talented employees. I mean, it's not lying about how great it is, because this is the first thing that will fail when someone is on board. Employees who are already there will say "Oh look what they are doing in their branding campaign, that's not really the way we are". So the first thing is to find out who you really are and what makes you attractive, what the big cultural things are that make it so unique, and then transfer that message to the job market. However, many small companies in Switzerland and Germany can't really afford very expensive branding campaigns, so what they can do is ask themselves "what makes it unique to work for us compared with the big companies?" But they have to make it interesting for potential candidates.

Audio Script Listening 12 - Job interview at a hotel

Interviewer: So what's your interest in the industry? Why are you attracted to a hotel career?

Interviewee: I've chosen to graduate in Hotel and Catering Management. It's mainly because I think that this course is quite practical and useful and I also know that the hotel industry in this country, the service industry, especially for the hotel industry is going to be a booming industry. There are numerous hotels around the airport and I think that to choose a career in the hotel industry will be a career which has good prospects.

Interviewer: That's correct.

Interviewee: And I also want to choose some kind of career that is service-oriented, which has direct contact with the guest – I can learn interpersonal skills, communication skills and learn how to cooperate with other people. I think that's quite important.

Interviewer: Ok, good. What do you think would be your strong points, your strengths?

Interviewee: I'm enthusiastic. I'm always willing to help ...

Interviewer: OK.

Interviewee: ... and I'm happy to take on numerous responsibilities at any time. I always try my best to complete all tasks up to standard and I'm friendly and willing to help.

Interviewer: How would you handle, for example, a very angry guest at 7 o'clock in the morning who has just come off an 11 hour flight, and has found out that his room won't be ready until 1 o'clock?

Interviewee: I think, firstly, I would calm the guest down or invite him to a private place, because I wouldn't want other guests to hear him complaining, and after that I would listen to his story about what happened so that I have a general idea about his situation. Then, if I could, I would try some methods to calm him down or compensate him for what he has encountered, and after that I would ask the staff involved to investigate what really happened - decide whose mistake it was.

Interviewer: OK. So what position do you see yourself having in five years time?

Interviewee: As I mentioned before, I'm interested in the front office...um so maybe...

Interviewer: Yes. Mm ...

Interviewee: I think in five years time I would like to be the assistant manager ... that is my goal.

Audio Script Listening 13 - Talking about your weaknesses

Candidate 1

Interviewer: So have you ever looked at yourself, at your weaknesses?

Interviewee: Weaknesses?

Interviewer: Rather than your strengths.

Interviewee: Maybe... actually ... sometimes I lack confidence.

Interviewer: Mm...

Interviewee: Maybe I ... when I need to make a decision I need to get support from others.

Candidate 2

Interviewer: Right, good, that's great. What would you say your strengths and weaknesses are?

Interviewee: Strengths and weaknesses? As I mentioned I'm very serious about my work – that's my strength, but it means I always put pressure on my workmates and colleagues, which some people might think is a weakness-

Interviewer: OK. When you say you put pressure on them, what kind of pressure do you apply? Pressure to work harder or pressure to work faster?

Interviewee: I ask them to do their work on time. It must be on time.

Audio Script Listening 14– Questions for the interviewer

Candidate 1

Interviewer: Do you have any questions you would like to ask me, anything you would like to know?

Interviewee: I would like to ask if I will have the opportunity to work in the back of the house, like in the Human Resources Department?

Interviewer: I'm afraid it doesn't say this in the advertisement. I'd put you in the front office, or in food and beverage, we would not put you in an administration departments such as Human Resources because we would like the trainees to concentrate more on the operations side, if you like. Any other questions that you would like to ask me?

Interviewee: I would like to know what the hotel's attitude or your attitude is towards the trainees? What expectations do you have of the trainees?

Interviewer: OK. Now what we expect from the trainee is very basic. Well, if you are supposed to report for duty, then we expect you to be there on time. OK, let's say your working hours are from nine to five thirty, then of course I would like you to report for duty prior to the working hour, let's say five or ten minutes at least.

Interviewee: OK.

Candidate 2

Interviewer: Do you have any questions for me about the work or areas that you really want to concentrate on?

Interviewee: I want to ask if I would have any chance to work as a bartender or do something in the bar.

Interviewer: OK, if you actually want to work as a bartender, we can refer you to Human Resources and they will get in contact with the Beverage Department, because in this hotel the Beverage Department is in charge of the bar and not the front of the house

Additional materials

Communicative task 3A – Business emails

Student A

Freelance business trainer

You are a freelance business trainer. You are going to write an email to Student B in the Human Resources Department of Alpha Inc.

- You did some training for managers at Alpha Inc 3 months ago. You usually do a series of training sessions with them during the year, but you have not heard from them recently.
- You usually have good feedback and want to know what their plans are.
- You know the person in the HR department quite well. Both of you like films and you regularly talk about this topic.

Communicative task 4A - Writing a group email to the staff of your company

Group A

You work in the logistics department of a big company. The head of the department has asked you to organize the summer barbecue for the staff and their partners to be held on Friday 23rd June. You have made all the arrangements and now need to send an email to everyone in the department. Your email should contain the following information:

- Barbecue to begin at 4pm
- Staff can bring partners/families
- Food provided for the barbecue - but staff members can bring their favourite salads/desserts
- Games/entertainment for the children has been arranged
- Meet in space behind the car park

As you write your email, remember to consider the questions Who? What? Why?

Communicative task 3B – Business emails

Student B

Human Resource manager

- You work for Alpha Inc. in the Human Resources Department. You are going to write an email to Student C who works for AB Coaching a company which specializes in business coaching.
- You are looking for a new company to provide business training throughout the year
- Until recently you used a freelancer who trained groups of managers. The feedback was good, but you have decided to use a company which provides individual training.

- In the email you should explain what you want and also find out about prices and details of courses.

Communicative task 4B - Writing a group email to the staff of your company

Group B

Writing a group email to the staff of your company

You work in the logistics department of a big company. The head of the department has asked you to organize an important department meeting on Friday 23rd June. You have made all the arrangements to hold the meeting from 2pm until 5pm and need to write an email to all the staff.

Your email should contain the following information:

- The purpose of the meeting is to update all the staff about the latest project developments of the four different teams
- All 4 teams should prepare a five minute presentation to update all members of the department
- Time for questions and discussion after
- Meeting venue - the Conference Room on 1st floor
- Refreshments provided

As you write your email, remember to consider the questions Who? What? Why?

Communicative task 3C – Business emails

Student C

Business Training company manager

You work for AB Coaching, a company which organizes business training courses for individual managers. You are going to write to Student A who is a freelance business trainer

- Your company wants to employ more business trainers as it is expanding
- You do not know Student A, but a colleague worked with him at another company.
- In the email ask about the kind of courses Student A runs, his/her availability, and the prices they charge.

Writing practice

Some exam questions

Time allowed 1½ hours. You may use a dictionary
Answer both questions.

Time allowed 1½ hours. You may use a dictionary
Answer both questions.

1) Business email (First contact)

Your company produces olive oil which is distributed in Italy. Now you want to access foreign markets. Write an email to a British company who might be able to distribute your oil in the UK.

2) Work and Motivation

For many people the primary reason for working is to earn money. What other rewards can work provide? What is the best way for a company to ensure that its employees work well?

(In your answer refer to your experience, your opinions, and the arguments studied on the course).

Time allowed 1½ hours. You may use a dictionary
Answer all parts of the questions.

1. Group email

You are the HRM of a company. Some visitors are going to visit your company for 3 days next week for a series of meetings to discuss a possible work project together. It will also be necessary to organize some non-work activities to make their stay more enjoyable. Write a group email to your staff with some ideas for this and asking for their collaboration.

2. Culture

According to Prof. Geert Hofstede, each culture can be divided into 5 dimensions. Briefly summarize those dimensions and explain how they might influence the culture of a company and the world of work. (In your answer refer to your experience, your opinions, and the arguments studied on the course).

Time allowed 1½ hours. You may use a dictionary
Answer all parts of the questions.

1. Job application

Mayfair Eye, a new small marketing agency are looking for ambitious and dynamic young university graduates to work in their London office. The job offers excellent prospects to grow with the company. Write to Adam Boulton, Personnel Manager.

2. Human Resources

What are the most important tasks of Human Resource Management?
Suggest some ideas a company might adopt to recruit and retain staff?

Time allowed 1½ hours. You may use a dictionary

1. Business email

You work for a British engineering company. You have had a problem with an order you made for spare parts for the machinery you use. The parts received did not conform to the order, and your supplier did not respect the agreed deadline for delivery. Write a courteous complaint to the manager of the company who supply the parts. You have been their customers for a long time and you know the manager quite well professionally.