

**МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ
ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ БЮДЖЕТНОЕ ОБРАЗОВАТЕЛЬНОЕ
УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
«МОСКОВСКИЙ ГОСУДАРСТВЕННЫЙ ЮРИДИЧЕСКИЙ УНИВЕРСИТЕТ
ИМЕНИ О.Е. КУТАФИНА (МГЮА)»**

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**АНГЛИЙСКИЙ ЯЗЫК
В СФЕРЕ ДЕЛОВОЙ КОММУНИКАЦИИ ЮРИСТА**

Учебник по направлению подготовки
«Юриспруденция»
Квалификация (степень): **магистр**

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**МОСКВА
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Пояснительная записка

Учебник для магистратуры «Английский язык в сфере деловой коммуникации юриста» разработан на кафедре английского языка №2 на основе Федеральных государственных образовательных стандартов (ФГОС ВПО) третьего поколения и предназначен для обучения по направлению подготовки «Юриспруденция».

Курс рассчитан на прохождение в течение двух зачетных единиц (72 академических часа) основной образовательной программы (ООП) магистратуры, из них 12 часов проводятся в аудитории под руководством преподавателя и 60 часов магистранты изучают материал самостоятельно. Каждая глава (модуль) рассчитана на 4 часа аудиторной работы и 20 часов самостоятельной работы магистранта. По завершении курса в качестве экзаменационного зачета предполагается защита проекта «Электронное портфолио достижений магистранта для трудоустройства» в форме презентации.

Курс включает в себя три унифицировано построенных главы (практические модули), каждая из которых, в свою очередь, состоит из трех разделов, последний из которых предлагается для самостоятельной работы над материалом. Результаты освоения раздела “Self Study” выражаются в выполнении практических творческих заданий и являются составными частями общего проекта. В каждой главе (модуле) содержится информация, позволяющая магистранту, определиться с целями и задачами данного модуля, а также перечень компетенций, которые должны быть сформированы в результате работы. В конце каждой главы имеются глоссарий, вопросы для самоконтроля, а также ответы на тестовые задания.

Курс носит практический характер и направлен на развитие коммуникативной компетенции магистрантов, посредством охвата основных форм, видов и ситуаций делового иноязычного общения юриста при осуществлении своей профессиональной деятельности.

Задания, выполняемые в аудитории под руководством преподавателя, построены таким образом, чтобы магистранты не получали готовые ответы на поставленные вопросы, а путем рассуждения и анализа приходили к умозаключению, аргументировано его высказывали в форме обсуждения в парах, ролевых играх или мини докладах. Данный прием позволяет развивать в большей степени индуктивно-дедуктивные способности, а также способствует развитию критического и творческого мышления магистрантов.

Большая часть заданий направлена на развитие навыка структурирования информации, вычленения ее основных составляющих, переработки информации в разные формы устной и письменной коммуникации с учетом выбранного стиля общения. Особое внимание уделяется развитию чувства языка, посредством использования в собственных высказываниях речевых клише, идиоматических выражений и формул речевого этикета, присущих различным ситуациям иноязычного делового общения.

Все задания курса предусматривают повторение и систематизацию уже имеющихся знаний и умений в области иностранного языка, полученных магистрантами на предыдущих уровнях общей образовательной системы по дисциплине «Английский язык» (уровень В1 в соответствии с Общеввропейской шкалой владения языком) по четырем основным видам речевой деятельности (говорение, аудирование, чтение и письмо).

По завершении курса предусматривается выполнение и защита проекта по теме «Создание электронного портфолио достижений для трудоустройства юриста». Портфолио включает в себя следующие, разработанные магистрантом документы:

1. рекламное объявление о вакансии юриста в компании соответствующего профиля (изучение рынка вакансий);
2. сопроводительное (мотивационное) письмо;
3. резюме;
4. эссе
5. образцы самостоятельных письменных работ магистранта;
6. можно приложить имеющиеся сертификаты или рекомендательные письма.

Защита проекта проводится в форме электронной презентации. Рекомендации к созданию портфолио и подготовке презентации даются в разделе для самостоятельной работы (Part C) каждой главы курса.

Курс дополнительно оснащен книгой для самостоятельного чтения (Reader), представленной текстами, взятыми из аутентичных профильных учебников. Содержание дополнительных текстов коррелируется с главами курса и позволяет магистрантам самостоятельно изучить вопросы и темы, рассматриваемые на занятиях под руководством преподавателя. Книга для чтения (Reader) включает в себя: аутентичный учебный материал по осуществлению эффективной коммуникации в области профессионального делового общения юриста; целевые установки для организации самостоятельной работы над материалом; образцы деловой документации, рекомендации и требования к составлению различных видов деловой документации, входящей в состав электронного портфолио достижений магистранта.

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ГЛАВА 1. ТРУДОУСТРОЙСТВО ЮРИСТА.

ПРОФЕССИОНАЛЬНЫЕ КОМПЕТЕНЦИИ ЮРИСТА. ПОРТФОЛИО.

Цель изучения главы – формирование способности свободно пользоваться иностранным языком как средством делового общения в профессиональной сфере при трудоустройстве в иностранную компанию.

В результате работы над главой магистрант должен:

Знать - значение новых лексических единиц, терминов, связанных с процессом трудоустройства и характером работы юриста в компании;

- идиоматические выражения, клише, единицы речевого этикета, применяемые в ситуации общения в рамках заданной темы.

- стандартные формы оформления документов, а именно объявления о вакансии, резюме соискателя на должность и сопроводительного письма;

- правила делового этикета.

Уметь - понимать письменное сообщение, используя различные виды чтения в зависимости от конкретной коммуникативной задачи;

- вычленять и понимать информацию, ограниченную коммуникативным заданием, а также воспринимать и осмысливать сообщения с учетом намерения, установки, состояния и пр. говорящего;

- передать содержание с опорой на лексические и синтаксические средства, отражающие логико-грамматическую структуру образца письменной коммуникации;

- построить собственную речь с элементами рассуждения, критики, оценки, выражения собственного мнения;

- составить свое собственное портфолио (резюме) в бумажной или электронной формах.

Владеть - навыками стандартного оформления деловой корреспонденции и документации типа рекламного объявления о вакансии, мотивационного письма, резюме и портфолио;

- навыками применения клишированных форм речи в деловой и юридической документации;

- навыками поиска необходимой информации посредством мультимедийных средств и Интернет ресурсов.

UNIT 1. IN-HOUSE LAWYERS AND THEIR ROLES IN A COMPANY

PART A . APPLICATION FOR THE IN-HOUSE LAWYER POSITION

1. Read the text and answer the questions.

1. What does the role of the in-house lawyer depend on?
2. What is the role of the in-house lawyer in small organizations?
3. What is the role of the in-house lawyer in large organizations?
4. What is the difference between in-house lawyers and law firm lawyers?

The job for an in-house lawyer is to apply his or her legal knowledge and skills to help a company succeed, while identifying and protecting the company against risks. The size and nature of the company will typically dictate the specific role of the in-house lawyer. In smaller organizations, in-house lawyers usually have a general role and are responsible for overseeing all of the company's legal relationships, including relationships with other companies, government agencies, and investors, as well as internally with employees, management, and directors. In larger organizations, in-house lawyers usually have a specific role, handling the company's needs in a discrete area of the law.

As compared to law firm lawyers, company lawyers learn more directly and acutely about the interplay of business and law—how business affects legal decision-making and how law has an impact on business affairs. In-house lawyers may also spend less time researching and writing about the law, in favour of making judgments about different facts that may have an impact on the business. Finally, in-house lawyers are responsible to one client—the company—as opposed to law firm lawyers, who serve many different clients.

2. Match the words with their definitions.

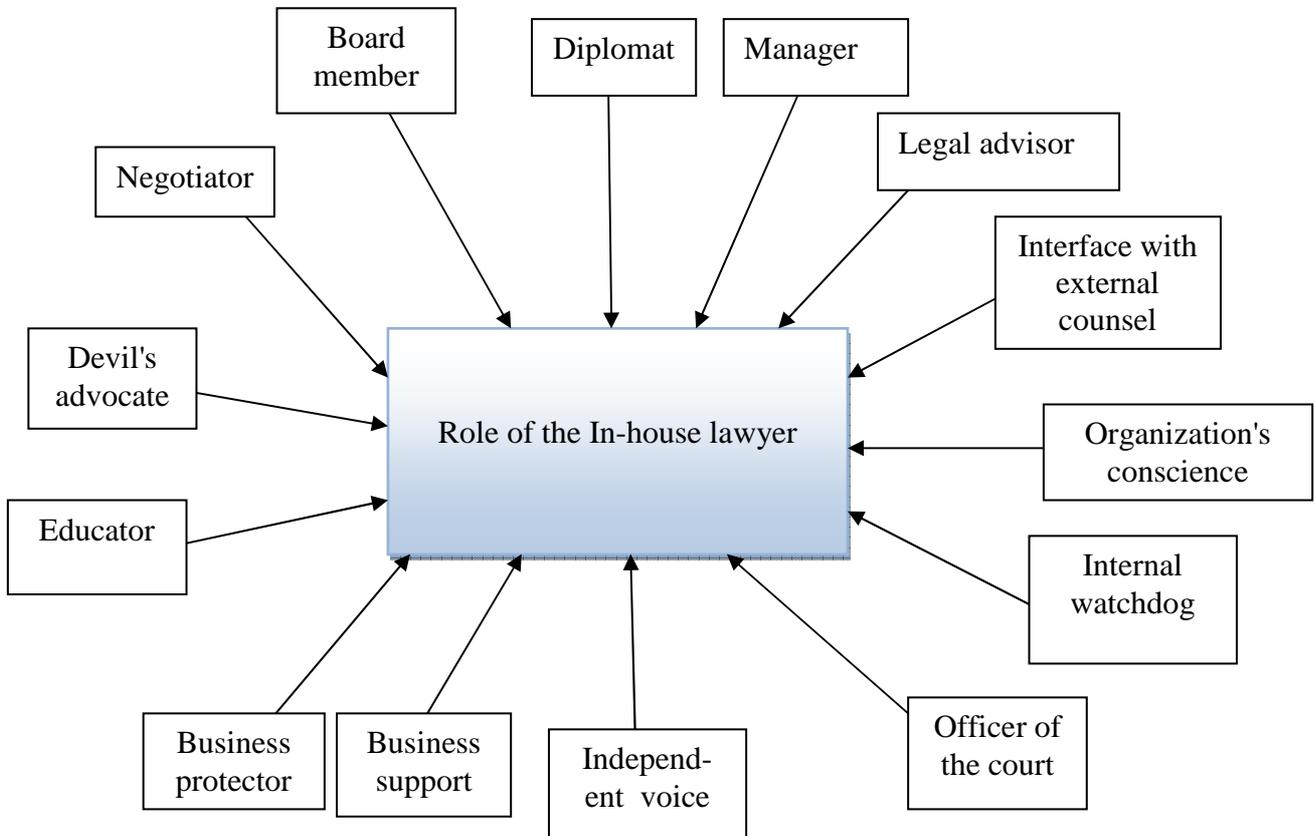
1. an in-house lawyer	a. the directors and managers who have the power and responsibility to make decisions and oversee an enterprise
2. a company	b. a person or group that uses the professional advice or services of a lawyer, accountant, advertising agency, architect, etc.
3. management	c. an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized

	rights and duties
4. business	d. the person holding the position typically reports directly to the CEO, and their duties involve overseeing and identifying the legal issues in all departments and their interrelation, including engineering, design, marketing, sales, distribution, credit, finance, human resources, production, as well as corporate governance and business policy.
5. a client	e. a person who manages an organized group of people or a part of an organization
6. an employee	f. business made up of lawyers who work together under a specific firm name
7. a director	g. a legal entity, allowed by legislation, which permits a group of people, as shareholders, to apply to the government for an independent organization to be created, which can then focus on pursuing set objectives, and empowered with legal rights which are usually only reserved for individuals, such as to sue and be sued, own property, hire employees or loan and borrow money.
8. a law firm	h. an organization or economic system where goods and services are exchanged for one another or for money

3. Make up short stories on each of the terms given in the table above according to the model:

MODEL: *In-house lawyer is a corporate employee of the company. He or she has only one client – the company who employed him or her. He reports to CEO. He is a member of the team and can have different roles in an organization, depending on the circumstances – for example, legal advisor, business support, and company secretarial. One of the biggest challenges in the practice of an in-house lawyer is dealing with non-lawyers.*

4. Work in pairs or small groups. Look at the graph on the diversity of an in-house lawyer's roles in the company and give your reasons why and in what cases he needs to be able to wear multiple 'hats'.



5. Look through the job advertisement and answer the questions.

1. What position is open?
2. Who published the advertisement?
3. What industry does the company operate in?
4. What areas of practice in law are preferable for an in-house counsel role?
5. What are the duties of the in-house counsel?
6. What requirements should an applicant meet?

Commercial / Corporate Lawyer – IN-HOUSE LAWYER

- Leading Company
- Excellent team environment

XYZ has had substantial success recruiting for this leading company over the past few years. We have a new role for a 3-6 year lawyer to join the friendly and dynamic team.

Our client is one of the US largest private companies with offices in cities around the USA. The company operates in the commercial, mining, construction, and infrastructure spaces. This is a diverse, interesting and challenging in-house legal role. With a positive outlook, this role will appeal to a capable corporate or commercial lawyer looking for an in-house counsel role in which they can enjoy assisting with the development and management of legal functions and commercial contracts.

This role is broad and will provide substantial responsibility and opportunity. The business requires substantial legal/advice work and this role will involve ongoing work on complex commercial contracts and agreements. You will also be involved in managing relationships with stakeholders and suppliers. There will also be the opportunity to do some employment law and occupational health and safety work.

You will enjoy applying your commercial acumen as well as your technical skills in this legal role. With the chance to work on complex and significant contracts and projects, and with excellent support systems on offer, this is a rare opportunity in the US market. You will possess about 3+ years (and up to about 6 years) experience working in the commercial legal field, either in-house or for a strong boutique, mid-large or national/international law firm.

6. Match English words and word combinations from the advertisement with their Russian equivalents.

1. complex and significant contracts	a. опыт работы
2. support systems on offer	b. акционеры

3. experience	с. трудовое право
4. commercial acumen	d. контракты на крупные и сложные сделки
5. technical skills	е. деловая жилка (предприимчивость)
6. commercial lawyer	f. техническое мастерство
7. stakeholders	г. юрист, специализирующийся в области коммерческого права
8. employment law	h. системы поддержки коммерческого предложения

7. Work in pairs. In turns give explanations or descriptions of the words from the list in exercise 6 and ask your partner to guess and translate them.

8. Look through the text and make a list of personal traits which are necessary for all effective lawyers.

If you want to be an effective lawyer, you should have certain traits and attributes in order to excel in this occupation. One important trait which lawyers should possess is that of articulation. A lawyer who can articulate effectively is the one who will be more likely to succeed not only against opposing parties in court but also to impress and put their client at ease as well. An articulate lawyer is the one who will see results.

Another trait which lawyers should have is intelligence. Having this positive attribute will ensure that the person representing the client is the one who is smart enough to know what to do, when to do it and how to go about getting the results which are necessary to win the case and/or abide by the client's wishes. Lawyers who use their brains are more likely to see the best possible outcome from a case.

It can arguably be said that those who become lawyers are individuals who like to read. The legal profession is filled with volumes of laws, regulations, cases and rules. If one does not favour reading, then becoming a lawyer may not be the best bet, as the legal field is the one which requires massive amounts of reading.

Good comprehension skills are a favourable trait which all lawyers should have. Although the one who likes to read may be a candidate for the legal profession, but reading means

nothing if the person does not comprehend what he has just read. Statutes and procedural rules are sometimes difficult to understand and those who have good comprehension skills may prosper at being a lawyer as they will have to read the pertinent documentation much less than those without good comprehension skills.

A good personality and willingness to work well with others are two additional positive traits which all lawyers should possess. Some people may think that lawyers have to be tough as nails in order to excel in the legal profession but this is not entirely true. Although steadfast determination is a good trait to have, it does not mean a whole lot if the one does not have a good personality and willingness to resolve matters. The saying that one can catch more flies with honey than vinegar is also relevant with regard to being a lawyer. Negotiations go much better when the lawyers put their best foot forward and are willing to come to an amicable solution.

Lastly, persuasiveness is an additional trait which all lawyers should possess. Since the legal profession is based around lawyers persuading individuals to see their point of view lawyers must be persuasive in their speech and tactics.

A lawyer who can get his point across and persuade individuals to acknowledge it is the one who will see many victories.

9. Complete the sentences, and make up a summary of the text.

1. An _____ lawyer is the one who will see results.
2. A lawyer _____ will see the best possible outcome from a case.
3. A lawyer may not be the best bet if _____.
4. You can not be a good lawyer without good _____.
5. _____ and _____ are two additional positive traits which all lawyers should possess.
6. A lawyer who _____ will see many victories.

10. Miscommunication between people can happen when one of the parties uses a second language. English speakers often use metaphors (figures of speech). Three of them you've met in the text. Write them out and explain their meanings.

1. _____
2. _____
3. _____

11. Match some more metaphors with their explanations and illustrate their usage in the situations of your professional communication.

1. You reap what you sow.	a. You created a big problem
2. Don't beat about the bush.	b. I am miserable now but I know I will be happy
3. Never let your guard down.	c. I really need to get rid of my anger
4. A little bird told me.	d. You get what you deserve
5. You really opened a can of worms.	e. Always pay attention, don't lose the focus
6. Steam when you heat water.	f. Stop wasting my time. You are trying to avoid answering my queries
7. That is not my cup of tea.	g. I don't want to reveal the source of information
8. There is a light at the end of the tunnel.	h. It is not my style

12. Work in pairs. Test yourself and check your business abilities. Can you become an effective member of the team or is it better for you to start your own business? Discuss the results with the partner.

1. Are you a self starter?

- a. *I only make an effort when I want to.*
- b. *If someone explains what to do, then I can continue from there.*
- c. *I make my own decisions. I don't need anyone to tell me what to do.*

2. How do you get on with other people?

- a. *I get on with almost everybody.*
- b. *I have my own friends and I don't really need anyone else.*
- c. *I don't really feel at home with other people.*

3. Can you lead and motivate others?

- a. *Once something is moving I'll join in.*
- b. *I'm good at giving orders when I know what to do.*
- c. *I can persuade most people to follow me when I start something.*

4. Can you take responsibility?

- a. I like to take charge and to obtain results.*
- b. I'll take charge if I have to but I prefer someone else to be responsible.*
- c. Someone always wants to be the leader and I'm happy to let them do the job.*

5. Are you a good organizer?

- a. I tend to get confused when unexpected problems arise.*
- b. I like to plan exactly what I'm going to do.*
- c. I just like to let things happen.*

6. How good worker are you?

- a. I'm willing to work hard for something I really want.*
- b. I find my home environment more stimulating than work.*
- c. Regular work suits me but I don't like it to interfere with my private life.*

7. Can you make decisions?

- a. I am quite happy to execute other people's decisions.*
- b. I often make very quick decisions which usually work but sometimes don't.*
- c. Before making a decision, I need time to think it over.*

8. Do you enjoy taking risks?

- a. I always evaluate the exact dangers of any situation.*
- b. I like the excitement of taking big risks.*
- c. For me safety is the most important thing.*

9. Can you stay the course?

- a. The biggest challenge for me is getting a project started.*
- b. If I decide to do something, nothing will stop me.*
- c. If something doesn't go right first time, I tend to lose interest.*

10. Are you motivated by money?

- a. For me, job satisfaction cannot be measured in money terms.*
- b. Although money is important to me, I value other things just as much.*
- c. Making money is my main motivation.*

11. How do you react to criticism?

- a. I dislike any form of criticism.*
- b. If people criticize me I always listen and may or may not reject what they have to say.*
- c. When people criticize me there is usually some truth in what they say.*

12. Can people believe what you say?

- a. I try to be honest, but it is sometimes difficult or too complicated to explain things to other people.*
- b. I don't say things I don't mean.*

c. When I think I'm right, I don't care what anyone else thinks.

13. Do you delegate?

- a. I prefer to delegate what I consider to be the least important tasks.*
- b. When I have a job to do I like to do everything myself.*
- c. Delegating is an important part of any job.*

14. Can you cope with stress?

- a. Stress is something I can live with.*
- b. Stress can be a stimulating element in a business.*
- c. I try to avoid situations which lead to stress.*

15. How do you view your chances of success?

- a. I believe that my success will depend to a large degree on factors outside my control.*
- b. I know that everything depends on me and my abilities.*
- c. It is difficult to foresee what will happen in the future.*

16. If the business was not making a profit after five years, what would you do?

- a. give up easily.*
- b. give up reluctantly.*
- c. carry on.*

Key to the questionnaire:

- | | |
|----------------|-----------------|
| 1. a=0 b=2 c=4 | 9. a=2 b=4 c=0 |
| 2. a=4 b=2 c=0 | 10. a=0 b=2 c=4 |
| 3. a=0 b=2 c=4 | 11. a=0 b=4 c=2 |
| 4. a=4 b=2 c=0 | 12. a=2 b=4 c=0 |
| 5. a=2 b=4 c=0 | 13. a=2 b=0 c=4 |
| 6. a=4 b=0 c=2 | 14. a=2 b=4 c=0 |
| 7. a=0 b=4 c=2 | 15. a=0 b=4 c=2 |
| 8. a=2 b=4 c=0 | 16. a=4 b=2 c=0 |

44 or above

You definitely have the necessary qualities to become the director of a successful business. You have a strong sense of leadership, you can both organize and motivate and you know exactly where you and your team are going.

Between 44 and 22

You may need to think more carefully before setting up your own business. Although you do have some of the essential skills for running business, you will, probably, not be able to deal with the pressures and strains that are a part of the job. You should perhaps consider taking some professional training or finding an associate who can compensate for some of your weaknesses.

Below 22

Managing your own business is not for you. You are better suited to the environment where you are not responsible for making decisions and taking risks. To operate successfully you need to follow well defined instructions and you prefer work that is both regular and predictable.

13. Answer the questions.

1. Do you agree with the results of the test?
2. What personality traits can you add or exclude from your personal characteristics given at the end of the test?
3. Do you believe that it is possible to learn much about person by means of physiological tests?
4. What does it depend on in your opinion?

PART B. WRITING A RESUME. JOB INTERVIEW

- 1. Read two cover letters sent to the employment agency for the in-house lawyer vacancy (page 9).**

COVER LETTER No 1

9th June, 2014.

From: David Brentwood
Apartment 21,
Boulevard Estates,
Huntsville,
Alabama

To: Hannah Jones
Manager-HR
XYZ Company
Manhattan
New York

Dear Ms. Jones:

As an accomplished purchasing specialist with extensive healthcare industry experience, I was very interested to learn about your in-house lawyer opening. I offer eight years of experience working for ABC Company, a national home healthcare company and a billion-dollar leader in the industry. As the company's corporate purchasing specialist, I managed:

- Purchasing functions for 115 locations.
- 75 major contracts in areas including medications, supplies, equipment, furniture, uniforms, distribution and vending machines.
- A 15-member team of contractors, buyers, analysts and support staff.

Consistently recognized for outstanding performance, I saved ABC Company more than \$5.3 million in 2011 alone. An expert in contract negotiations, vendor management and global sourcing, I repeatedly reduced expenditures, cost-of-sales (COS) and cost-of-goods (COG), as well as assisted with major system implementations of inventory, purchasing and tracking systems.

In 2013, ABC Company experienced a significant workforce reduction and my position was eliminated. Since then, I have remained active in the American Purchasing Society and completed courses in business ethics, contract law, the art of negotiation and supply chain management. I plan on sitting for the Certified Professional Purchasing Manager (CPPM) exam later this year.

I am confident that my ongoing studies combined with successful experience in the field will enable me to aggressively pursue cost-reduction opportunities and improve return on investment for your company. If you agree that my skills and experience would benefit your operation, please call me at (555) 555-5555 or email someone@somedomain.com to arrange an interview. Thank you for your time, and I look forward to speaking with you.

Sincerely,

D. Brentwood

David Brentwood

Enclosure: Resume

COVER LETTER No 2

June 8, 2014

From: Susan Banks
House No12B
Main Street
Queens
New Jersey

To: Hannah Jones
Manager-HR
XYZ Company
Manhattan
New York

Dear Ms. Jones,

I wish to be considered for the post of In-house Lawyer in your company, the advertisement of which appeared in the "Law News Journal", dated 7th June.

I am a qualified lawyer from the International School of Law and have specialized in Civil Law. I am currently working with ABC Law Firm. My hard-work, sincerity and dedication have earned me a letter of appreciation from my seniors.

I am currently looking for an opening in a company which specializes in Civil Cases, as that is not only my area of specialization but also my passion.

I am sure my qualifications, experience and enthusiasm would be an asset and prove to be mutually beneficial.

I look forward to hearing from you at the earliest to discuss more in person. My telephone number is (444) 444-4444 or email susan@ somedomain.com. I am herewith enclosing my Resume for your kind consideration.

Thanking you,

Sincerely,

Susan Banks

Susan Banks

Enclosure: Resume

2. Work in pairs. Act as an employer and discuss with the partner the question: “Which of the above letters will interest the employer more? Why?” Give your reasons. Analyze strengths and weaknesses of both applicants. Put them into the table, evaluate their chances and decide on the candidate for the vacancy.

APPLICANT A		APPLICANT B	
Strengths	Weaknesses	Strengths	Weaknesses
1.	1.	1.	1.
2.	2.	2.	2.
3.	3.	3.	3.
4.	4.	4.	4.

3. Basing on your mutual decision fill in the Resume form with his or her personal data taken from Cover letters No 1 or 2 according to the tips given below.

Tips for Lawyer’s Resume

The resume should show the applicant’s strong communication and interpersonal skills and abilities so that he or she can create good relationship with the clients. The lawyer’s resume should be very specific and based on facts concerning your achievements. The lawyer’s resume should also portray that you can take valuable decisions while working under pressure.

Information about Name and Contact

It includes the basic information like name, mailing address, telephone number and E-mail address.

Resume Objective

It is a specific statement that includes your career goals and aims.

Education

This section contains information in reverse chronological order such as major degree, date of graduation, universities you have attended, location of universities and any certificates achieved concerning the job you have applied for.

Skills

In this section you can mention your legal strengths and positive points to make your resume excellent.

Experience

This section contains your previous work experience. You should mention the full legal name of your previous company, your job title and job description. Always use action verbs and law related terms while constructing the lawyer's resume.

RESUME

Contact Information:

- **Name:** _____
- **Permanent Address:** _____
Telephone No: _____
- **Email address:** _____

Objective: To be able to secure a position as an In-house Lawyer and work towards reaching the organization's goals

Education: _____

Affiliations: _____

Experience: _____

Key Areas of Expertise (Skills): _____

References: Will provide them on request.

4. There is a huge competition in the legal market. The employers receive countless resumes and hardly spend two minutes to look into each of them. Therefore a lawyer's resume should be so good that it leaves a positive impression on employer's mind at first glance. That is why many applicants put "summary" into the resume.

Read two sample summaries and write down a summary for your resume.

1) Career Summary (Sample 1):

- A dynamic & competent professional with over 9 years of experience as a lawyer.
- Proven ability to represent the clients in complex and challenging environment.
- An accomplished professional who has successfully managed case preparation and court proceedings.
- Solid interpersonal and communication skills in building key alliances and partnerships, having dealt with a diversity of clients and individuals.
- Highly organized & dedicated with a positive attitude, able to set effective priorities and handle multiple assignments under high pressure within tight deadlines.

2) Summary (Sample 2):

- Worked for five years at senior level and gained corporate legal expertise.
- Specializing in litigations for corporate firms and human resource laws that include labor laws, termination and retrenchment.
- Completed major legal projects.
- Great communication and team-building skills.
- Experience in all kinds of legal domains.

3) Your summary to the resume.

SUMMARY
1.
2.
3.
4.

5. Skim the text and title it.

The employment interview is the most important event in the entire job search process. Your resume sets forth the facts about you; the interview presents you with the opportunity to bring your resume to life and to demonstrate your intelligence, competence, ambition and personality. Despite the fact that everyone is familiar with the traditional interviewing experience:

(1) you apply for a job; (2) the employer reviews your paper credentials and chooses you to come to an interview; (3) at the interview, the employer asks you questions about your background and experience, and you discuss them; and (4) after the interview, the employer makes a decision about whether to hire you. Interviewing is stressful! But the more you learn about the process, the easier it will become, and the more effective you will be in your interviews. Always remember that a job interview is a dialogue: an opportunity to ask as well as answer questions. To be sure you should practice your interviewing techniques before you go to the real interview.

6. Read possible job interview questions and some recommendations how to answer them. Give your answers to these questions bearing in mind the recommendations given.

Question: Tell me what education you have relevant to the position.

Answer: Besides a law school degree, many lawyers have degrees or coursework in a number of other relevant subjects, like English, politics, and economic science. Some lawyers have degrees in accounting or engineering.

Your answer: _____

Question: What are some of the main personality traits of a successful lawyer?

Answer: Lawyers are highly trained, highly educated professionals who command vast and precise knowledge in many areas besides law. They are also able to manipulate their knowledge creatively to make their case. Lawyers are confident and charismatic.

Your answer: _____

Question: What is the importance of interpersonal skills for a lawyer?

Answer: Lawyers must be able to work long hours alone, with complex documentation and literature. At the same time, their interpersonal skills must be outstanding to communicate effectively in the office and in the courtroom. Lawyers use not only their analytical prowess but also their personalities in their work.

Your answer: _____

Question: Describe your area of expertise and your operation strategies?

Answer: Be brief and use specifics to say what and how you do when, for example, you receive clients, draw up legal documents relevant to the case, decide for or against taking the case, etc.

Your answer: _____

Question: Do you have any experience with corporate legal work?

Answer: Lawyers are usually represented as criminal lawyers in the public eye. Many, of course, are civil lawyers, and there are those who specialize in corporate law – the legal aspect of business transactions. Business companies always hire lawyers to represent them and handle any legal aspects, definitions, and documentation of their activities.

Your answer: _____

7. Work in pairs and play out an interview asking the commonly used questions enlisted below.

- Tell me about yourself.
- Describe yourself in one word.
- What are your future career plans?
- Why did you choose law?
- What courses did you like best? Least?
- What qualifications do you have that make you feel you will be successful in your area of interest?
- What have you learned from some of the jobs you had?
- What type of people do you feel best?
- What type of people would you have trouble working with?
- What is your greatest personal asset? Your greatest weakness?
- Do you like routine work?
- What constitutes “security” in your mind?
- What constitutes “success” in your mind?
- What kind of things can give you the most satisfaction in your work?

8. Work in pairs. Sometimes at the interview you can be asked to write a test on your professional legal knowledge. Test yourself. (10 minutes). Are you satisfied with the results? Discuss them with the partner.

1. “Stare decisis” is:

- a. "statutory law."
- b. "common law."
- c. "substantive law."
- d. "Let the decision stand."

2. Jurisprudence is:

- a. another name for an equitable remedy.*
- b. an area of study focusing on the philosophy of law and the legal system.*
- c. another name for common law.*
- d. another name for stare decisis.*

3. Which of the following is not a source of international law?

- a. customs*
- b. treaties*
- c. city ordinance*
- d. act of state doctrine*

4. Which of the following would not be an example of a violation of a criminal law?

- a. running a red light*
- b. driving while intoxicated*
- c. failing to honour the requirements in a contract*

5. What of the following is not a purpose of law?

- a. keeping order*
- b. changing expectations*
- c. influencing conduct*

6. What is a multilateral treaty?

- a. a treaty related only to military action*
- b. a treaty among three or more nations*
- c. a treaty related only to trade*

7. The European Union:

- a. establishes uniform trade policies between the U.S. and Europe.*
- b. is a tariff-free group of European countries and has its own currency.*
- c. requires countries to reduce carbon dioxide emissions.*

8. The attorney-client privilege:

- a. does not apply in criminal defense cases.*
- b. applies only to plaintiffs.*
- c. has been abolished in most states.*
- d. keeps the relationship and communications between lawyer and client confidential.*

9. Which of the following are protected under the attorney-client privilege?

- a. information from lawyer-client conversations regarding a lawsuit*
- b. information regarding plans for a future violation*
- c. attorney's knowledge of a client fraud*
- d. all of these are protected by the attorney-client privilege*

10. Which of the following methods of alternative dispute resolution (ADR) involves a hearing process?

- a. mediation
- b. arbitration
- c. early neutral evaluation
- d. negotiations

11. Place the following in the order they would occur in a lawsuit: answer, counterclaim, complaint, summons.

- a. complaint, answer, counterclaim, summons
- b. complaint, summons, answer, counterclaim
- c. counterclaims are not part of litigation, only ADR
- d. summons, complaint, answer, counterclaim

12. Which of the following stages would come first in civil litigation?

- a. motion for judgment on the pleadings
- b. cross-examination
- c. opening statement
- d. discovery

PART C. SELF-STUDY

1. Write down a job advertisement on behalf of the company where you would like to work after completing your Master's course. Design your ad according to the plan:

1. A short introduction to the company (*name, industry, place of work*) and its logo (if possible).
2. A short description of the open position (*title, mission, function, type of contract, duration of the contract...*).
3. The required technical and behavioral skills.
4. The application deadline (and possibly the starting date).
5. The job's specifications.
6. The person in charge of the application process.
7. The mailing / e-mail address.

2. Make up your portfolio. Put your personal information to the items given below according to the recommendations.

A portfolio is a binder or book that shows off your work and abilities. It goes beyond a cover letter and a résumé. A portfolio is a job-hunting tool that gives employers a picture of who you are - your experience, education, accomplishments, and skills. Not only does it show the employer who you are, but it also displays what you have the potential to become. It is designed **to support you as you market yourself!**

You should start developing your portfolio by doing a self-assessment. Evaluate what you have to offer and what the best ways are to market your assets. You should decide which skills and experience you have will relate to the needs of the interviewer, or what you would most like the interviewer to see. If you don't have much work experience—most students don't—you'll need to tell about your law school work, volunteer work, and hobbies for evidence of the relevant skills you know you have.

The following is a list of items you may want to include:

1. **Table of Contents** (for easy reference)
2. **Career Summary and Goals:** A description of what you stand for (such as professional ethics, organizational interests, management philosophy, etc.) and where you see yourself in two to five years.
3. **Traditional Résumé:** A summary of your education, achievements, and work experience, using a chronological or functional format.
4. **Skills, Abilities and Marketable Qualities:** A detailed examination of your skills and experience. This section should include the name of the skill area; the performance or behaviour, knowledge, or personal traits that contribute to your success in that skill area; your background and specific experience that demonstrate your application of the skill.
5. **Samples of Your Work:** A sampling of your best work, including reports, papers, studies, brochures, projects, presentations, etc. Besides print samples, you can also include CD-ROMs, videos, and other multimedia formats.
6. **Testimonials and Letters of Recommendations:** A collection of any kudos you have received from customers, clients, colleagues, past employers, professors, etc. Some experts even suggest including copies of favorable employer evaluations and reviews.
7. **Awards and Honours:** A collection of any certificates of awards, honours, and scholarships.
8. **Conference and Workshops:** A list of conferences, seminars, and workshops you've participated in and/or attended.

9. **Transcripts, Degrees, Licenses, and Certifications:** A description of relevant courses, degrees, licenses, and certifications.
10. **Test Results:** Document professional or graduate school testing results (such as GRE subject test results).
11. **Newspaper Clippings:** Include articles and/or photos that address your achievement.
12. **References:** A list of three to five people (including full names, titles, addresses, and phone/email) who are willing to speak about your strengths, abilities, and experience. At least one reference should be from your former manager.

Organizing Your Portfolio

- You should keep your portfolio in a professional three-ring binder.
- Come up with an organizational system of categories to put your items together. Sample categories are as follows: Work Experience, Education, Awards and Certificates, Special Skills, Personal Accomplishments, Background. Use tabs or dividers to separate various categories.
- Your portfolio should be no more than 25 pages. The shorter it is the better because an employer will only really absorb 6-10 samples.
- Every page should have a title, a concise caption, and artifact. Captions should explain the process you went through and the resulting benefits. Use the same type of action verbs as you use in a résumé.
- Photocopy full-page samples to a smaller size, if needed.
- Make the layout and design consistent, and don't get overly decorative—keep it clean and use lots of white space.
- You may also consider including CD with samples of your work. An on-line portfolio is another option.
- Once you have put together your portfolio, you should create a title page, table of contents, and introduction. The introduction is your opportunity to tie together your portfolio contents and summarize your qualifications.

GLOSSARY

1. **acumen** (*extensive experience in dealing with commercial matters that yields a prompt and appropriate response to issues that typically have a favorable outcome. One of the best*

characteristics to look for in a senior executive is well developed business acumen that typically comes from the combination of experience and having the innate mental agility needed to deal quickly with business situations as they arise) - **проницательность, сообразительность; острота ума**

business acumen - деловая хватка

demonstrate / display acumen - проявить смекалку, сообразительность

legal acumen - юридическая проницательность

political acumen - политический инстинкт

2. **articulation** (*the way in which you express your feelings and ideas*) – **словесное выражение, формулировка**

articulate lawyer – юрист, умеющий хорошо излагать свои мысли, красноречивый

articulate one's ideas – ясно изложить свои мысли

3. **business** (*an organization or economic system where goods and services are exchanged for one another or for money*) – **коммерческое предприятие, фирма, коммерческая деятельность, бизнес**

business contacts – деловые контакты

business of the day – повестка дня

business undertaking – коммерческое предприятие

run a business – управлять компанией

4. **credentials** (*documents that state the abilities and experience of a person and show that the person is qualified for a particular job or activity*) - **документальное подтверждение, дающее человеку право заниматься тем или иным родом деятельности**

academic credentials — успехи в учебе; успеваемость; успехи, достижения в научно-исследовательской деятельности, научные степени, академические регалии

professional credentials — профессиональные достижения; профессиональная репутация

5. **in-house lawyer** (*a lawyer employed by a business to work in house on its legal matters*)- **коммерческий юрист, штатный юрист компании**

in-house counsel (син.) – корпоративный юрист

6. **interview** (*a formal discussion between a hirer and an applicant or candidate, typically in person, in which information is exchanged, with the intention of establishing the applicant's suitability for a position*)- **собеседование**

an interviewer – человек, ведущий собеседование

an interviewee – человек, который проходит собеседование

conduct (hold) an interview – проводить собеседование

pass an interview – успешно пройти собеседование

- 7. management** (*the organization and coordination of the activities of a business in order to achieve defined objectives*) - **управление, заведование; менеджмент; руководство; администрирование**
effective management — действенное руководство
- 8. occupation** (*a person's job or a regular activity or hobby*) - **занятие, род или вид деятельности, профессия**
profitable / rewarding occupation - доходная профессия
gainful occupation - прибыльное дело, доходное занятие
- 9. persuasiveness** (*the power to induce the taking of a course of action or the embracing of a point of view by means of argument or entreaty*) – **убедительность**
persuasive arguments –убедительные аргументы
persuasive speech – убедительная речь
persuasive advocate – защитник, обладающий даром убеждения
- 10. portfolio** – **1.** (*a collection of investments all owned by the same individual or organization*)– **портфель, папка, дело; 2.** In educational process - *a compilation of student work assembled for the purpose of (1) evaluating coursework quality and academic achievement, (2) creating a lasting archive of academic work products, and (3) determining whether students have met learning standards or academic requirements for courses, grade-level promotion, and graduation* – **метод-портфолио**
- 11. resume** /'rezju:meɪ/ (*formal presentation of the job applicant's education, work and experience; syn.; CV, curriculum vitae*) – **краткие анкетные данные, резюме**
- 12. skill** (an ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills) – **умение, мастерство.**

THE LIST OF BUSINESS IDIOMS

1. give a good account of oneself – хорошо себя проявить
2. take something into account – принимать в расчет, учитывать

3. turn something to good account – извлечь пользу
4. an apple of discord – яблоко раздора
5. foot the bill – заплатить по счету, ответить за все
6. monkey business – нечистое дело
7. carry the can – отдуваться за что-то или кого-то
8. play one's cards right – использовать все свои преимущества
9. save the day – спасти положение
10. double Dutch – Китайская грамота, тарабарщина
11. feather one's nest – набить себе карман
12. a golden opportunity – редчайшая возможность
13. give up as a bad job – махнуть на все рукой
14. the long arm of the law – карающая рука закона
15. give someone a bad name – приобрести дурную славу

ANSWERS TO THE TEST. (pages 17-18)

- 1.- d. "Let the decision stand."
- 2.- b. an area of study focusing on the philosophy of law and the legal system.
- 3.- c. city ordinance
- 4.- c. failing to honour the requirements in a contract
- 5.- b. changing expectations
- 6.- b. a treaty among three or more nations
- 7.- b. is a tariff-free group of European countries and has its own currency.
- 8.- d. keeps the relationship and communications between lawyer and client confidential.
- 9.- a. information from lawyer-client conversations regarding a lawsuit
- 10.- b. arbitration
- 11.- a. motion for judgment on the pleadings

ВОПРОСЫ ДЛЯ САМОКОНТРОЛЯ ПОСЛЕ ПРОХОЖДЕНИЯ ГЛАВЫ.

1. What ways of applying for a job do you know?

2. What way of applying for a job is the most effective in the modern world in your opinion?
3. What are the common duties of the in-house lawyer in the company?
4. What skills and abilities are a must for the in-house lawyer?
5. What is the format of the resume?
6. What is “a summary” in the resume?
7. How is the strategy of interviewing built up?
8. What questions are commonly asked by interviewers?
9. What is portfolio?
10. What is the main purpose of the portfolio in applying for a job?

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ГЛАВА 2. ДЕЛОВОЕ ОБЩЕНИЕ ЮРИСТА. ФОРМЫ И НАВЫКИ УСТНОЙ КОММУНИКАЦИИ В СИТУАЦИЯХ ПРОФЕССИОНАЛЬНОГО ОБЩЕНИЯ.

Цель изучения главы – формирование способности свободно пользоваться иностранным языком как средством делового общения в профессиональной сфере при установлении личных контактов и осуществлении устной коммуникации с партнерами и клиентами.

В результате работы над главой магистрант должен:

Знать - значение единиц речевого этикета, структуру построения и ведения делового дискурса, правила делового этикета;

-идиоматические выражения, клише, единицы речевого этикета, применяемые в ситуациях межличностного общения в рамках заданной темы.

- стандартные формы осуществления устной коммуникации при знакомстве, личных встречах, общении по телефону и ведении переговоров;

- правила делового этикета (невербальные средства общения, внешний вид).

Уметь – моделировать ситуации межличностного общения в рамках профессиональной коммуникации юриста;

- анализировать значение невербальных средств общения при осуществлении межличностной коммуникации;

- вычленять, структурировать и понимать информацию, ограниченную коммуникативным заданием, а также воспринимать и осмысливать сообщения с учетом намерения, установки, состояния и пр. говорящего;

-построить собственную речь с элементами рассуждения, критики, оценки, выражения собственного мнения;

- осуществлять собственное высказывание в ситуациях профессионального общения с опорой на модели и самостоятельно;

- написать эссе о современных средствах деловой коммуникации для «Портфолио достижений».

Владеть - навыками построения делового дискурса посредством современных средств коммуникации, включая Интернет программы и другие интерактивные методы общения;

-навыками применения формул речевого этикета и нормативных правил поведения в ситуациях делового общения;

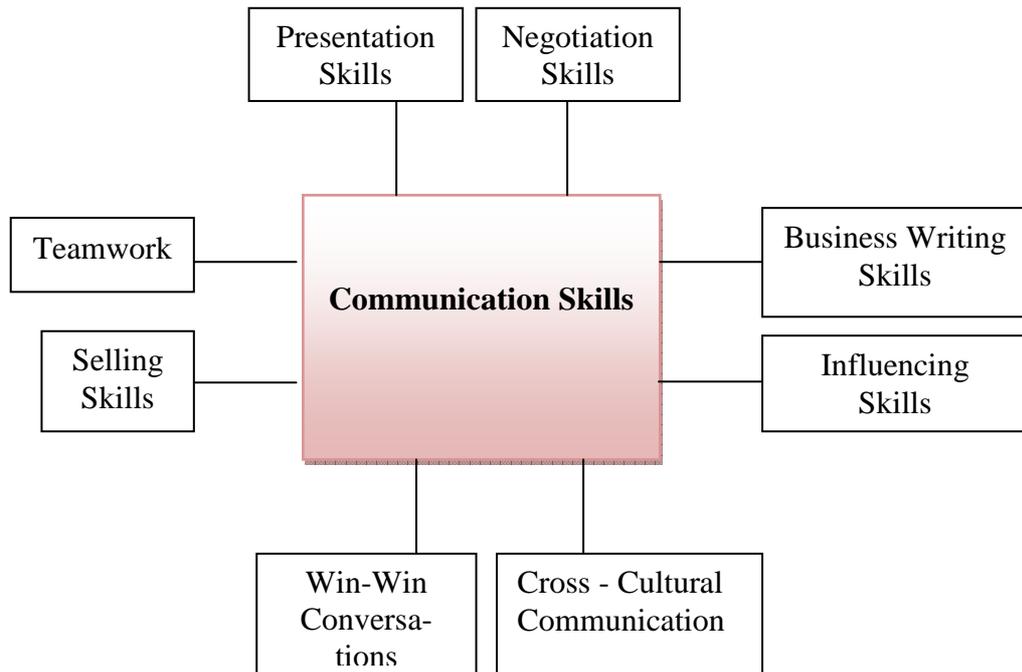
-навыками поиска необходимой информации посредством мультимедийных средств и Интернет ресурсов.

UNIT 2. BUSINESS CONTACTS AND COMMUNICATION

PART A. COMMUNICATION

1. Warming up.

Look at the graph and tell what should be done and developed by the student to acquire each of the skills to become an effective communicator.



2. Look through the text and answer the questions.

1. Who can be called an effective communicator?
2. What does business verbal communication involve?
3. What forms of verbal communication are used in business?
4. How can nonverbal communication help build your professional image?

Communication is one of the most important tools in business, necessary for success and advancement. It is not a secret that to be hired and to have a promotion, to be successful and eventually advanced in business, one should be an effective communicator - verbally, non-verbally, and digitally -- and be able to integrate communication types in different settings.

Every day businessmen interact verbally with a variety of people - equals, subordinates, supervisors, men and women alike. Verbal communication in business often involves expressing opinions, emotions, giving orders and winning over clients. When doing any of these things, it's important to be level headed, ask questions and back up any opinions you give with hard evidence. A good business verbal communicator is delicate but confident.

For example, you wouldn't say, "Our economic climate has gone right down the drain in the past three years," without backing up the statement with facts, figures and sources. In addition, unless it's essential to winning over a client, controversial opinions like this should be left out of the workplace. Your personal opinions, if unrelated to daily operations of the business, might isolate your clients and offend people around you. You should always back up any statement made in a business setting, avoiding controversy but exuding confidence.

In addition, keep a steady, positive tone of voice; ask lots of questions during meetings; have a list of questions written out before the meeting; answer the phone confidently and professionally; and when telling someone to do something, ask politely and tactfully.

Forms of verbal communication in business include conference calls, video conferences, staff meetings, presentations and daily interactions in the workplace. During personal interactions, verbal communication is used alongside nonverbal communication -- a priceless pairing!

According to the data of scientific research, nonverbal communication or body language makes up 93 percent of our daily communication in the workplace. Everything works to create your physical image. Certain elements are unchangeable, such as age, gender and ethnicity, so it's important to pay extra attention to the elements you can control.

Build a professional image. Wear appropriate and aesthetically pleasing clothes to work, maintain a business-appropriate haircut, shave your face, and do not wear revealing clothing. All of these elements come together to form your image, so it's important to get all of them right in the business world.

Make eye contact when talking or listening to someone. Fiddling with your phone, computer or documents is offensive to many people. Pay attention to your posture. If sitting down, do not slouch in your chair. Lean forward attentively. When standing up, keep an approachable posture -- don't slouch, keep an overall inviting visage.

What you say is important, but so is what you don't say. Your appearance--from your clothes and hair to your posture and attentiveness--can make or break your business image, rendering you approachable or unapproachable.

3. Make up the conclusion after reading the text starting with one of the wise sayings given below.

1. "Two monologues do not make a dialogue."
2. "The most important thing in communication is to hear what isn't being said."
3. "When the eyes say one thing, and the tongue another, a practiced man relies on the language of the first."
4. "There cannot be greater rudeness than to interrupt another in the current of his discourse."
5. "From listening comes wisdom and from speaking, repentance." (Proverb)

4. Guess the opposite meaning of the phrases and fill out the table. Make up a short report on the differences between formal and informal types of communication illustrating each position with your examples.

FORMAL COMMUNICATION	INFORMAL COMMUNICATION
1.	flexible
2. totally controlled by the management	
3. has documentary evidence	
4.	official decorum and discipline are not followed
5. time consuming	
6. no chance of misunderstanding	
7.	strict rules are not followed. So possibility for mistakes is very high

5. Look through the text and decide what ways of communication can be considered as a) oral; b) written; c) mixed.

WAYS AND CHANNELS OF BUSINESS COMMUNICATION

Businesses rely on communication for almost every aspect of their operation. From conducting sensitive conversations between two individuals to instantly disseminating critical information across a mass audience and even recruiting new customers, a number of established and emerging channels allow businesses to meet a number of communication needs.

Business communication encompasses great amount of topics such as marketing, brand management, customer relations, consumer behaviour, advertising, public relations, corporate communication, community engagement, reputation management, interpersonal communication,

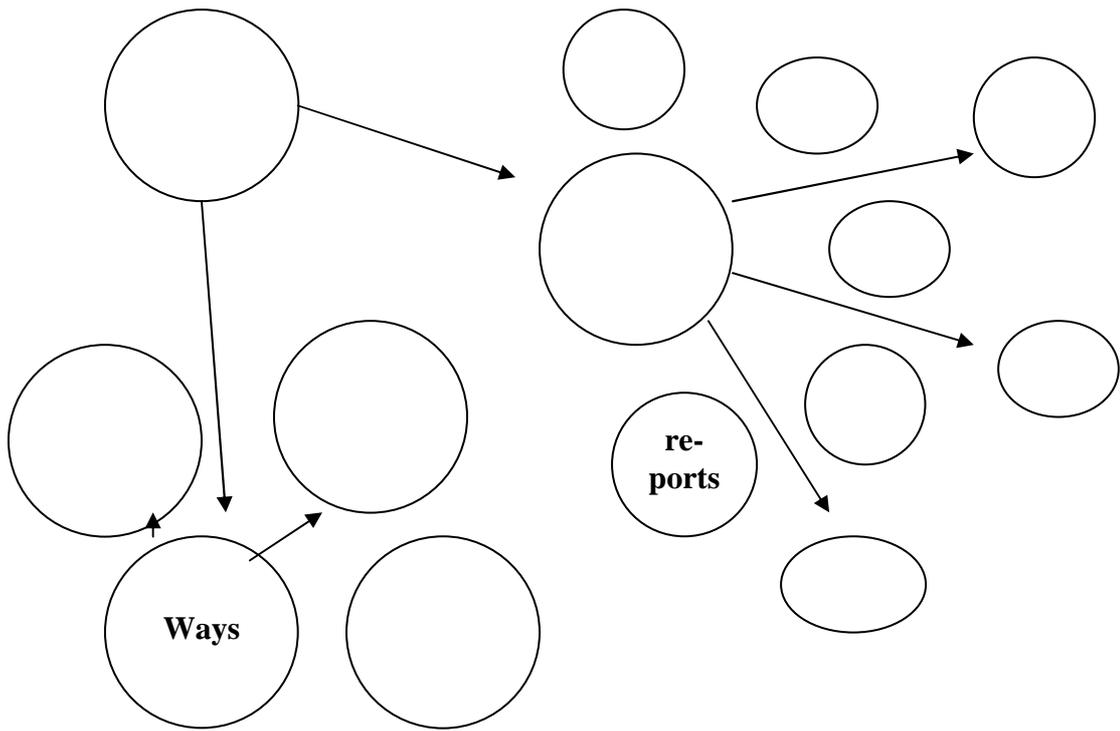
employee engagement, and event management. It is also closely related to the field of professional and technical communication.

Business communication process can be effective if a two way information sharing process is used. It usually involves one party sending a message that is easily understood by the receiving party. Effective communication by business managers facilitates information sharing between company employees and can substantially contribute to its commercial success.

6. Match the channels of communication with their descriptions.

1. face-to-face meetings	a. documenting the activities of any department
2. written communication	b. audio visualization of material, like copies of reports, or material prepared in Microsoft PowerPoint or Adobe Flash
3. telephone conversations	c. talks in person succeeded by a written follow up
4. web-based communication	d. interactive meetings of people in different locations
5. video conferencing	e. long distance speech of two or more partners
6. reports	f. letters, e-mails, faxes, notes
7. presentations	g. posting information to a centralized location; suggestion box
8. forum boards	h. media channels for better and improved communication

7. Sum up information from exercises 5 and 6 by building up the graph with putting proper information in it and connecting its parts. Present information on the topic: “Ways and channels of business communication”.



8. Work in pairs and discuss the questions with your partner.

1. What ways and channels of communication do you usually use at work or studying?
2. What of them are more preferable for you and why?
3. What ways of communication are the most problematic for you and how are you going to overcome these difficulties?
4. Have you ever heard about the suggestion box? Can it be used for your business?

9. Look through the helpful tips for a successful face-to-face form of communication and write down headings to each of the tips.

1. _____

Face-to-face communication helps to make personal connections in business and will help to sell a product or a service to the customer. As during the face-to-face communication your tone, pitch, and body language is observed by your partner, this kind of interaction can greatly contribute to your business relations or, if wrongly used, may worsen them. Information is easier to access and delivered immediately with face-to-face interactions rather than waiting for an email or phone call. Conflicts are also easily resolved this way, as verbal and non-verbal cues are observed and acted upon.

2. _____

While communicating face-to-face professionally partners are representing their companies. That is why speaking clearly and asking questions to understand the needs and wants, letting the recipient respond to resolving of the issue are very important ingredients of the face-to-face communication. Decisions are made more confidently during a face-to-face interaction as the recipient asks questions to understand and move forward to their decision.

3. _____

Usually face-to-face communication takes place in the form of meetings, negotiations and discussions of different kinds. There are, however, additional formalities one must learn to assure that he is viewed as a pleasant and cultivated professional in face-to-face communication. An individual who exhibits politeness and decorum is often rewarded with success in his professional field.

4. _____

Perhaps the easiest way to exhibit professionalism is to be consistently punctual. On a daily basis, one must arrive at the office on time, ready for work. This action alone speaks volumes to both managers and peers, demonstrating the individual's seriousness regarding his or her work. The same concerns face-to-face communication. So one of the first things we should think about while communicating face-to-face is promptness. We are to be prompt when meeting with others: supervisors, clients and prospective employers. We should not make our partners wait at the expense of their own promptness to the next appointment. A professional who is late for appointments gives the impression that he does not respect the value of other people's time.

In addition to arriving on time, face-to-face business etiquette dictates that an individual must be prepared to conduct the business at hand. One must have all resources and documents ready for use. Failure to do so makes the employee appear sloppy and unprofessional.

5. _____

The appearance in the face-to-face business communication is also of great importance. An individual who wishes to be taken seriously in the work place must dress appropriately for his environment. For example, in the office culture a male is to be dressed in formal business attire, he must wear a jacket and tie at all times. On the other hand, if his industry dictates a t-shirt and jeans, he would look pretty silly dressed in a tuxedo. By wearing appropriate attire for his line of business, a person ensures that everyone he comes in contact with will take him seriously.

6. _____

An individual's attitude and deportment exhibit more about his seriousness than his wardrobe does. While leading face-to-face business communication the excessive use of slang, profanity and other offensive language is an immediate sign of unprofessionalism. Additionally, the spreading of gossip and communication of private or confidential information does not win the speaker points with colleagues and customers and is considered as non-observing rules of decorum.

10. Match English idioms with their Russian equivalents.

1. Fine feathers make fine birds.	a. Видна птица по полету.
2. The word is not a sparrow. Will fly, won't catch.	b. Лучше один раз увидеть, чем сто раз услышать.
3. Time and tide wait for no man.	c. Время не ждет.
4. The picture is worth a thousand words.	d. Скажи мне, кто твой друг, и я скажу, кто ты.
5. The man is known by the company he keeps.	e. Слово не воробей, вылетит – не поймашь..
6. A bird may be known by its song.	f. Одежда красит человека.

11. Replace your headings in the text (ex.9) with the proverbs from the table above and discuss with the partner situations of professional communication where these idioms could sound as good advice for a friend.

12. Read two dialogues between businessmen. What do you think about them? What mistakes were made? What rules of business etiquette were broken?

Conversation 1

A: So, how is business?

B: Fine. This merger meant quite a lot of work for us, but, fine.

A: Well, mergers are often difficult. So, what do you think about the Middle-East situation?

B: I'm sorry?

A: The crisis in the Middle East. It was in the news this morning.

B: Er, well, I...

A: I mean, it must affect a company like yours - you are in oil.

B: No, I think, you've made a mistake. I'm not in oil. I work for BMW.

A: BMW? Oh, sorry! I thought you were someone else.

B: That's ok. If you excuse me I must just go and say hello to someone.

Conversation 2

A: I like your watch. A Rolex, isn't it?

B: Well, to be honest, but don't tell anybody, it's a fake.

A: No! It looks real to me. Where did you get it?

B: Egypt. It cost me twenty five dollars.

A: Amazing! So, do you know many people here?

B: No, not really. It's the first time I've been to such a conference.

A: Me too. So, what is your hotel like?

B: Pretty comfortable. Nothing special, but it's ok, I suppose.

A: You are at the Holiday Inn, aren't you? Last year they held this conference in Mexico. The Hilton Cancun Fabulous Hotel, they say.

B: Cancun! A bit warmer than here, I think.

A: Yes, I went there on holiday once. A beautiful place! Can I get you anything from the buffet?

B: Oh, that's all right. I'll come with you. I'd like some more of that caviar before it all goes.

13. Let us speak about the importance of small talk in business communication.

“Small talk isn't just about being gregarious or entertaining, it is a gesture of respect.”

Brett Nelson, “Forbes”

Can you guess the names for the professional settings including “small talk” described below?

1. Any communication process between individuals that is intended to reach a compromise or an agreement to the satisfaction of both parties.
2. A conversation, such as one conducted by a reporter, in which facts or statements are elicited from another.
3. Casual or trivial conversation, chitchat about unimportant subjects of conversation, as opposed to serious or weighty ones.
4. An exchange of ideas or opinions.

5. Something, such as a lecture or speech that is set forth for an audience.

14. Skim the text and give your definition and purpose of “a small talk”.

Small talk is light and casual conversation that avoids obscure subjects, arguments, or emotionally charged issues. If you are like many shy people, you might think small talk is a waste of time, but nothing could be further from the truth! Making small talk is an easy way to get to know someone, create a positive first impression, and gain self-confidence.

Discussing general-interest subjects such as movies, music, theater, sports, books, food, travel, and such demonstrates to others that you are approachable and friendly. When you offer a few lighthearted comments or ask and answer questions, you send the message that you are ready, willing, and able to communicate. This is especially critical for other shy people who look for a "green light" or extra encouragement before they even consider participating in a conversation. When you make casual conversation, other people will conclude that you are a person with whom they can easily converse.

15. Can you imagine a marathon runner not warming up before a big race or an attorney improvising to the jury the key points of an important case? In each situation, preparation is the key to success. The same is true for mastering small talk. The first critical step in mastering small talk is preparing what you want to talk about and what questions you would not like to answer. Look through the possible topics and distribute them into two categories: safe and unsafe for conversation when you first meet a person. Give your reasons.

1. Weather and climate
2. Personal, health, money, or family problems.
3. Compliments on clothing
4. Hobbies and interests
5. Divorce or death.
6. Gory crimes and decaying moral values of Western civilization.
7. Layoffs and gloomy economic predictions.
8. Plans for the weekend
9. Terrorism, war, pestilence, and famine.
10. Cuisine and restaurants
11. Emotionally charged issues such as abortion, welfare, or capital punishment.
12. Books and newspaper articles

13. Sex, politics, and religion.

16. Can you suggest any more topics? Complete the table with the topics you usually start conversation with colleagues and clients.

Topics suitable for small talk	Topics unsuitable for small talk

17. Look through the phrases given below. Distribute them into 2 columns of safe and unsafe topics. Name each topic according to the model.

Phrases recommended for small talk	Phrases unsafe for small talk
1. Weather: "It's a lovely day today, isn't it?"	1. Religion: "Do you believe in God?"
2.	2.

1. "What sort of music do you like?"
2. "You seem to have put on some weight".
3. "Who did you vote for at the last election?"
4. "The garden looks lovely, doesn't it?"
5. "It's a lovely day today, isn't it?"
6. "Do you believe in God?"
7. "Hello. May I introduce myself? My name is Mark Spencer".
8. "What a lovely dog! What is his name?"
9. "How is your family?"
10. "Why is British food so bad?"
11. "How much do you earn?"
12. "How old are you?"

13. "I like your watch. A Rolex, isn't it?"
14. "What do you think of the presentation?"

18. Make up the list of "Golden rules" for striking up a conversation with practically anyone. Put them into two columns: Do and Don't.

DO	DON'T

1. Make sure people are interested in a topic before talking too much about it.
2. Make negative snap judgments about the people you meet.
3. Stick to upbeat subjects.
4. Gossip about the other guests.
5. Expect other people to carry the conversation.
6. Balance the amount of talking and listening.
7. Find out what other people enjoy discussing.
8. Look over a person's shoulder as you talk to him or her.
9. Stay in one area or speak only to one person.
10. Be willing to talk about subjects that you know little about.
11. Reintroduce yourself to an old acquaintance.
12. Indulge in endless shop talk or industry gossip when non-industry people are present.

19. Work in pairs. Make dialogues for the suggested situations following to the rules of etiquette learnt before.

1. You have just been told that you are to go to the entrance of the office and meet there a new client and escort him to the negotiation room.
2. You accompany your boss at the opening ceremony of a large exhibition. He meets with an important client but suddenly he is called to the phone and left you alone with this client.
3. You are supposed to meet a new colleague in the airport and to bring him to the office in your car.
4. You are escorting an invited celebrity to your office and you are stuck in the lift between the floors for several minutes.

PART B. IMPORTANT FORMS OF BUSINESS CONTACTS

1. Skim the text and answer the questions.

TELEPHONING

1. What do personal skills of telephoning show?
2. Why can telephone contacts be an issue of concern for many employees?
3. What aspects of telephone conversation are mentioned in the text?

Telephoning is one of the most challenging issues of any official's work. The ability to speak with partners and clients on the phone shows the efficiency and professionalism of any clerk and what is more important – the image of your company. So, learning how to communicate well on the telephone is one of the top priorities for everybody who studies English and uses it at work.

The main reason to worry about is the non-visual contact with the opponent. It means that no other means of communication except your speaking are engaged. Your gestures, body language, face and eyes can't be used while providing the needed impression on the telephone partner. You can't reach the effect by anything but your art of speaking, using your articulation, clever raising and decreasing your tone, turning on your politeness and knowledge of the work patterns in business communication.

Usually people consider different aspects of telephone conversation: answering the phone, taking a message, leaving a voicemail message, making an appointment, discussing travel arrangements, checking on an order, dealing with customers, handling sales calls, handling a problem on the phone, dealing with an angry caller. Furthermore telephoning requires special skills as there are a number of difficulties that arise when telephoning that are specific to some telephoning situations. To communicate in these situations successfully some sets of stable patterns were worked out which are effectively used in everyday business communication.

2. Here are some helpful telephoning patterns for you to be separated into three groups: phrases of people who are calling, who are receiving the calls and those which may be used by both.

You are calling	
------------------------	--

You are receiving a call	
Mixed	

1. You are difficult to get through.
2. Can I speak to Mr. ..., please? – Speaking.
3. May I ask who is calling?
4. Could I have your name, please?
5. Hello, this is Mr. Jim Brown from ...
6. I'm afraid Mr. Smith is out of the office today.
7. Sorry, the line is engaged.
8. Would you like to leave a message?
9. It's a wrong number. What number have you dialed?
10. Could you ask him to call me back?
11. What's your number, please?
12. Sorry, I can't put you through.
13. Glad to hear that.
14. How are you? – Fine, thanks.
15. Sorry, I'm pretty busy just now.
16. I'm calling about....
17. What can I do for you?
18. Could you speak up, please?
19. It's a bad line. Could you repeat, please?
20. Sorry, I can't get it. Say it again, please.
21. I'm afraid I don't follow you.
22. Would you mind explaining it again?
23. So, if I understand you correctly....
24. When you say Do you mean?
25. Hold on, please.
26. Could you spell your name?

3. Work in pairs. Read recommendations how to overcome some difficulties in telephone conversation and dictate email addresses given below to the partner.

The most difficult problem in telephone conversation is giving information connected with numbers. Mistakes in digits may cost much for both sides.

Let's consider a telephone number: 0141 333 2258.

You should say "Oh(zero)-one-four-one, triple three, double two, five- eight".

Remember that each digit is spoken separately, unless it's a double or triple.

If you are saying the email address by the phone, mention that @ is pronounced as "at" and "." is called "dot". If you need to say "/" call it "forward slash" and "-" call a "hyphen" or a "dash". The "_" sign of underlining is pronounced as an "underscore".

www.gazeta-yurist.ru,

www.my-avon.ru/magazine/,

office@khorus.ru,

www.cambridge.org./elt/pro.

4. Work in pairs. Read the text, put the words from the box into the gaps, and discuss with your partner what else could be suggested in difficult telephone conversations.

a) who, b) so, c) by, d) to, e) under, f) up, g) why, h) a, i) in, j) have
--

How to deal with difficult people on the phone

One of the skills required of today's successful business people is the ability to deal with difficult people on the phone. We have come 1._____with some advice to help business people get the best from the caller.

First of all, accept that people can be rude when they are 2._____ pressure. Try to find out 3._____ they are angry – even if you have to guess. And, importantly, never get angry back. Many problems are caused by a simple misunderstanding. Therefore it is essential 4._____ remain calm so that you can get to the root of the problem and thus have 5._____ better chance of resolving it. Understand that maintaining your calm is much easier than it sounds – but you can prepare 6._____ designing a strategy. Most call centers train staff 7._____ these techniques; other office workers need to train themselves. The trick is to be really nice back 8._____ that they end up thanking you for your help, understanding and assistance.

Secondly, listen carefully and empathize with the person making the complaint. You don't 9._____ to compromise your company or your colleagues just because show understand-

ing. Agree to a course of action and stick to it and finally, always try to be courteous. Sometimes you are the one 10._____ will have to apologize and you just have to accept that.

5. In most lines of the following text (but not in all) there is ONE unnecessary word. It is either grammatically incorrect or does not fit in with the sense of the text. Find all these words and present the full proper version of the text.

Telephone communication

1. Communication isn't only about presenting your own personal ideas; it's also _____
2. about listening to what others have to say. Listen to the what your boss or _____
3. customer is saying to, then repeat the statements back to the person to confirm _____
4. your understanding. If you're not sure in of the meaning, ask for more details to _____
5. ensure you don't do things the wrong way. This principle is used in first of all _____
6. while making business calls. _____
7. When making a business call, make it clear who is on the line and where one is _____
8. from as well as one's message when is on the phone. Smile and have a positive _____
9. attitude as the recipient will be able to read the caller and that will affect how they _____
10. react. When leaving a message, make sure of it is clear and brief. One should state _____
11. his name and who do he is and the purpose for contacting him. If replying to a _____
12. voicemail, try to respond as soon as possible and take into consideration the time _____
13. of the day. Don't call too early or too late, as it is polite to respect other's time. _____
14. Also be mindful of where one is not, the noise level and the people one is _____
15. around, when are trying to reach someone by phone. _____
16. If one is calling or leaving the voice messages, include time of availability for _____
- 17.callbacks. There is nothing worse than a callback coming to one when one is not _____
18. available. Use the telephone as a great communication tool do. Be polite and _____
19. always put oneself in the other person's position. _____
20. When listening to another employee or customer speak it is very important to be _____
21. an avid listener. Here are some obstacles you might to have to overcome: _____
22. filters and assumptions, biases and prejudices, inattention and impatience, _____
23. surrounding of environment. _____
24. A good way to overcome these factors is by using LOTS Better Communication _____
25. method. This method includes of four steps in order to produce good listening _____

26. skills and the ability to respond with an educated statement. The four steps of _____

27. this method are not: Listen, Observe, Think and Speak. _____

6. Work in pairs. Answer the questions of the test and discuss your answers with the partner. (More than one answer is possible in most cases).

1. Which is the best way to answer the phone at work?

a) *Hello!*

b) *Name yourself.*

c) *Name the department.*

d) *Name the company.*

2. Which is the best way to answer the phone at home?

a) *Say your telephone number.*

b) *Say the name of your town and telephone number.*

c) *Hello!*

3. Which way would you reply when someone on the phone says “Can I speak to (your name)”?

a) *That’s me!*

b) *Speaking!*

c) *Yes, I am.*

4. How should Susan Banks introduce herself for the first time on the phone?

a) *It’s Susan Banks.*

b) *I’m Susan Banks.*

c) *My name is Susan Banks.*

5. How should Susan Banks introduce herself on the phone to someone who already knows her?

a) *This is Susan Banks.*

b) *I’m Susan Banks.*

c) *It’s Susan Banks here.*

6. When you ask someone to wait on the phone which of these is quite formal, which is informal, and which would you probably never say?

a) *Could you hold on a minute, please?*

b) *Hold on!*

c) *Wait, please.*

7. When you want to know who is calling you which of these is formal, which is informal, and which sounds rude?

- a) *Who's that?*
- b) *Who are you?*
- c) *Who's calling, please?*

8. Which of these is the most formal way to introduce the subject of your telephone call?

- a) *I want to talk about the sales conference in March.*
- b) *I'm calling in connection with the sales conference in March.*
- c) *Let's talk about the sales conference in March.*

9. Why is it important to use "please" and "thank you" on the phone?

- a) *The other person can't see your face, so you have to use these words more often to show you are being friendly and polite.*
- b) *The British and Americans both expect it.*
- c) *It's not important.*

10. Which of these would you say when you want to find some information on your computer while you're on the phone?

- a) *Wait while I get it on my computer, please.*
- b) *Just a moment while I get it up on the screen.*
- c) *I'm just bringing up your details now.*

7. Work in pairs. Make and play out a telephone conversation on the task given below.

Student A: You want to speak to John Brown about your contract with the XYZ ltd. He is not in the office leave the following information to the secretary:

- Your name;
- Telephone number: 543-987-6774;
- You are calling about changing conditions of your contract with them;
- You can be reached until 7 o'clock at the above number. If he calls after 7 o'clock, he could contact you at ____ (give your own telephone number).

Student B: You are a secretary. Student A would like to speak to John Brown, but he is out of the office. Take a message and make sure you get the following information:

- Name and telephone number - ask student A to spell the surname;
- Message student A would like to leave for John Brown;
- How late John Brown can call student A at the given telephone number.

8. Skim the text. Title it.

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding arguments and dispute. In any disagreement, individuals understandably aim to achieve the best possible outcome for their position (or perhaps an organization they represent). However, the principles of fairness, seeking mutual benefit and maintaining good business relationships are the keys to a successful outcome.

In order to achieve a desirable outcome, it may be useful to follow a structured approach to negotiation. For example, a meeting may need to be arranged in which all parties involved can come together.

The process of negotiation includes the following stages:

1. Preparation
2. Discussion
3. Clarification of goals
4. Negotiate towards a Win-Win outcome
5. Agreement
6. Implementation of a course of action

9. Look at the following actions taken at different stages of negotiations and match them with the possible phrases.

1. Starting the negotiation	a. I'm sorry, that's out of the question.
2. Making a suggestion	b. Shall we get down to business?
3. Setting conditions	c. That seems acceptable to me.
4. Accepting an offer	d. Provided that you can guarantee delivery, we can...
5. Rejecting an offer	e. Can we come back to the question of ...
6. Returning to a point	f. May I suggest that we should...
7. Problems of authority	g. Well, I think we've reached a satisfactory agreement.

8. Not knowing the answer	h. I'm afraid I can't say it at this stage.
9. Asking for clarification	i. I'll have a word with ... and see what I can arrange.
10. Putting on the pressure	j. Do you mean that it won't be possible to ...?
11. Setting the bottom line	k. Surely, you must be able to ...
12. Finishing/adjourning the negotiation	l. I can't go any lower I'm afraid.

10. Complete the list of useful phrases with appropriate words. Don't forget to sound officially and professionally.

1. Starting the negotiation

Shall we business?

Shall we start ... discussing the question of the price?

2. Making a suggestion

May I suggest ... we ... that point until the end of the meeting.

3. Setting conditions

... that you can deliver on time, we can accept your terms.

4. Accepting an offer

That seems to me

... to me.

5. Rejecting an offer

I'm afraid I can't agree ... that...

I'm sorry that's questions.

I your point but I'm afraid I can't agree ... that...

6. Returning to a point

Can we the question of delivery.

7. Problems of authority

I'll have to ... that with the accounts department. I'll have a ... with the accounts department and see what I can arrange.

8. Not knowing the answer

I'm afraid I can't at this stage.

9. Asking for clarification

I'm sorry I didn't quite ...

Do you ... that you can't deliver this month?

10. Putting on the pressure

..... you must be able to

11. Setting the bottom line

I ... go any lower I'm afraid

12. Finishing/adjourning the negotiation

Well, I think we've reached a agreement.

Well, I think we've covered everything.

13. Time's running out.

It's been a pleasure business with you.

11. A role play. Business Visits. Guest - Host Communication. People say that politeness in communication is a key to fruitful cooperation even in stressful situations. Work in pairs and make a polite dialogue between a host and a guest who has come on a short business visit.

Host

You are going to receive a business visitor. Look after him and make him feel welcome. Don't forget to offer him coffee, take his coat, ask about his journey and make some small talk to keep him entertained. Before you start, consider how you would say the following in a polite and appropriate way:

I think you are Mr. Brown.

You'll have to wait. Mr. Wilkes will be late.

Some coffee?

Was your flight OK?

Did you get lost on the way here?

What about the weather?

Was there the traffic jam on the way?

Is your hotel OK?

Tell me about your plans while you stay here.

Guest

You've come on a business visit to a large company. You have an appointment with Mr. Wilkes. You had a bad flight, a sleepless night, and besides, the plane was delayed for an hour. Your hotel room is very small and the breakfast was terrible. There was also a lot of traffic on the motorway and because of traffic jam you had to rush to get to the appointment on time. You've come for 3 days and don't know where to go and where to buy some souvenirs. Before starting the dialogue consider how you would say the following in a polite and appropriate way. Try to be polite, although you have some reasons to be irritated:

I'm supposed to see Mr. Wilkes at 10.00. Where is he?

I don't want to wait.

I need to go to the bathroom.

I want to have a cigarette.

I don't want coffee, I want tea.

How long I'll have to wait?

Traffic jams are terrible here, aren't they?

Where can I get some decent food?

What about souvenirs here?

PART C. SELF-STUDY

1. Look through the text on the modern types of communication techniques, match the titles and write down an essay for your portfolio on the topic: "My achievements in mastering modern communication techniques in business" (not less than 1.5 page).

MODERN COMMUNICATION TECHNIQUES USED IN THE BUSINESS WORLD

- a. Recognizing Value of Video
- b. Embracing Social Media
- c. Presentation Skills
- d. Coordinating Use of Multiple Tools
- e. Instant Messengers

- f. Social Networking Websites
- g. VOIP
- h. Web Conferences

The communication skills needed to succeed in the modern business world are vastly different from those which were just a few years ago. The advances in technology and proliferation of new types of communication tools mean that business communicators must know about a wide range of communication techniques to meet the needs of various audiences.

1._____ Social media has taken the world by storm and many businesses are frantically attempting to catch up. Although social media is not a must for all, it's important for business communicators to understand the various options available to them and, more importantly, how their various audiences may use these tools. Social media tools can be used with external customers, audiences, as well as internally. Companies can, for instance, establish their own Facebook page or LinkedIn group to create opportunities for internal sharing and community development.

2._____ YouTube has popularized the use of video and the cost of technology makes it easier than ever before for just about anyone to use web cameras or flip cams to incorporate sound and images in their communications. As modern business members come to expect communication in a variety of formats, business communicators are finding themselves increasingly required to produce communication messages in print as well as video formats.

3._____ The key to effective communication in any environment is using a variety of tools to deliver messages to varied audiences. Combining traditional tools (meetings or newsletters) with modern ones, such as social media and video, can help to ensure that messages are conveyed to a broad audience who may have different communication preferences and comfort levels. This is particularly true in business environment where the audience ranges from about-to-retire baby boomers to the millennial generation.

4._____ As you move up in the ranks, you will have to do the occasional presentation, which can range from a product presentation for a large group to a one-on-one presentation of your ideas to your boss. While doing this, focus on the areas that can make the other person's life easier. Be concise. State what you can do for the other person and then respond to all questions, comments or concerns.

5._____ According to Internet business news publication IP Watchdog, social networking websites like Facebook and Twitter have emerged as valuable business communication tools. With a free account on a social networking site, businesses can instantly increase exposure to existing and potential customers, and the proprietary communication channels within these sites,

allow customers to contact immediately with someone at the business. To boost the value of social networking, occasional updates about upcoming sales or special promotions can go out through social media to keep customers interested and attract an increasing audience.

6. _____ Instant messengers combine the instant, synchronous nature of telephone conversations with the convenience of email. When employees need to communicate with one another, or when managers need to communicate with direct reports, IM clients allow this communication to take place with only a few key strokes. Many IM clients also allow for advanced functionality like checking an employee's status at any time, exchanging files and creating an impromptu video conference.

7. _____ Conference calls have long been a staple of business communication, but the rich media available through Internet technology takes this communication tool a step further. Collaborating employees can quickly share ideas through an online portal, and advanced functionality allows presenters to share a desktop or video with all participants at the same time. Sales professionals can also use these tools to make pitches to customers, and some Web conference clients allow for the simultaneous delivery of voice, presentations and video.

8. _____ Businesses have relied on telephones for a number of years, and Voice Over Internet Protocol, or VOIP, allows businesses to enjoy quality voice connections at a much lower cost. By using an adapter that breaks voice conversations into data packets for transmission across the Internet, businesses can cut ties with traditional telephone companies and eliminate the monthly phone bills. In addition, according to the communication website Communication-Ideas.com, the Internet-connected nature of VOIP means that business professionals can check voice messages, view call histories and re-route calls from any Internet-connected computer anywhere in the world.

GLOSSARY

1. appointment (*a formal arrangement to meet or visit someone at a particular time and place or the act of officially choosing someone for a job*) – **договоренность о встрече, назначение (на должность)**

make an appointment with smb – договориться с кем-либо о встрече

cancel an appointment – отменить встречу

by appointment – по предварительной договоренности

make new appointments – произвести новые назначения

2. arrangement (*an agreement between two people or groups about how something happens or will happen*) – **приготовление, договоренность**

3. communication (*two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings but also create and share meaning. In general, communication is a means of connecting people or places. In business, it is a key function of management--an organization cannot operate without communication between levels, departments and employees*) – **процесс общения, информационное обеспечение, контакт**

interpersonal ~ - межличностное общение

non-verbal ~ - невербальное общение

web-based ~ - общение посредством Интернета

communicator – человек, способный эффективно доносить до других информацию; искусственный собеседник

4. confidence (*belief in yourself and your abilities; a feeling of trust in someone*) - **уверенность, самоуверенность, доверие**

confident – уверенный в себе, своих силах

confidently – уверенно, доверительно, конфиденциально

5. decorum (*behavior that is socially correct, calm, and polite*) – **благопристойность**

act/ behave with decorum – вести себя пристойно

6. deportment (*the way a person behaves*) – **манеры**

have bad/good deportment – иметь плохие/хорошие манеры

speech and deportment lessons – уроки грамотной речи и хороших манер

7. interaction (*a mutual or reciprocal action*) – **взаимодействие, общение**

interact – взаимодействовать

interactive – взаимодействующий

interactive means of communication – интерактивные средства общения

8. language (*a system of communication by speaking, writing, or making signs in a way that can be understood, or any of the different systems of communication used in particular regions*) – **язык**

body language – язык тела

language of business – язык делового общения

legal language – легализ, юридический язык

offensive language – оскорбительные выражения

talk/speak the same language – говорить на одном языке (хорошо понимать друг друга)

9. message (*a piece of written or spoken information which one person gives to another*)- **сообщение, записка, основная идея**

to message – отправлять сообщение по электронной почте или с мобильного телефона

message board – доска объявлений

messenger – курьер

instant message – Интернет программа для обмена сообщениями через Интернет в реальном времени

voicemail message – голосовая почта

10. outcome (*the final result of an activity or process*) – **исход дела, результат**

outcome of talks – результаты переговоров

win-win outcome – исход дела, удовлетворяющий обе стороны

whatever the outcome – при любом раскладе

11. promptness (*the characteristic of doing things without delay, the quality or habit of adhering to an appointed time*) – **отсутствие проволочки, аккуратность в исполнении**

prompt actions – оперативные действия

prompt reply – быстрый ответ

promptly - быстро

thank you for your promptness – благодарим за оперативность

12. recipient (*one who receives something from a giver. A recipient can receive a wide variety of things, including a letter, a telephone call, a message, a sum of money, or even a physical embrace*) – **получатель**

ANSWERS TO THE TELEPHONE TEST. (pp. 44-45)

1. B and C are normal if the call has been routed through a switchboard. D would be appropriate if you a receptionist, for example. A is just unhelpful because the caller doesn't know if he or she has reached the right person or company.
2. All three possible.
3. B
4. C
5. A and C are both correct, but B is wrong.
6. A is quite formal, B is informal and C is neither correct nor polite.
7. C is formal, A is informal and B sounds rude.
8. A and B are both correct, although you would only use A with someone you know well.
9. A and B are both correct.
10. B and C are both correct, depending on what information you are looking for.

ВОПРОСЫ ДЛЯ САМОКОНТРОЛЯ ПОСЛЕ ПРОХОЖДЕНИЯ ГЛАВЫ

1. What does business communication mean?

2. What forms of verbal communication do you know?
3. What does non-verbal communication include?
4. What is the difference between formal and informal communication?
5. What are the most common ways of communication in business?
6. What is the easiest way of learning about a colleague or creating a positive impression at first glance?
7. What topics are considered as safe for small talk?
8. How can you overcome difficulties when telephoning?
9. How to deal with difficult people on the phone?
10. What stages does negotiation include?

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ГЛАВА 3. ДЕЛОВОЕ ОБЩЕНИЕ ЮРИСТА. ФОРМЫ И НАВЫКИ ПИСЬМЕННОЙ КОММУНИКАЦИИ В СИТУАЦИЯХ ПРОФЕССИОНАЛЬНОГО ОБЩЕНИЯ.

Цель изучения главы – формирование способности свободно пользоваться иностранным языком как средством делового общения в профессиональной сфере при осуществлении письменной коммуникации и составлении деловой корреспонденции.

В результате работы над главой магистрант должен:

Знать – письменные формы делового общения, общепринятые структуры их построения и современные средства передачи информации;

- стилистические особенности, клише, формулы речевого этикета, применяемые при письменном общении в рамках заданной темы.

- стандартные формы и планировку делового письма, электронного сообщения, памятной записки;

- правила подготовки электронной деловой презентации: цели, содержание и форма.

Уметь - понимать письменное сообщение, используя различные виды чтения в зависимости от конкретной коммуникативной задачи;

- вычленять, структурировать и понимать информацию, ограниченную коммуникативным заданием, а также воспринимать и осмысливать сообщения с учетом особенностей дистанционного общения посредством письменных форм коммуникации;

- составлять деловые письма, электронные сообщения и памятные записки, учитывая стилистические особенности языка сообщения и степень официальности обращения;

- построить собственную письменную речь с элементами рассуждения, критики, оценки, выражения собственного мнения;

- подготовить электронную презентацию для трудоустройства.

Владеть - навыками создания образцов письменной речи по вопросам делового общения, в том числе посредством современных средств коммуникации, включая Интернет программы и другие интерактивные методы общения;

-навыками применения формул речевого этикета и соблюдения нормативных правил поведения при ведении деловой документации и составления деловой корреспонденции;

-навыками объективного анализа собственного уровня владения коммуникативными навыками в деловой сфере.

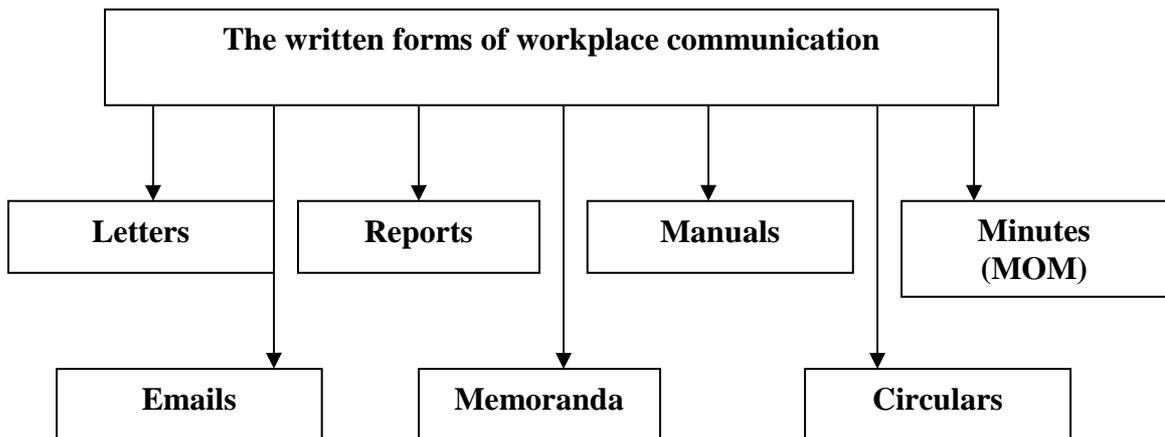
UNIT 3. WRITTEN COMMUNICATION

PART A. FORMS OF WRITTEN COMMUNICATION

1. Warming up.

- What forms of written communication in business do you know?
- Which of them do you usually use at your workplace?
- Which of them do you use seldom and why?

2. Look at the graph and tell what you know about these methods of written communication.



3. Work in pairs. Match each sentence with a particular workplace communication given above. Guess what form of written communication is not described and suggest your description of it.

- It is primarily a source of information to the management or an individual which presents facts, conclusion, and recommendations in simple and clear words, in a logical and well defined structure to help decision making.
- These are generally short means of written communication within an organization. They are used to convey specific information to the people within an organization.
- It is one of the most important types of written business communication having a good appealing layout and an impact on goodwill of the organization, divided into paragraphs, enclosed in an envelope, and used for future reference.

4. These are basically a written record of key information or occurrence within a meeting. They will typically include any significant decisions or agreements and provide a useful summary of key issues or points raised within any discussions.
5. These are usually the least formal method of written communication within the workplace and will usually include various notices or information relating to welfare and safety issues. This approach may also be utilized to inform employees of forthcoming events.
6. These are written records of established practices such as instructions on how to undertake specific tasks and work policies helping new employees to understand key procedures and approaches and then put these into practice in their daily work.

4. Read the text and answer the question which is the heading of the text.

WHAT IS WRITING IN BUSINESS?

Business writing is a type of written communication, usually with standard structure and style. It addresses the needs of specific audiences and concerns some specific business.

It serves as both the content and channel for one's decisions, ideas, tasks, solutions, plans, and reflects your level of qualification, sense of culture and your personality. In fact, companies that use written communication with courage, innovation, and discipline are more effective at producing ideal business outcomes.

This type of communication is used almost everyday in the corporate world: from emails, memos, new policies and instructions to huge client presentations, research and development, and marketing campaigns.

Almost one third of business people spend their work time conveying information to others, another third – receiving and using this information. Thus, it is vitally important to be keen in this kind of office work.

Fundamentally, poor business writing is costly and leads to disastrous events. Great amount of money is lost due to insufficient writing skills among business people. It happens, for example, when a customer does not understand the email, marketing tool, or proposal by a company because of wrong grammar or awkward style and tone. Besides poorly written materials might form an undesirable impression of how a company runs its business.

5. Look through some examples of discourse and distribute them into two columns: oral and written. Give your comment on the way you are doing it.

ORAL COMMUNICATION	WRITTEN COMMUNICATION

1. Recent independent customer has shown a high level of customer satisfaction with our products and services.
2. I love being able to work out what a client needs and do it.
3. Basic office administration, typing letters and reports, bookkeeping, that sort of thing.
4. The number of delegates per conference has been falling down: last year there was on the average 430 delegates per conference, whereas the average was reached 400 this year.
5. I mean, customers have lots to read and may just put the newsletter in the bin.
6. If you have any questions do not hesitate to contact us at any time convenient to you.
7. Following recent discussions with divisional heads, the board has taken the decision to open an R&D facility in Scotland, UK, where a lot ground-breaking biotech work is taking place.
8. Do you think, can you predict that there're going to be other new technologies coming out that will change business in the future in the same way that the Internet has?

6. Think about characteristic features of written type of communication compared to the oral contacts and write them down into the table.

WRITTEN COMMUNICATION	ORAL COMMUNICATION
1. Full sentences.	1.
2.	2. A lot of contractions.
3.	3.

7. Work in pairs. Look through the list of main principles of good writing and distribute them into three main elements of writing. Ask your partner how he or she understands these principles.

Element 1: Appropriate use of media _____

Element 2: Writing style _____

Element 3: Content _____

1. You should understand the appropriate use of emails, letters, memoranda and other forms of written communication;
2. You should be able to produce written work which is appropriate for the chosen medium and the recipient and which:
 - Uses accurate, straight-forward and modern language;
 - Uses correct spelling, grammar, syntax and punctuation;
 - Has a clear, logical, consistent and appropriate structure and format;
 - Has been checked and edited.
3. You should be able to choose the appropriate medium, form and style;
4. You should be able to produce written work which:
 - Forms a coherent whole and, where appropriate, advances the matter;
 - Addresses accurately and correctly all the relevant legal and factual issues and, where appropriate, identifies practical options including the costs, benefits and risks of those options;
 - Identifies clearly clients' objectives and priorities, addresses their concerns and carries out their instructions;
 - Accurately and systematically records a meeting or presentation and its outcomes.
5. You should be able to tailor the written communication to suit the purpose of the communication and the needs of different clients or recipients.

8. Complete the text with your ideas according to the tasks given in the text.

What is to be considered before writing a business letter?

A. The Purpose. This will serve as the direction, the reference, and the path of your details. This will set the tone, the style, and structure of your letter. This is your message and your goal. Defining your purpose will set things right at the very beginning. In your writing you may: inform, persuade, argue, invite, confirm information, make an inquiry, ask for approval, reject or approve, propose or suggest, etc. If your purpose is to excite and invite the employees to join the annual talent contest of the company as a team-building effort, you cannot bore them with long

paragraphs explaining how the activity will help boost their productivity, write too formal sentences, or use heavy office or work jargon.

Task. Make your own profile of purpose in a business letter.

B. The Audience. Another significant step in order to make an impact on your audience is to know them. Look at company's affairs in the Internet, consider its professional and financial position, and bear in mind religious, cultural and other sensitive issues. Your communication in this case would be much effective and profitable. You can also take a look at the company's communication style through its public documents and press releases. This way, you know how you should convey your message to them. Use the right language.

Task. Write 3 sentences to congratulate the nearby school management and the financial department your pay taxes to with Christmas and New Year.

C. Questions to yourself to be put before writing. To feel your partner more comfortable it is good to put to yourself the guide questions as you develop your writing. One example of these questions is given. Example: Why does the reader care?

Task. Put some more questions.

- How
- What should.....
- When
- What happens.....
- What.....
- Who.....? Why.....
- Where does.....

8. The importance of being literate. Look through the text, analyze your skills in proper using English grammar and, if necessary, study or revise grammar rules. Use any grammar text- book.

GRAMMAR IN BUSINESS WRITING

The importance of proper business language and good grammar can't be overestimated. Some experienced businessman said that "the devil's in the grammar details and that they are everything in programming business". For clients or partners, language may echo the company's competence, culture, openness to development, and way of treating business. Hence, there is a need to prevent grammatical errors and inappropriate writing in business communication.

So it is sensible to be sure in proper grammar use. If you are not, try to replace the construction with the one you are absolutely sure of. Don't rely on computer version of presenting the document in full range as your virtual friend is not aware of all details and nuances of your writing. Always check the computer version of your paper to be on the safe side.

9. Although this text can't cover all grammar aspects of English grammar but let us revise the most common mistakes in business writing. Complete the text with your examples.

A. Speaking about adjectives it is clever to remember that some of them are incomparable, e.g. complete, definite, essential. *Your ex.* _____

B. The collective nouns can be used with either a singular verb or a plural verb, e.g. jury, government, club, parliament. *Your ex.* _____

C. It is good to turn nouns into verbs: instead of "to make a recommendation" say "we recommend that...". *Your ex.* _____

D. Try to avoid the use of old fashioned and complicated terms and stick to simple ones: not "utilize" but "use". *Your ex.* _____

E. If possible, use the active voice instead of the passive voice to sound more assertive and powerful. In long and complicated legal phrases it would advocate for better understanding: "The contract was drafted" into "The parties drafted the contract" *Your ex.* _____

F. Try to avoid "*of*" many times and convert phrases with it into possessives: instead of "activities of the company" say "the company's activities". *Your ex.* _____

There are no clear rules to follow in usage of prepositions, but here are some to keep in mind: to be charged **with** some crime, the contract **between**, will be terminated **by** notice, will be delivered **in** 2 days, **in** accordance **with**, **after** expiration **of** a period, **for** the period.

Always be aware of **grammar tenses** not to get in an awkward situation. Translate the following into Russian. If you are not sure consult any grammar book: *was paid, is being paid, has already been paid, is paying, had been paid by July, was paying for 2 years, will have been*

paid by, have been paying since, have paid, pays, must pay, should pay, must have paid, can't have paid yet.

10. Work in pairs. Check the letter and underline 18 spelling and grammar mistakes made in it. Ask your partner to explain the grammar rules broken in the letter.

Dear Madame,

Thank you very much for your letter and the inclosed literature you sent, wich we had received on Thursday 7 July. The infomation it has contained was quiet interesting and we would like further details on several produkts you has in the cataloge:

No.44/88 Is this availaible in white?

No. 79/60 What is the diskount price of this for orders of over 500 peices?

No.45/012 Are this compatable with your 79/60 device?

PART B. CORRESPONDING WITH CLIENTS

1. Read the explanation of the business letter structure made by a business school teacher to a student. Take a sheet of paper and write down the names of the parts of a letter and lay them out according to the explanation.

T.:	Well then, your company's name and address is printed at the top of the letter. This is called the letterhead. And the person you are writing to is the reader.
S.:	I see. So the letterhead's at the top of the letter, and the reader's name and address is on the left.
T.:	That's right. The references are below the reader's name and address.
S.:	Oh yes. "Ref" is short for "reference", I suppose.
T.:	Yes. The references are usually the initials of the writer's name and the secretary's name. In this letter JB stands for Joy Bradley and SY stands for Simon Young. Now, what is there on the right?
S.:	The twenty - third of January, twenty fourteen. It's the date.
T.:	Yes. The date's on the right. Now, on the left, the opening salutation is under the references.
S.:	The opening salutation is "Dear Ms. Meiners", isn't it?

T.:	Yes. And the body of the letter - this is what you really want to write is below the opening salutation.
S.:	So the body of the letter is between the opening salutation and the closing salutation.
T.:	Yes. "Yours sincerely" is the closing salutation.
S.:	And then there is the signature, the writer's name, and the writer's position in the firm.
T.:	That's right. The signature is above the writer's name and the name is above the writer's position in the firm. What's Simon Young's position?
S.:	He's a sales assistant.
T.:	You are absolutely right.
S.:	What does "Encl" at the bottom mean?
T.:	It stands for "enclosure". It means something is enclosed with the letter.
S.:	Oh I see. The catalogue is enclosed with this letter.
T.:	Right. Now you know the structure of a business letter.

2. Work in pairs. Look at the business letter given below and make up a dialogue with the partner similar to that which is in exercise 1. While making a dialogue, use some additional information below about the structure of a business letter.

1. Heading

Heading is used to convey a positive image of the company. It includes the company's address, phone and often email. It is not necessary to include this information again into the body of the letter. Sometimes the writer will provide a direct phone number or personal email address if the action statement calls for direct communication.

Date

Full date must be included in the letter. The date can be extremely important because the letter is a formal document, often used in contract situations. The letter is usually dated the same day on which it is mailed, but whatever agreements are included in the letter, it is considered effective as of the date of the letter.

Salutation

The formal greeting always starts with “Dear” followed by the person’s title and last name, and ending with a comma or a colon (US). This requires finding out whether the recipient is properly addressed as Mr., Ms. or Dr. Attempts to avoid the issue (i.e. substituting the title for the person’s first name, using impersonal phrases like “Mr. or Ms” or “To Whom it May Concern”, or eliminating the salutation entirely) indicate that the writer doesn’t actually know the recipient of the letter at all, making the letter a “form” letter, a much less formal document.

Body

Context Paragraph

The first paragraph of the letter will define the context, providing a clear statement of the letter’s topic and purpose. Avoid starting a letter with flowery language that doesn’t explain what the letter is about. In social letters or in letters written for businesspeople, it is not appropriate to begin a letter with a question about the family or a comment about recent weather or world events. U.S. businesspeople generally prefer to find out right away why the letter has been written.

Content Paragraphs

The typical letter uses one to three paragraphs to provide the information relevant to its purpose. Each paragraph should cover a single topic or point. In the case of a long letter that covers multiple pages, it is appropriate to break the information into sections with internal headers or bullets to provide clarity.

Action Paragraph

The final paragraph of the letter provides a clear, straightforward statement of the action that will be taken by the writer, requested by the reader, or expected by a third party.

Closing

Two spaces below the final paragraph of the letter, a traditional closing line, generally “sincerely,” “respectfully,” or “faithfully”, ends the letter. If the situation calls for a warmer tone, the closing might be “cordially,” “best wishes,” or “regards.”

Signature

A four-line space allows room for a written signature immediately below the closing, then the sender’s full name is typed, with the full business title (sometimes with the department or division as well) on the next line. The signature on a business letter signifies that the writer is taking responsibility for fulfilling any commitments being made. Thus, even when the sender and recipient know each other well, a full signature is used.

When writing on behalf of a team or department, type the group’s proper name immediately above the written signature of the team’s representative.

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GL1 3QB

Your ref: PRPL12

Our ref: JPL1

[date of workshop]

Dear Sirs,

Re: Agreement for Lease

We acknowledge the receipt of your undated letter to us which was received on * September 20**.

In accordance with the heads of terms we have now prepared a draft agreement for lease between our respective clients and we enclose the same herewith for your perusal and consideration.

We would refer you inter alia to clause 7 of the said agreement and ask you to note that we have provided that any alterations made to the premises by the tenant are to be re-instated at their expense. We ask you to confirm that such clause is in accordance with your instructions.

If you have any queries in relation to this matter then please do not hesitate to contact this office.

After perusal and consideration of the draft agreement we would ask you to return the same to us with your comments thereon and we will then attend to any amendments necessary and to the engrossing of the formal agreement for submission to Jupiter Promotions Limited for their execution.

Yours faithfully,

Harringtons LLP

3. English formal language is an essential part of business writing communication. Observing rules is vitally important for a businessman. Look at some of them and try to replace informal words with their formal equivalents.

- | | |
|---------------|---------------------------|
| 1. get | a. request |
| 2. want | b. due to |
| 3. ask for | c. provide (someone with) |
| 4. need | d. notify, inform |
| 5. tell | e. delayed |
| 6. because of | f. remittance |
| 7. give | g. obtain, receive |
| 8. payment | h. require |
| 9. have | i. settle your account |
| 10. ask | j. further |
| 11. more | k. possess |
| 12. pay | l. enquire |
| 13. late | m. would like, wish |

4. Make the sentences suitable for a formal letter by using formal equivalents of the words from the previous exercise.

1. Can you tell us when you got the information?
2. If you want to receive a certificate, please, tell us in advance.
3. Please, give us a copy of the contract.
4. I want to ask about the court costs.
5. Please, pay as soon as possible.
6. If you want a copy of the report, please, tell us.
7. Please, find enclosed all the documents we have relating to the case.
8. Sorry, but the delivery will be late because of the weather.

**5. Make the following phrases appropriate for a formal letter or a document?
Words and phrases from the box will help you.**

regret to, unable to, appreciate, ensure, failed to, convenient, requested, reimburse for, neglected to, inform, estimate, bear the cost, oversight, unwilling to, inaccurate, costs incurred

1. Sorry, our client can't agree to that.
2. We'd like you to help us in this matter.
3. Sorry, we can't give you the information you wanted.
4. Would next Thursday be all right?
5. The figures you gave us are wrong and don't show the current situation.
6. It will cost us a lot of money to do that.
7. You will have to pay for this.
8. Sorry, we didn't reply earlier.
9. I'll make sure you get the documents.
10. When are you going to pay?
11. Let us know when you are ready to finish the deal.
12. Sorry. we can't tell you about this.

6. Match informal phrases with their formal equivalents.

a. We are writing about ...	1. With reference to your enquiry of Friday, 10 March 20 ____ ...
b. We got your letter asking about ...	2. We apologize for failing/neglecting to enclose a copy of the contract with our last letter.
c. Phone me if you want any more help.	3. Mr. Jones is unable to settle his account due to financial problems.
d. Lucky you! They've dropped the charges.	4. We regret to inform you that Mr. Jones is unable to deal with your case as he no longer works for the company.
e. What's a pity. Mr. Jones won't be able to deal with your case as he's left.	5. Please do not hesitate to contact me if you require any further assistance....

f. We can't tell you what you want to know.	6. We are writing in connection with /regarding/ concerning/ to enquire if...
g. He can't pay because he has financial problems.	7. Thank you for your letter of 10 January 20__ enquiring about / concerning...
h. If you don't pay, we'll sue you.	8. We are delighted to inform you that all charges against you have been withdrawn ...
i. Sorry, we forgot to send you the contract.	9. Unfortunately we are unable to provide/furnish you with the information you requested ...
g. After our phone call, I want to confirm...	10. If we do not receive your payment/ remittance within 14 days, we will be forced to institute proceedings against you ...
k. In answer to what you asked me on Friday...	11. Further to our telephone conversation of 10 February I would like to confirm ...

7. Read the article below about writing email messages and put one short word (not more than 4 letters) in each gap. These short words may be auxiliary verbs, articles, prepositions, adverbs or conjunctions. Follow the grammar rules.

While Writing Email

Electronic communication **1.**___ bumped the business world into a new era of communication. Serving as a helpful and time-efficient tool, email has allowed people **2.**___ send quick messages and often longer messages to replace business letters. Despite its value, email communication is learned skills that can portray you positively **3.**___ get you in trouble.

Arguably **4.**___ most prolific of all business communication tools, email creates a wide array of communication channels. Employees can use the tool to communicate valuable information **5.**___ one another, and managers and executives use email to communicate with reports or with higher leadership. Because email has such a wide audience, businesses can use the technology **6.**___ keep in touch with clients, provide and receive feedback, solicit new customers and even offer a venue for customers to contact liaisons or executives at **7.**___ time of the day. Email also allows users to send and receive files as attachments to messages, so technology firms can instantly distribute critical patches and updates.

But the writer should observe some rules **8.**___ order not to get into trouble. So, when using email to communicate in the business world, it is important to be careful **9.**___ the choice of words. Miscommunication is very frequent as the reader doesn't know what non-verbal cues

one is giving off, such as the pitch, tone, or expressions. Before beginning an email, make sure the email address one is using is appropriate and professional as **10.**___ as the message one is going to send. Again, make sure the information is clear and to the point, so the recipient isn't confused. Make sure one includes his signature, title, and other contact information at **11.**___ end.

A professional must be mindful of the subject matter of all spoken and written conversations. Telling crude jokes and sending profanity laced correspondence is not only offensive **12.**___ someone, but is often against corporate policies. A reciter of inappropriate stories may be accused by human resources of creating a hostile work environment. Likewise, a sender may think an email is amusing, **13.**___ it may get a receiver in hot water if it contradicts his employer's electronic communications regulations.

Be careful what you say. One of the most commonly made mistakes in electronic communication is sending sensitive material **14.**___ cyberspace. Anything you email can be shown to others or misconstrued, so gauge the importance of the email before writing it. If its contents are sensitive and difficult to portray--opinions, concerns, controversial--just call.

Besides, communicating **15.**___ colleagues and customers via email, a professional should use the same greetings and salutations you would use in standard correspondence. "Dear," "sincerely," "please" and "thank you" go a long way in ingratiating oneself in the receiver's good graces. Additionally, we should never type emails in all capital letters, as this is akin to yelling at someone.

Pretend you **16.**___ writing a business letter. People often mistake email for a casual, trivial form of communication, but you must carry the same rubric of grammar, punctuation, content and structure when writing a business email. State your purpose early, be concise, proof-read your writing -- all of these elements **17.**___ help you draft business-worthy emails.

8. Emails tend to be less formal than letters. Can you match the following expressions (a -j) from the business letter to less formal equivalents (1 -10) which can be used in emails?

a. Please could you furnish us with a copy of the contract by return of post.	1. Let me know if you need any more help.
b. We would appreciate it if you could inform us of the completion date.	2. Sorry it's taken so long for me to get back to you on this.
c. Please do not hesitate to contact me if you need any further assistance.	3. If he doesn't deliver by 5 p.m. on Friday, we'll sue.

d. We apologize for the delay in replying to our letter.	4. Following our meeting yesterday I just want to confirm
e. Could you kindly sign and return the enclosed documents to us at your earliest convenience?	5. This would incur high costs for our client.
f. Further to our meeting of 1 st December I would like to confirm the following points.	6. Could you let us have a copy of the contract ASAP.
g. This would incur considerable expense for our client.	7. This isn't a big problem.
h. This is not a matter of great importance.	8. Could you sign the documents and get them back to us ASAP.
i. If your client fails to deliver the goods by 5p.m. on Friday we will be forced to institute proceedings against him.	9. I've looked through the figures you gave me with the other party.
j. I have examined the financial information you provided with the other party.	10. Could you let us know the completion date?

9. Work in pairs. Look through the letter. The letter is written with stylistic and grammar mistakes and doesn't correspond to the rules of good writing. Match each word or phrase in bold type with the mistake from the list. Try to make corrections.

1. Mistake with **uncountable noun**.
2. Mistake with **preposition**.
3. Mistake of **confusing a verb with a noun**.
4. Mistake of **using language that is too informal**.
5. Mistake with **collocation**.
6. Mistake with using an **archaic word or phrase**.
7. Mistake of using a very "**flowery**", **old-fashioned phrase**.
8. Mistake with an **article**.
9. Mistake of using a word that is appropriate in a **contract**.
10. Mistake of being too direct or **abrupt**.

Mr. A. Robertson
10 Wall Lane
Hastings, NP7 4 HU

15 December, 20XX

Dear Mr. Robertson,

Re: Your contract with Stephen Collier

I act for Stephen Collier. Mr. Collier has consulted me regarding the dispute between you. Mr. Collier informs me that you entered into a contract with him last June. It was agreed that you would act in the capacity of consultant for my client to assist him in his business of importing goods into this country from Eastern Europe. My client tells me that you have not fulfilled your obligations under **(a) the aforesaid** contract and that he is losing income as a result.

I am instructed that you assured my client that you had excellent business contacts in Warsaw and Prague and could **(b) furnish** my client with goods from those areas at a much more competitive price than he is currently paying. Mr. Collier tells me that he covered the costs of two **(c) travels** that you made to visit Poland and the Czech Republic in July and September of last year respectively. He has provided me with all of the receipts **(d) in respect to** these trips.

As my client has seen no benefit from these trips abroad and has no **(e) proofs** that you made the trips, we request evidence of your activity on my client's behalf or a full reimbursement of my client's outlay concerning this project. **(f) My client wants to know how you spent his money.**

Naturally my client has no wish to continue his business relationship with your consultancy firm and we require the immediate return of any paper work or other confidential documents that you may have in your possession with regard to my client's business affairs.

If we do not receive a satisfactory response from you within 14 days of receipt of this letter then I have **(g) said** to my client that he has grounds to start proceedings against you without further notice. Please, note that if this matter comes to **(h) the court**, then you will **(i) make additional costs.**

(j) I would be most grateful if you would acknowledge receipt of this communications at your earliest convenience.

I look forward to hearing from you.

Yours sincerely,

John Brown

John Brown

10. Study the questions from Communication Quiz and suggest how a skillful communicator would answer them. Write down a Memo to your classmates with recommendations on the issue how to become an effective communicator in business (using adverbs: often, always, sometimes).

The Sample of Memo:

Memo
<p>To: Name(s) of recipients CC: Name(s) of people receiving carbon copies From: Name of sender Date: Month, day, year</p>
<p>Re: Need for New Memo Format</p> <p>I've noticed we don't seem to be able to communicate important changes, requirements and progress reports throughout the company as effectively as we should. I propose developing one consistent memo format, recognizable by all staff as the official means of communicating company directives.</p> <p>While I know this seems like a simple solution, I believe it will cut down on needless e-mail, improve universal communication and allow the staff to save necessary information for later referral. Please talk among yourselves to determine the proper points of memo writing and return the input to me by 12 p.m. on September 30. I will then send out a notice to the entire staff regarding the new memo format.</p> <p>Thank you for your prompt attention to this matter.</p>

1. I try to anticipate and predict possible causes of confusion, and I deal with them up front.
 - a) Not at all
 - b) Sometimes
 - c) Often
 - d) Always

2. When I write a memo, email, or other document, I give all of the background information and detail I can to make sure that my message is understood.
 - a) Not at all
 - b) Sometimes
 - c) Often
 - d) Always

3. If I don't understand something, I tend to keep this to myself and figure it out later.
 - a) Not at all
 - b) Sometimes
 - c) Often
 - d) Always

4. I'm sometimes surprised to find that people haven't understood what I've said.
a) Not at all b) Sometimes c) Often d) Always
5. I can tend to say what I think, without worrying about how the other person perceives it. I assume that we'll be able to work it out later.
a) Not at all b) Sometimes c) Often d) Always
6. When people talk to me, I try to see their perspectives.
a) Not at all b) Sometimes c) Often d) Always
7. I use email to communicate complex issues with people. It's quick and efficient.
a) Not at all b) Sometimes c) Often d) Always
8. When I finish writing a report, memo, or email, I scan it quickly for typos and so forth, and then send it off right away.
a) Not at all b) Sometimes c) Often d) Always
9. When talking to people, I pay attention to their body language.
a) Not at all b) Sometimes c) Often d) Always
10. I use diagrams and charts to help express my ideas.
a) Not at all b) Sometimes c) Often d) Always
11. Before I communicate, I think about what the person needs to know, and how best to convey it.
a) Not at all b) Sometimes c) Often d) Always
12. When someone's talking to me, I think about what I'm going to say next to make sure I get my point across correctly.
a) Not at all b) Sometimes c) Often d) Always
13. Before I send a message, I think about the best way to communicate it (in person, over the phone, in a newsletter, via memo, and so on).
a) Not at all b) Sometimes c) Often d) Always

14. I try to help people understand the underlying concepts behind the point I am discussing. This reduces misconceptions and increases understanding.

- a) Not at all b) Sometimes c) Often d) Always

15. I consider cultural barriers when planning my communications.

- a) Not at all b) Sometimes c) Often d) Always

PART C. SELF STUDY

1. Find in the Internet a sample of formal writing and rewrite it in informal style.

2. Find in the Internet a sample of informal writing and rewrite it in formal style.

3. How would you characterize your writing style? Do you need to make modifications to make your style suitable for business writing? Write a one- to two-page essay on this subject.

4. Be prepared to make a presentation of your portfolio. Read the article written by David Goldwich “What is presentation?” David has MBA and JD degrees and has practiced law in the United States for more than ten years, arguing before judges and political, government, and community bodies. He knows how to persuade the toughest audiences. David gives talks and conducts workshops on persuasive business presentations, negotiation, storytelling for leaders and sales professionals, and other areas of influence and persuasion.

WHAT IS PRESENTATION?

At its most basic level, a business presentation is a platform for communicating information and ideas. However, it is really much more than that. While some presentations are just a means to keep people informed, there is usually an element of persuasion involved. Even an informational presentation is not totally free of bias; the presenter always slants it his or her way. Sometimes the presenter is not even aware of this.

A presentation is a persuasion vehicle.

Most business presentations are not intended to be strictly neutral transmissions of information. You want to sell your product, service, or solution to your prospective client. You want to win support for your idea. You want to gain buy-in for your recommendation. You want to persuade your audience.

Do your presentations have lots of slides with bullet points, data, and logical arguments? Such information is appropriate in handouts or other support materials. A presentation based solely on these elements is doomed to fail.

Do you try to tell your audience everything you know? Or do you think about what you want them to do and create a presentation with that strategy in mind? An effective business presentation is designed to persuade. It appeals to emotions as well as reason. It uses stories and not just charts and graphs.

A presentation is a picture of you and your organization.

You may give presentations to audiences you do not know well, such as prospective clients or members of the public. They may not know much about you or your organization. But they will form an impression of you quickly. And they will use their impression of you to form an impression of the organization you represent.

You may be inexperienced, but you may express yourself with confidence and an air of expertise. Your company may be small, but a strong presentation may convey the perception that it punches above its weight.

Think about how you want your audience to perceive you. Use your presentation as an opportunity to showcase yourself at your best.

A presentation is a powerful and interactive communication medium.

A presentation is a two-way exchange of information, not a one-way data dump. Even if there are no questions or comments from the audience, you can gauge their reactions from their facial expression and body language.

A written communication such as a memo or report has certain advantages over a live conversation. You can prepare in advance. You can check your facts, edit, and polish your style. You can take the time to make it nearly perfect.

However, a written communication has two serious drawbacks. First, you cannot tell if the recipient has read it. And second, you may never know what they really think about your message.

A phone call or a face-to-face conversation has advantages over a written communication. You can get immediate feedback from your listener's tone of voice or facial expression. You can question one another. You know that your message has been received, and you may have some idea of whether it was accepted.

The problem with an oral communication is you may not be well prepared. Questions arise, there may be interruptions, and the conversation veers off course. You give up some control to other people and your surroundings.

A presentation combines the best of both worlds. You can prepare and polish your presentation, just like you can prepare a strong written document. You also get the benefit of instant feedback present in a face-to-face communication. If your audience looks like they are confused, you can clarify your meaning. If they look like they not buying your message, you can try another approach. Unlike a written communication, you can adapt on the fly.

A presentation is your chance to shine!

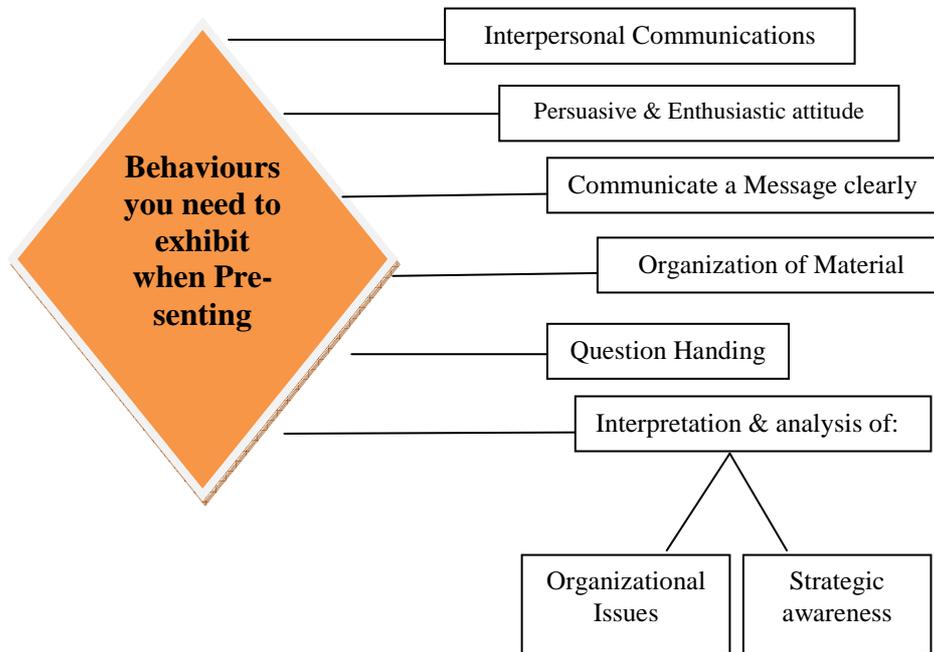
Finally, a presentation is your golden opportunity to impress your boss and colleagues. People are watching you, and they will judge whether you have what it takes to get ahead in the organization. Do you communicate effectively and confidently? Have you mastered your material? Can you handle questions and think on your feet? Are you persuasive? Do you have the right stuff?

A business presentation is more than just a platform to convey information. It is more than a vehicle to persuade. It is your chance to shine!

5. The main achievement of your studying this course is the presentation of your job portfolio at the exam. You have already kept materials of your Self Study Units from Chapters 1 and 2. Organize all materials including job advertisement, resume with summary, the list of communicative skills you mastered, written examples of your achievements into your portfolio and make a presentation exercise given below.

The presentation exercise is a great opportunity for you to stand out from the crowd. Giving a presentation offers you a much better platform than is normally available when simply answering an interviewer's questions. You also have far more control in this exercise than in any of the others. Firstly, you don't need to consider other participants, as you would in a group discussion or role-play exercise. Secondly, you do have control over how you present your given topic or theme. So if you are asked to give a presentation, be prepared to make the most of this oppor-

tunity to show what you can do and have to offer. The most obvious competency that you are being asked to demonstrate is ‘interpersonal communication’, especially your ability to communicate a message in a clear and persuasive way. This covers three separate areas: 1. How you organize the material. 2. How you actually present it. 3. How you handle and answer questions.



However, there are two other areas that are often tested implicitly during the presentation exercise. These are:

1 - Enthusiasm for the Role. Do you sound as though you really want to be there delivering the message? This aspect of job selection is often overlooked by candidates but most employers want someone who has a genuine enthusiasm for what they do. You need to deliver your presentation with a certain amount of passion – don’t go over the top but you must engage the audience of assessors. They may be listening to a whole series of presentations on the same or similar topics so don’t underestimate how much energy you need to put in if you are going to capture and hold their attention.

2 - Organizational/Strategic Interpretation. Try to demonstrate that you can add value beyond that which the employer expects from the role. This is easier in some presentations than others, it depends on the topic you’re given, but it is often this ‘added value’ that marks out the successful candidates.

The Six Point Plan

Whichever format a presentation is going to take, you can give yourself a huge advantage by knowing how to prepare properly. It does not matter whether the preparation time is several

weeks or half an hour, if you have a system that you have practiced using you will have far more chance of success than a candidate who just improvises and hopes for the best. This also demonstrates another competency to the assessor how well you plan and organize your presentation. For example, depending on the nature and topic of your presentation you need to show how your role contributes to the overall objective i.e. implementation of a new system or procedure into your department. You will also need to illustrate how you plan to communicate and monitor progress to all involved parties in your presentation. In some instances you may have to also demonstrate another competency - how you will manage resources. The six-point plan below is both logical and flexible. It is designed to make sure that you don't waste time thinking about what to do, and that you spend whatever preparation time you have as efficiently as possible. There are some qualities that a coherent presentation simply must have and by following this plan you can be confident that your presentation will have these qualities. This plan will work just as well whether you have three weeks or thirty minutes to prepare. Obviously, with only half an hour to prepare you really can't afford to waste any time and using the six-point plan below will ensure that you make the best use of every minute that you have. The six stages are:

1. Identifying the Aim
2. Identifying the Key Points
3. Planning the Structure
4. Planning the Content
5. Preparing Visual Aids
6. Preparing for Questions.

GLOSSARY

1. **attachment** (*a computer file that is sent together with an email message*)- **прилагаемый файл, вложение**
attached to the letter – приложенный к письму
2. **audience** [+ sing/pl verb] (*the group of people together in one place to watch or listen to a play, film, someone speaking, etc*) – **публика, аудитория**
The audience **was/were** clearly delighted with the performance.
audience research – изучение аудитории
3. **file** (*accumulation of related records or documents maintained as one physical unit (file folder) and commonly stored (filed) under a particular classification issue*) – **хранение документов в определенном порядке**
file an action- подать иск

- file a request – подать запрос
file of documents – архив документов
4. **layout** (*the way in which the parts of something are arranged or laid out*) - **схема размещения, планировка**
layout of a business letter – расположение частей делового письма
5. **nuance** (*a subtle difference in or shade of meaning, expression, or sound*) – **нюанс, оттенок**
6. **salutation** (*a standard formula of words used in a letter to address the person being written to*) – **приветствие, обращение**
opening salutation – обращение в начале письма
closing salutation – вежливое прощание в письме
7. **style** (*a particular procedure by which something is done; a manner or way*) – **стиль, манера изложения**
formal style of communication – официальный стиль общения
casual style – небрежный стиль
polish the style – оттачивать стиль
8. **tailor** (*make or adapt for a particular purpose or person*) - **приспосабливать, подгонять**
9. **portray** (*describe someone or something in a particular way*) - **изображать, описывать**
portray sbd's opinion – описать, представить чью-либо точку зрения
10. **profanity** (*blasphemous or obscene language*) – **ненормативная лексика, сквернословие**
profanity laced correspondence – письмо, подкрепленное крепким словом

ВОПРОСЫ ДЛЯ САМОКОНТРОЛЯ ПОСЛЕ ПРОХОЖДЕНИЯ ГЛАВЫ

1. What forms of written communication are used in modern business?
2. What are the main principles of good writing?
3. What do you know about the purpose of business writing?
4. Why is proper grammar so important for business writing?
5. What is a standard layout of a business letter?
6. How is the formality of communication expressed in the business letter?
7. What is the difference between emails and business letters?
8. What traditional closing do you know?

9. What does their usage depend on?
10. What are the purpose and layout of internal memoranda?

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КНИГА ДЛЯ САМОСТОЯТЕЛЬНОГО ЧТЕНИЯ (READER)

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1. WHAT IS COMMUNICATION?

LEARNING OBJECTIVES

1. Define communication and describe communication as a process.
2. Identify and describe the eight essential components of communication.
3. Identify and describe two models of communication.

Many theories have been proposed to describe, predict, and understand the behaviours and phenomena of which communication consists. When it comes to communicating in business, we are often less interested in theory than in making sure our communications generate the desired results. But in order to achieve results, it can be valuable to understand what communication is and how it works.

Defining Communication

The root of the word “communication” in Latin is *communicare*, which means to share, or to make common. Communication is defined as the process of understanding and sharing meaning.

At the center of our study of communication is the relationship that involves interaction between participants. This definition serves us well with its emphasis on the process, which we’ll examine in depth across this text, of coming to understand and share another’s point of view effectively.

The first key word in this definition is process. A process is a dynamic activity that is hard to describe because it changes. Imagine you are alone in your kitchen thinking. Someone you know (say, your mother) enters the kitchen and you talk briefly. What has changed? Now, imagine that your mother is joined by someone else, someone you haven’t met before—and this stranger listens intently as you speak, almost as if you were giving a speech. What has changed? Your perspective might change, and you might watch your words more closely. The feedback or

response from your mother and the stranger (who are, in essence, your audience) may cause you to reevaluate what you are saying. When we interact, all these factors—and many more—influence the process of communication.

The second key word is “understanding”: “To understand is to perceive, to interpret, and to relate our perception and interpretation to what we already know.” If a friend tells you a story about falling off a bike, what image comes to mind? Now your friend points out the window and you see a motorcycle lying on the ground. Understanding the words and the concepts or objects they refer to is an important part of the communication process.

Next comes the word sharing. Sharing means doing something together with one or more people. You may share a joint activity, as when you share in compiling a report; or you may benefit jointly from a resource, as when you and several coworkers share a pizza. In communication, sharing occurs when you convey thoughts, feelings, ideas, or insights to others. You can also share with yourself (a process called intrapersonal communication) when you bring ideas to consciousness, ponder how you feel about something, or figure out the solution to a problem and have a classic “Aha!” moment when something becomes clear.

Finally, meaning is what we share through communication. The word “bike” represents both a bicycle and a short name for a motorcycle. By looking at the context the word is used in and by asking questions, we can discover the shared meaning of the word and understand the message.

Eight Essential Components of Communication

In order to better understand the communication process, we can break it down into a series of eight essential components:

1. Source
2. Message
3. Channel
4. Receiver
5. Feedback
6. Environment
7. Context
8. Interference

Each of these eight components serves an integral function in the overall process. Let’s explore them one by one.

Source

The source imagines, creates, and sends the message. In a public speaking situation, the source is the person giving the speech. He or she conveys the message by sharing new informa-

tion with the audience. The speaker also conveys a message through his or her tone of voice, body language, and choice of clothing. The speaker begins by first determining the message—what to say and how to say it. The second step involves encoding the message by choosing just the right order or the perfect words to convey the intended meaning. The third step is to present or send the information to the receiver or audience. Finally, by watching for the audience’s reaction, the source perceives how well they received the message and responds with clarification or supporting information.

Message

“The message is the stimulus or meaning produced by the source for the receiver or audience.” [5] When you plan to give a speech or write a report, your message may seem to be only the words you choose that will convey your meaning. But that is just the beginning. The words are brought together with grammar and organization. You may choose to save your most important point for last. The message also consists of the way you say it—in a speech, with your tone of voice, your body language, and your appearance—and in a report, with your writing style, punctuation, and the headings and formatting you choose. In addition, part of the message may be the environment or context you present it in and the noise that might make your message hard to hear or see.

Imagine, for example, that you are addressing a large audience of sales reps and are aware there is a World Series game tonight. Your audience might have a hard time settling down, but you may choose to open with, “I understand there is an important game tonight.” In this way, by expressing verbally something that most people in your audience are aware of and interested in, you might grasp and focus their attention.

Channel

“The channel is the way in which a message or messages travel between source and receiver.” For example, think of your television. How many channels do you have on your television? Each channel takes up some space, even in a digital world, in the cable or in the signal that brings the message of each channel to your home. Television combines an audio signal you hear with a visual signal you see. Together they convey the message to the receiver or audience. Turn off the volume on your television. Can you still understand what is happening? Many times you can, because the body language conveys part of the message of the show. Now turn up the volume but turn around so that you cannot see the television. You can still hear the dialogue and follow the story line.

Similarly, when you speak or write, you are using a channel to convey your message. Spoken channels include face-to-face conversations, speeches, telephone conversations and voice mail messages, radio, public address systems, and voice over Internet protocol (VoIP).

Written channels include letters, memorandums, purchase orders, invoices, newspaper and magazine articles, blogs, e-mail, text messages, tweets, and so forth.

Receiver

“The receiver receives the message from the source, analyzing and interpreting the message in ways both intended and unintended by the source.” To better understand this component, think of a receiver on a football team. The quarterback throws the football (message) to a receiver, who must see and interpret where to catch the ball. The quarterback may intend for the receiver to “catch” his message in one way, but the receiver may see things differently and miss the football (the intended meaning) altogether.

As a receiver you listen, see, touch, smell, and/or taste to receive a message. Your audience “sizes you up,” much as you might check them out long before you take the stage or open your mouth. The nonverbal responses of your listeners can serve as clues on how to adjust your opening. By imagining yourself in their place, you anticipate what you would look for if you were them. Just as a quarterback plans where the receiver will be in order to place the ball correctly, you too can recognize the interaction between source and receiver in a business communication context. All of this happens at the same time, illustrating why and how communication is always changing.

Feedback

When you respond to the source, intentionally or unintentionally, you are giving feedback. Feedback is composed of messages the receiver sends back to the source. Verbal or nonverbal, all these feedback signals allow the source to see how well, how accurately (or how poorly and inaccurately) the message was received. Feedback also provides an opportunity for the receiver or audience to ask for clarification, to agree or disagree, or to indicate that the source could make the message more interesting. As the amount of feedback increases, the accuracy of communication also increases.

For example, suppose you are a sales manager participating in a conference call with four sales reps. As the source, you want to tell the reps to take advantage of the fact that it is World Series season to close sales on baseball-related sports gear. You state your message, but you hear no replies from your listeners. You might assume that this means they understood and agreed with you, but later in the month you might be disappointed to find that very few sales were made. If you followed up your message with a request for feedback (“Does this make sense? Do any of you have any questions?”) you might have an opportunity to clarify your message, and to find out whether any of the sales reps believed your suggestion would not work with their customers.

Environment

“The environment is the atmosphere, physical and psychological, where you send and receive messages.” The environment can include the tables, chairs, lighting, and sound equipment that are in the room. The room itself is an example of the environment. The environment can also include factors like formal dress, that may indicate whether a discussion is open and caring or more professional and formal. People may be more likely to have an intimate conversation when they are physically close to each other, and less likely when they can only see each other from across the room. In that case, they may text each other, itself an intimate form of communication. The choice to text is influenced by the environment. As a speaker, your environment will impact and play a role in your speech. It’s always a good idea to go check out where you’ll be speaking before the day of the actual presentation.

Context

“The context of the communication interaction involves the setting, scene, and expectations of the individuals involved”. A professional communication context may involve business suits (environmental cues) that directly or indirectly influence expectations of language and behavior among the participants.

A presentation or discussion does not take place as an isolated event. When you came to class, you came from somewhere. So did the person seated next to you, as did the instructor. The degree to which the environment is formal or informal depends on the contextual expectations for communication held by the participants. The person sitting next to you may be used to informal communication with instructors, but this particular instructor may be used to verbal and nonverbal displays of respect in the academic environment. You may be used to formal interactions with instructors as well, and find your classmate’s question of “Hey Teacher, do we have homework today?” as rude and inconsiderate when they see it as normal. The nonverbal response from the instructor will certainly give you a clue about how they perceive the interaction, both the word choices and how they were said.

Context is all about what people expect from each other, and we often create those expectations out of environmental cues. Traditional gatherings like weddings or quinceañeras are often formal events. There is a time for quiet social greetings, a time for silence as the bride walks down the aisle, or the father may have the first dance with his daughter as she is transformed from a girl to womanhood in the eyes of her community. In either celebration there may come a time for rambunctious celebration and dancing. You may be called upon to give a toast, and the wedding or quinceañera context will influence your presentation, timing, and effectiveness.

In a business meeting, who speaks first? That probably has some relation to the position and role each person has outside the meeting. Context plays a very important role in communication, particularly across cultures.

Interference

Interference, also called noise, can come from any source. “Interference is anything that blocks or changes the source’s intended meaning of the message.” For example, if you drove a car to work or school, chances are you were surrounded by noise. Car horns, billboards, or perhaps the radio in your car interrupted your thoughts, or your conversation with a passenger.

Psychological noise is what happens when your thoughts occupy your attention while you are hearing, or reading, a message. Imagine that it is 4:45 p.m. and your boss, who is at a meeting in another city, e-mails you asking for last month’s sales figures, an analysis of current sales projections, and the sales figures from the same month for the past five years. You may open the e-mail, start to read, and think, “Great—no problem—I have those figures and that analysis right here in my computer.” You fire off a reply with last month’s sales figures and the current projections attached. Then, at five o’clock, you turn off your computer and go home. The next morning, your boss calls on the phone to tell you he was inconvenienced because you neglected to include the sales figures from the previous years. What was the problem? Interference: by thinking about how you wanted to respond to your boss’s message, you prevented yourself from reading attentively enough to understand the whole message.

Interference can come from other sources, too. Perhaps you are hungry, and your attention to your current situation interferes with your ability to listen. Maybe the office is hot and stuffy. If you were a member of an audience listening to an executive speech, how could this impact your ability to listen and participate?

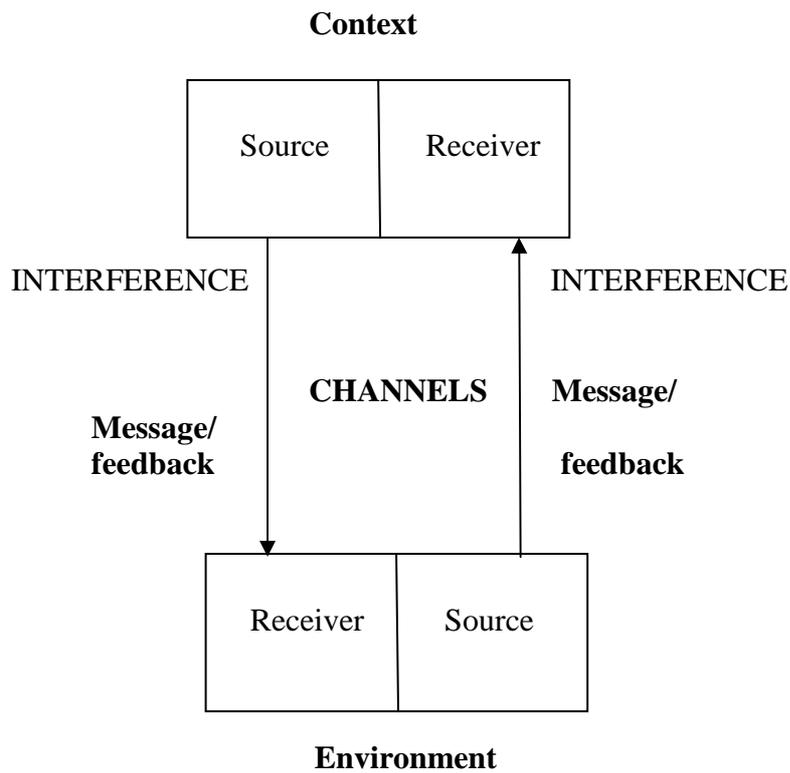
Noise interferes with normal encoding and decoding of the message carried by the channel between source and receiver. Not all noise is bad, but noise interferes with the communication process. For example, your cell phone ringtone may be a welcome noise to you, but it may interrupt the communication process in class and bother your classmates.

Two Models of Communication

Researchers have observed that when communication takes place, the source and the receiver may send messages at the same time, often overlapping. You, as the speaker, will often play both roles, as source and receiver. You’ll focus on the communication and the reception of your messages to the audience. The audience will respond in the form of feedback that will give you important clues. While there are many models of communication, here we will focus on two that offer perspectives and lessons for business communicators.

Rather than looking at the source sending a message and someone receiving it as two distinct acts, researchers often view communication as a transactional process (Figure 1.1 "Transactional Model of Communication"), with actions often happening at the same time. The distinction between source and receiver is blurred in conversational turn-taking, for example, where both participants play both roles simultaneously.

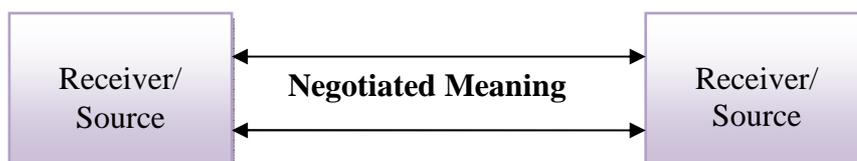
Figure 1.1 "Transactional Model of Communication"



Researchers have also examined the idea that we all construct our own interpretations of the message. As the State Department quote at the beginning of this chapter indicates, what I said and what you heard may be different. In the constructivist model (Figure 1.2 "Constructivist Model of Communication"), we focus on the negotiated meaning, or common ground, when trying to describe communication.

Imagine that you are visiting Atlanta, Georgia, and go to a restaurant for dinner. When asked if you want a "Coke," you may reply, "sure." The waiter may then ask you again, "what kind?" and you may reply, "Coke is fine." The waiter then may ask a third time, "what kind of soft drink would you like?" The misunderstanding in this example is that in Atlanta, the home of the Coca-Cola Company, most soft drinks are generically referred to as "Coke." When you order a soft drink, you need to specify what type, even if you wish to order a beverage that is not a cola or not even made by the Coca-Cola Company. To someone from other regions of the United States, the words "pop," "soda pop," or "soda" may be the familiar way to refer to a soft drink; not necessarily the brand "Coke." In this example, both you and the waiter understand the word "Coke," but you each understand it to mean something different. In order to communicate, you must each realize what the term means to the other person, and establish common ground, in order to fully understand the request and provide an answer.

Figure 1.2 Constructivist Model of Communication



Because we carry the multiple meanings of words, gestures, and ideas within us, we can use a dictionary to guide us, but we will still need to negotiate meaning.

2. YOUR RESPONSIBILITIES AS A COMMUNICATOR

LEARNING OBJECTIVE

1. Discuss and provide several examples of each of the two main responsibilities of a business communicator.

Whenever you speak or write in a business environment, you have certain responsibilities to your audience, your employer, and your profession. Your audience comes to you with an inherent set of expectations that you will fulfill these responsibilities. The specific expectations may change given the context or environment, but two central ideas will remain: be prepared, and be ethical.

Communicator Is Prepared

As the business communicator's first responsibility, preparation includes several facets which we will examine: organization, clarity, and being concise and punctual.

Being prepared means that you have selected a topic appropriate to your audience, gathered enough information to cover the topic well, put your information into a logical sequence, and considered how best to present it. If your communication is a written one, you have written an outline and at least one rough draft, read it over to improve your writing and correct errors, and sought feedback where appropriate. If your communication is oral, you have practiced several times before your actual performance.

The Prepared Communicator Is Organized

Part of being prepared is being organized. Aristotle called this *logos*, or logic, and it involves the steps or points that lead your communication to a conclusion. Once you've invested time in researching your topic, you will want to narrow your focus to a few key points and consider how you'll present them. On any given topic there is a wealth of information; your job is to narrow that content down to a manageable level, serving the role of gatekeeper by selecting some information and "de-selecting," or choosing to not include other points or ideas.

You also need to consider how to link your main points together for your audience. Use transitions to provide signposts or cues for your audience to follow along. "Now that we've examined X, let's consider Y" is a transitional statement that provides a cue that you are moving from topic to topic. Your listeners or readers will appreciate your being well organized so that they can follow your message from point to point.

The Prepared Communicator Is Clear

You have probably had the unhappy experience of reading or listening to a communication that was vague and wandering. Part of being prepared is being clear. If your message is unclear, the audience will lose interest and tune you out, bringing an end to effective communication.

Interestingly, clarity begins with intrapersonal communication: you need to have a clear idea in your mind of what you want to say before you can say it clearly to someone else. At the interpersonal level, clarity involves considering your audience, as you will want to choose words and phrases they understand and avoid jargon or slang that may be unfamiliar to them.

Clarity also involves presentation. A brilliant message scrawled in illegible handwriting, or in pale gray type on gray paper, will not be clear. When it comes to oral communication, if you mumble your words, speak too quickly or use a monotonous tone of voice, or stumble over certain words or phrases, the clarity of your presentation will suffer.

Technology also plays a part; if you are using a microphone or conducting a teleconference, clarity will depend on this equipment functioning properly—which brings us back to the importance of preparation. In this case, in addition to preparing your speech, you need to prepare by testing the equipment ahead of time.

The Prepared Communicator Is Concise and Punctual

Concise means brief and to the point. In most business communications you are expected to “get down to business” right away. Being prepared includes being able to state your points clearly and support them with clear evidence in a relatively straightforward, linear way.

It may be tempting to show how much you know by incorporating additional information into your document or speech, but in so doing you run the risk of boring, confusing, or overloading your audience. Talking in circles or indulging in tangents, where you get off topic or go too deep, can hinder an audience’s ability to grasp your message. Be to the point and concise in your choice of words, organization, and even visual aids.

Being concise also involves being sensitive to time constraints. How many times have you listened to a speaker say “in conclusion” only to continue speaking for what seems like forever? How many meetings and conference calls have you attended that got started late or ran beyond the planned ending time? The solution, of course, is to be prepared to be punctual. If you are asked to give a five-minute presentation at a meeting, your coworkers will not appreciate your taking fifteen minutes, any more than your supervisor would appreciate your submitting a fifteen-page report when you were asked to write five pages. For oral presentations, time yourself when you rehearse and make sure you can deliver your message within the allotted number of minutes.

There is one possible exception to this principle. Many non-Western cultures prefer a less direct approach, where business communication often begins with social or general comments that a U.S. audience might consider unnecessary. Some cultures also have a less strict interpretation of time schedules and punctuality. While it is important to recognize that different cultures have different expectations, the general rule holds true that good business communication does not waste words or time.

Communicator Is Ethical

The business communicator's second fundamental responsibility is to be ethical. Ethics refers to a set of principles or rules for correct conduct. It echoes what Aristotle called *ethos*, the communicator's good character and reputation for doing what is right. Communicating ethically involves being egalitarian, respectful, and trustworthy—overall, practicing the “golden rule” of treating your audience the way you would want to be treated.

Communication can move communities, influence cultures, and change history. It can motivate people to take stand, consider an argument, or purchase a product. The degree to which you consider both the common good and fundamental principles you hold to be true when crafting your message directly relates to how your message will affect others.

The Ethical Communicator Is Egalitarian

The word “egalitarian” comes from the root “equal.” To be egalitarian is to believe in basic equality: that all people should share equally in the benefits and burdens of a society. It means that everyone is entitled to the same respect, expectations, access to information, and rewards of participation in a group.

To communicate in an egalitarian manner, speak and write in a way that is comprehensible and relevant to all your listeners or readers, not just those who are “like you” in terms of age, gender, race or ethnicity, or other characteristics.

In business, you will often communicate to people with certain professional qualifications. For example, you may draft a memo addressed to all the nurses in a certain hospital, or give a speech to all the adjusters in a certain branch of an insurance company. Being egalitarian does not mean you have to avoid professional terminology that is understood by nurses or insurance adjusters. But it does mean that your hospital letter should be worded for all the hospital's nurses—not just female nurses, not just nurses working directly with patients, not just nurses under age fifty-five. An egalitarian communicator seeks to unify the audience by using ideas and language that are appropriate for all the message's readers or listeners.

The Ethical Communicator Is Respectful

People are influenced by emotions as well as logic. Aristotle named *pathos*, or passion, enthusiasm and energy, as the third of his three important parts of communicating after *logos* and *ethos*.

Most of us have probably seen an audience manipulated by a “cult of personality,” believing whatever the speaker said simply because of how dramatically he or she delivered a speech; by being manipulative, the speaker fails to respect the audience. We may have also seen people hurt by sarcasm, insults, and other disrespectful forms of communication.

This does not mean that passion and enthusiasm are out of place in business communication. Indeed, they are very important. You can hardly expect your audience to care about your message if you don’t show that you care about it yourself. If your topic is worth writing or speaking about, make an effort to show your audience why it is worthwhile by speaking enthusiastically or using a dynamic writing style. Doing so, in fact, shows respect for their time and their intelligence.

However, the ethical communicator will be passionate and enthusiastic without being disrespectful. Losing one’s temper and being abusive are generally regarded as showing a lack of professionalism (and could even involve legal consequences for you or your employer). When you disagree strongly with a coworker, feel deeply annoyed with a difficult customer, or find serious fault with a competitor’s product, it is important to express such sentiments respectfully. For example, instead of telling a customer, “I’ve had it with your complaints!” a respectful business communicator might say, “I’m having trouble seeing how I can fix this situation. Would you explain to me what you want to see happen?”

The Ethical Communicator Is Trustworthy

Trust is a key component in communication, and this is especially true in business. As a consumer, would you choose to buy merchandise from a company you did not trust? If you were an employer, would you hire someone you did not trust?

Your goal as a communicator is to build a healthy relationship with your audience, and to do that you must show them why they can trust you and why the information you are about to give them is believable. One way to do this is to begin your message by providing some information about your qualifications and background, your interest in the topic, or your reasons for communicating at this particular time.

Your audience will expect that what you say is the truth as you understand it. This means that you have not intentionally omitted, deleted, or taken information out of context simply to prove your points. They will listen to what you say and how you say it, but also to what you

don't say or do. You may consider more than one perspective on your topic, and then select the perspective you perceive to be correct, giving concrete reasons why you came to this conclusion. People in the audience may have considered or believe in some of the perspectives you consider, and your attention to them will indicate you have done your homework.

Being worthy of trust is something you earn with an audience. Many wise people have observed that trust is hard to build but easy to lose. A communicator may not know something and still be trustworthy, but it's a violation of trust to pretend you know something when you don't. Communicate what you know, and if you don't know something, research it before you speak or write. If you are asked a question to which you don't know the answer, say "I don't know the answer but I will research it and get back to you" (and then make sure you follow through later). This will go over much better with the audience than trying to cover by stumbling through an answer or portraying yourself as knowledgeable on an issue that you are not.

The "Golden Rule"

When in doubt, remember the "golden rule," which says to treat others the way you would like to be treated. In all its many forms, the golden rule incorporates human kindness, cooperation, and reciprocity across cultures, languages, backgrounds and interests. Regardless of where you travel, who you communicate with, or what your audience is like, remember how you would feel if you were on the receiving end of your communication, and act accordingly.

3. ORAL VERSUS WRITTEN COMMUNICATION

LEARNING OBJECTIVE

1. Explain how written communication is similar to oral communication, and how it is different.

The written word often stands in place of the spoken word. People often say "it was good to hear from you" when they receive an e-mail or a letter, when in fact they didn't *hear* the message, they *read* it. Still, if they know you well, they may mentally "hear" your voice in your written words. Writing a message to friends or colleagues can be as natural as talking to them. Yet when we are asked to write something, we often feel anxious and view writing as a more effortful, exacting process than talking would be.

Oral and written forms of communication are similar in many ways. They both rely on the basic communication process, which consists of eight essential elements: source, receiver, message, channel, receiver, feedback, environment, context, and interference. Table 3.1 "Eight Essential Elements of Communication" summarizes these elements and provides examples of how each element might be applied in oral and written communication.

Table 3.1 Eight Essential Elements of Communication

Element of Communication	Definition	Oral Application	Written Application
1. Source	A source creates and communicates a message.	Jay makes a telephone call to Heather.	Jay writes an e-mail to Heather.
2. Receiver	A receiver receives the message from the source.	Heather listens to Jay.	Heather reads Jay's e-mail.
3. Message	The message is the stimulus or meaning produced by the source for the receiver.	Jay asks Heather to participate in a conference call at 3:15.	Jay's e-mail asks Heather to participate in a conference call at 3:15.
4. Channel	A channel is the way a message travels between source and receiver.	The channel is the telephone.	The channel is e-mail.
5. Feedback	Feedback is the message the receiver sends in response to the source.	Heather says yes.	Heather replies with an e-mail saying yes.
6. Environment	The environment is the physical atmosphere where the communication occurs.	Heather is traveling by train on a business trip when she receives Jay's phone call.	Heather is at her desk when she receives Jay's e-mail.
7. Context	The context involves the psychological expectations of the source and receiver.	Heather expects Jay to send an e-mail with the call-in information for the call. Jay expects to do so, and does.	Heather expects Jay to dial and connect the call. Jay expects Heather to check her e-mail for the call-in information so that she can join the call.

8. Interference	Also known as noise, interference is anything that blocks or distorts the communication process.	Heather calls in at 3:15, but she has missed the call because she forgot that she is in a different time zone from Jay.	Heather waits for a phone call from Jay at 3:15, but he doesn't call.
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As you can see from the applications in this example, at least two different kinds of interference have the potential to ruin a conference call, and the interference can exist regardless of whether the communication to plan the call is oral or written. Try switching the “Context” and “Interference” examples from Oral to Written, and you will see that mismatched expectations and time zone confusion can happen by phone or by e-mail. While this example has an unfavorable outcome, it points out a way in which oral and written communication processes are similar.

Another way in which oral and written forms of communication are similar is that they can be divided into verbal and nonverbal categories. Verbal communication involves the words you say, and nonverbal communication involves how you say them—your tone of voice, your facial expression, body language, and so forth. Written communication also involves verbal and nonverbal dimensions. The words you choose are the verbal dimension. How you portray or display them is the nonverbal dimension, which can include the medium (e-mail or a printed document), the typeface or font, or the appearance of your signature on a letter. In this sense, oral and written communications are similar in their approach even as they are quite different in their application.

The written word allows for a dynamic communication process between source and receiver, but is often asynchronous, meaning that it occurs at different times. When we communicate face-to-face, we get immediate feedback, but our written words stand in place of that interpersonal interaction and we lack that immediate response. Since we are often not physically present when someone reads what we have written, it is important that we anticipate the reader's needs, interpretation, and likely response to our written messages.

Suppose you are asked to write a message telling clients about a new product or service your company is about to offer. If you were speaking to one of them in a relaxed setting over coffee, what would you say? What words would you choose to describe the product or service, and how it may fulfill the client's needs? As the business communicator, you must focus on the words you use and how you use them. Short, simple sentences, in themselves composed of words, also communicate a business style. In your previous English classes you may have learned to write eloquently, but in a business context, your goal is clear, direct communication. One strategy to achieve this goal is to write with the same words and phrases you use when you

talk. However, since written communication lacks the immediate feedback that is present in an oral conversation, you need to choose words and phrases even more carefully to promote accuracy, clarity, and understanding.

4. HOW IS WRITING LEARNED?

LEARNING OBJECTIVE

1. Explain how reading, writing, and critical thinking contribute to becoming a good writer.

You may think that some people are simply born better writers than others, but in fact writing is a reflection of experience and effort. If you think about your successes as a writer, you may come up with a couple of favorite books, authors, or teachers that inspired you to express yourself. You may also recall a sense of frustration with your previous writing experiences. It is normal and natural to experience a sense of frustration at the *perceived* inability to express oneself. The emphasis here is on your perception of yourself as a writer as one aspect of how you communicate. Most people use oral communication for much of their self-expression, from daily interactions to formal business meetings. You have a lifetime of experience in that arena that you can leverage to your benefit in your writing. Reading out loud what you have written is a positive technique we'll address later in more depth.

Martin Luther King Jr.'s statement, "Violence is the language of the unheard" emphasizes the importance of finding one's voice, of being able to express one's ideas. Violence comes in many forms, but is often associated with frustration born of the lack of opportunity to communicate. You may read King's words and think of the Civil Rights movement of the 1960s, or perhaps of the violence of the 9/11 terrorist attacks, or of wars happening in the world today. Public demonstrations and fighting are expressions of voice, from individual to collective. Finding your voice, and learning to listen to others, is part of learning to communicate.

You are your own best ally when it comes to your writing. Keeping a positive frame of mind about your journey as a writer is not a cliché or simple, hollow advice. Your attitude toward writing can and does influence your written products. Even if writing has been a challenge for you, the fact that you are reading this sentence means you perceive the importance of this essential skill. This text and our discussions will help you improve your writing, and your positive attitude is part of your success strategy.

There is no underestimating the power of effort when combined with inspiration and motivation. The catch then is to get inspired and motivated. That's not all it takes, but it is a great

place to start. You were not born with a key pad in front of you, but when you want to share something with friends and text them, the words (or abbreviations) come almost naturally. So you recognize you have the skills necessary to begin the process of improving and harnessing your writing abilities for business success. It will take time and effort, and the proverbial journey starts with a single step, but don't lose sight of the fact that your skillful ability to craft words will make a significant difference in your career.

Reading

Reading is one step many writers point to as an integral step in learning to write effectively. You may like Harry Potter books or be a Twilight fan, but if you want to write effectively in business, you need to read business-related documents. These can include letters, reports, business proposals, and business plans. You may find these where you work or in your school's writing center, business department, or library; there are also many Web sites that provide sample business documents of all kinds. Your reading should also include publications in the industry where you work or plan to work, such as *Aviation Week*, *InfoWorld*, *Journal of Hospitality*, *International Real Estate Digest*, or *Women's Wear Daily*, to name just a few. You can also gain an advantage by reading publications in fields other than your chosen one; often reading outside your niche can enhance your versatility and help you learn how other people express similar concepts. Finally, don't neglect general media like the business section of your local newspaper, and national publications like the *Wall Street Journal*, *Fast Company*, and the *Harvard Business Review*. Reading is one of the most useful lifelong habits you can practice to boost your business communication skills.

In the "real world" when you are under a deadline and production is paramount, you'll be rushed and may lack the time to do adequate background reading for a particular assignment. For now, take advantage of your business communication course by exploring common business documents you may be called on to write, contribute to, or play a role in drafting. Some documents have a degree of formula to them, and your familiarity with them will reduce your preparation and production time while increasing your effectiveness. As you read similar documents, take notes on what you observe. As you read several sales letters, you may observe several patterns that can serve you well later on when it's your turn. These patterns are often called conventions, or conventional language patterns for a specific genre.

Writing

Never lose sight of one key measure of the effectiveness of your writing: the degree to which it fulfills readers' expectations. If you are in a law office, you know the purpose of a court brief is to convince the judge that certain points of law apply to the given case. If you are at a newspaper, you know that an editorial opinion article is supposed to convince readers of the mer-

its of a certain viewpoint, whereas a news article is supposed to report facts without bias. If you are writing ad copy, the goal is to motivate consumers to make a purchase decision. In each case, you are writing to a specific purpose, and a great place to start when considering what to write is to answer the following question: what are the readers' expectations?

When you are a junior member of the team, you may be given clerical tasks like filling in forms, populating a database, or coordinating appointments. Or you may be assigned to do research that involves reading, interviewing, and note taking. Don't underestimate these facets of the writing process; instead, embrace the fact that writing for business often involves tasks that a novelist might not even recognize as "writing." Your contribution is quite important and in itself is an on-the-job learning opportunity that shouldn't be taken for granted.

When given a writing assignment, it is important to make sure you understand what you are being asked to do. You may read the directions and try to put them in your own words to make sense of the assignment. Be careful, however, not to lose sight of what the directions say versus what you think they say. Just as an audience's expectations should be part of your consideration of how, what, and why to write, the instructions given by your instructor, or in a work situation by your supervisor, establish expectations. Just as you might ask a mentor more about a business writing assignment at work, you need to use the resources available to you to maximize your learning opportunity. Ask the professor to clarify any points you find confusing, or perceive more than one way to interpret, in order to better meet the expectations.

Before you write an opening paragraph, or even the first sentence, it is important to consider the overall goal of the assignment. The word *assignment* can apply equally to a written product for class or for your employer. You might make a list of the main points and see how those points may become the topic sentences in a series of paragraphs. You may also give considerable thought to whether your word choice, your tone, your language, and what you want to say is in line with your understanding of your audience. We briefly introduced the writing process previously, and will visit it in depth later in our discussion, but for now writing should be about exploring your options. Authors rarely have a finished product in mind when they start, but once you know what your goal is and how to reach it, your writing process will become easier and more effective.

Constructive Criticism and Targeted Practice

Mentors can also be important in your growth as a writer. Your instructor can serve as a mentor, offering constructive criticism, insights on what he or she has written, and life lessons about writing for a purpose. Never underestimate the mentors that surround you in the workplace, even if you are currently working in a position unrelated to your desired career. They can read your rough draft and spot errors, as well as provide useful insights. Friends and family can also

be helpful mentors—if your document’s meaning is clear to someone not working in your business, it will likely also be clear to your audience.

The key is to be open to criticism, keeping in mind that no one ever improved by repeating bad habits over and over. Only when you know what your errors are—errors of grammar or sentence structure, logic, format, and so on—can you correct your document and do a better job next time. Writing can be a solitary activity, but more often in business settings it is a collective, group, or team effort. Keep your eyes and ears open for opportunities to seek outside assistance before you finalize your document.

Learning to be a successful business writer comes with practice. Targeted practice, which involves identifying your weak areas and specifically working to improve them, is especially valuable. In addition to reading, make it a habit to write, even if it is not a specific assignment. The more you practice writing the kinds of materials that are used in your line of work, the more writing will come naturally and become an easier task—even on occasions when you need to work under pressure.

Critical Thinking

Critical thinking means becoming aware of your thinking process. It’s a human trait that allows us to step outside what we read or write and ask ourselves, “Does this really make sense?” “Are there other, perhaps better, ways to explain this idea?” Sometimes our thinking is very abstract and becomes clear only through the process of getting thoughts down in words. As a character in E. M. Forster’s *Aspects of the Novel* said, “How can I tell what I think till I see what I say?” Did you really write what you meant to, and will it be easily understood by the reader? Successful writing forms a relationship with the audience, reaching the reader on a deep level that can be dynamic and motivating. In contrast, when writing fails to meet the audience’s expectations, you already know the consequences: they’ll move on.

Learning to write effectively involves reading, writing, critical thinking, and hard work. You may have seen *The Wizard of Oz* and recall the scene when Dorothy discovers what is behind the curtain. Up until that moment, she believed the Wizard’s powers were needed to change her situation, but now she discovers that the power is her own. Like Dorothy, you can discover that the power to write successfully rests in your hands. Excellent business writing can be inspiring, and it is important to not lose that sense of inspiration as we deconstruct the process of writing to its elemental components.

You may be amazed by the performance of Tony Hawk on a skateboard ramp, Mia Hamm on the soccer field, or Michael Phelps in the water. Those who demonstrate excellence often make it look easy, but nothing could be further from the truth. Effort, targeted practice, and persistence will win the day every time. When it comes to writing, you need to learn to recognize

clear and concise writing while looking behind the curtain at how it is created. This is not to say we are going to lose the magic associated with the best writers in the field. Instead, we'll appreciate what we are reading as we examine how it was written and how the writer achieved success.

5. STYLE IN WRITTEN COMMUNICATION

LEARNING OBJECTIVES

1. Describe and identify three styles of writing.
2. Demonstrate the appropriate use of colloquial, casual, and formal writing in at least one document of each style.

One way to examine written communication is from a structural perspective. Words are a series of symbols that communicate meaning, strung together in specific patterns that are combined to communicate complex and compound meanings. Nouns, verbs, adjectives, adverbs, prepositions, and articles are the building blocks you will use when composing written documents. Misspellings of individual words or grammatical errors involving misplacement or incorrect word choices in a sentence, can create confusion, lose meaning, and have a negative impact on the reception of your document. Errors themselves are not inherently bad, but failure to recognize and fix them will reflect on you, your company, and limit your success. Self-correction is part of the writing process.

Another way to examine written communication is from a goals perspective, where specific documents address stated (or unstated) goals and have rules, customs, and formats that are anticipated and expected. Violations of these rules, customs, or formats—whether intentional or unintentional—can also have a negative impact on the way your document is received.

Colloquial, casual, and formal writing are three common styles that carry their own particular sets of expectations. Which style you use will depend on your audience, and often whether your communication is going to be read only by those in your company (internal communications) or by those outside the organization, such as vendors, customers or clients (external communications). As a general rule, external communications tend to be more formal, just as corporate letterhead and business cards—designed for presentation to the “outside world”—are more formal than the e-mail and text messages that are used for everyday writing within the organization.

Style also depends on the purpose of the document and its audience. If your writing assignment is for Web page content, clear and concise use of the written word is essential. If your

writing assignment is a feature interest article for an online magazine, you may have the luxury of additional space and word count combined with graphics, pictures, embedded video or audio clips, and links to related topics. If your writing assignment involves an introductory letter represented on a printed page delivered in an envelope to a potential customer, you won't have the interactivity to enhance your writing, placing an additional burden on your writing and how you represent it.

Colloquial

Colloquial language is an informal, conversational style of writing. It differs from standard business English in that it often makes use of colorful expressions, slang, and regional phrases. As a result, it can be difficult to understand for an English learner or a person from a different region of the country. Sometimes colloquialism takes the form of a word difference; for example, the difference between a "Coke," a "tonic," a "pop, and a "soda pop" primarily depends on where you live. It can also take the form of a saying, as Roy Wilder Jr. discusses in his book *You All Spoken Here: Southern Talk at Its Down-Home Best*. Colloquial sayings like: "He could mess up a rainstorm" or "He couldn't hit the ground if he fell" communicate the person is inept in a colorful, but not universal way. In the Pacific Northwest someone might "mosey," or walk slowly, over to the "café," or bakery, to pick up a "maple bar"—a confection known as a "Long John doughnut" to people in other parts of the United States.

Colloquial language can be reflected in texting:

"ok fwiw i did my part n put it in where you asked but my ? is if the group does not participate do i still get credit for my part of what i did n also how much do we all have to do i mean i put in my opinion of the items in order do i also have to reply to the other team members or what? Thxs"

We may be able to grasp the meaning of the message, and understand some of the abbreviations and codes, but when it comes to business, this style of colloquial text writing is generally suitable only for one-on-one internal communications between coworkers who know each other well (and those who do not judge each other on spelling or grammar). For external communications, and even for group communications within the organization, it is not normally suitable, as some of the codes are not standard, and may even be unfamiliar to the larger audience.

Colloquial writing may be permissible, and even preferable, in some business contexts. For example, a marketing letter describing a folksy product such as a wood stove or an old-fashioned popcorn popper might use a colloquial style to create a feeling of relaxing at home with loved ones. Still, it is important to consider how colloquial language will appear to the audience. Will the meaning of your chosen words be clear to a reader who is from a different part of the country? Will a folksy tone sound like you are "talking down" to your audience, assuming

that they are not intelligent or educated enough to appreciate standard English? A final point to remember is that colloquial style is not an excuse for using expressions that are sexist, racist, profane, or otherwise offensive.

Casual

Casual language involves everyday words and expressions in a familiar group context, such as conversations with family or close friends. The emphasis is on the communication interaction itself, and less about the hierarchy, power, control, or social rank of the individuals communicating. When you are at home, at times you probably dress in casual clothing that you wouldn't wear in public—pajamas or underwear, for example. Casual communication is the written equivalent of this kind of casual attire. Have you ever had a family member say something to you that a stranger or coworker would never say? Or have you said something to a family member that you would never say in front of your boss? In both cases, casual language is being used. When you write for business, a casual style is usually out of place. Instead, a respectful, professional tone represents you well in your absence.

Formal

In business writing, the appropriate style will have a degree of formality. Formal language is communication that focuses on professional expression with attention to roles, protocol, and appearance. It is characterized by its vocabulary and syntax, or the grammatical arrangement of words in a sentence. That is, writers using a formal style tend to use a more sophisticated vocabulary—a greater variety of words, and more words with multiple syllables—not for the purpose of throwing big words around, but to enhance the formal mood of the document. They also tend to use more complex syntax, resulting in sentences that are longer and contain more subordinate clauses.

The appropriate style for a particular business document may be very formal, or less so. If your supervisor writes you an e-mail and you reply, the exchange may be informal in that it is fluid and relaxed, without much forethought or fanfare, but it will still reflect the formality of the business environment. Chances are you will be careful to use an informative subject line, a salutation (“Hi [supervisor’s name]” is typical in e-mails), a word of thanks for whatever information or suggestion she provided you, and an indication that you stand ready to help further if need be. You will probably also check your grammar and spelling before you click “send.”

A formal document such as a proposal or an annual report will involve a great deal of planning and preparation, and its style may not be fluid or relaxed. Instead, it may use distinct language to emphasize the prestige and professionalism of your company. Let's say you are going to write a marketing letter that will be printed on company letterhead and mailed to a hundred sales prospects. Naturally you want to represent your company in a positive light. In a letter

of this nature you might write a sentence like “The Widget 300 is our premium offering in the line; we have designed it for ease of movement and efficiency of use, with your success foremost in our mind.” But in an e-mail or a tweet, you might use an informal sentence instead, reading “W300—good stapler.”

Writing for business often involves choosing the appropriate level of formality for the company and industry, the particular document and situation, and the audience.

6. ETHICS, PLAGIARISM, AND RELIABLE SOURCES

LEARNING OBJECTIVE

1. Understand how to be ethical, avoid plagiarism, and use reputable sources in your writing.

Unlike writing for personal or academic purposes, your business writing will help determine how well your performance is evaluated in your job. Whether you are writing for colleagues within your workplace or outside vendors or customers, you will want to build a solid, well-earned favorable reputation for yourself with your writing. Your goal is to maintain and enhance your credibility, and that of your organization, at all times.

Make sure as you start your investigation that you always question the credibility of the information. Sources may have no reviews by peers or editor, and the information may be misleading, biased, or even false. Be a wise information consumer.

Business Ethics

Many employers have a corporate code of ethics; even if your employer does not, it goes without saying that there are laws governing how the company can and cannot conduct business. Some of these laws apply to business writing. As an example, it would be not only unethical but also illegal to send out a promotional letter announcing a special sale on an item that ordinarily costs \$500, offering it for \$100, if in fact you have only one of this item in inventory. When a retailer does this, the unannounced purpose of the letter is to draw customers into the store, apologize for running out of the sale item, and urge them to buy a similar item for \$400. Known as “bait and switch,” this is a form of fraud and is punishable by law.

Let’s return to our previous newsletter scenario to examine some less clear-cut issues of business ethics. Suppose that, as you confer with your president and continue your research on newsletter vendors, you remember that you have a cousin who recently graduated from college

with a journalism degree. You decide to talk to her about your project. In the course of the conversation, you learn that she now has a job working for a newsletter vendor. She is very excited to hear about your firm's plans and asks you to make her company "look good" in your report.

You are now in a situation that involves at least two ethical questions:

1. Did you breach your firm's confidentiality by telling your cousin about the plan to start sending a monthly newsletter?
2. Is there any ethical way you can comply with your cousin's request to show her company in an especially favorable light?

On the question of confidentiality, the answer may depend on whether you signed a confidentiality agreement as a condition of your employment at the accounting firm, or whether your president specifically told you to keep the newsletter plan confidential. If neither of these safeguards existed, then your conversation with your cousin would be an innocent, unintentional and coincidental sharing of information in which she turned out to have a vested interest.

As for representing her company in an especially favorable light—you are ethically obligated to describe all the candidate vendors according to whatever criteria your president asked to see. The fact that your cousin works for a certain vendor may be an asset or a liability in your firm's view, but it would probably be best to inform them of it and let them make that judgment.

As another example of ethics in presenting material, let's return to the skydiving scenario we mentioned earlier. Because you are writing a promotional letter whose goal is to increase enrollment in your skydiving instruction, you may be tempted to avoid mentioning information that could be perceived as negative. If issues of personal health condition or accident rates in skydiving appear to discourage rather than encourage your audience to consider skydiving, you may be tempted to omit them. But in so doing, you are not presenting an accurate picture and may mislead your audience.

Even if your purpose is to persuade, deleting the opposing points presents a one-sided presentation. The audience will naturally consider not only what you tell them but also what you are not telling them, and will raise questions. Instead, consider your responsibility as a writer to present information you understand to be complete, honest, and ethical. Lying by omission can also expose your organization to liability. Instead of making a claim that skydiving is completely safe, you may want to state that your school complies with the safety guidelines of the United States Parachute Association. You might also state how many jumps your school has completed in the past year without an accident.

Giving Credit to Your Sources

You have photos of yourself jumping but they aren't very exciting. Since you are wearing goggles to protect your eyes and the image is at a distance, who can really tell if the person in the picture is you or not? Why not find a more exciting photo on the Internet and use it as an illustration for your letter? You can download it from a free site and the "fine print" at the bottom of the Web page states that the photos can be copied for personal use.

Not so fast—do you realize that a company's promotional letter does not qualify as personal use? The fact is that using the photo for a commercial purpose without permission from the photographer constitutes an infringement of copyright law; your employer could be sued because you decided to liven up your letter by taking a shortcut. Furthermore, falsely representing the more exciting photo as being your parachute jump will undermine your company's credibility if your readers happen to find the photo on the Internet and realize it is not yours.

Just as you wouldn't want to include an image more exciting than yours and falsely state that it is your jump, you wouldn't want to take information from sources and fail to give them credit. Whether the material is a photograph, text, a chart or graph, or any other form of media, taking someone else's work and representing it as your own is plagiarism. Plagiarism is committed whether you copy material verbatim, paraphrase its wording, or even merely take its ideas—if you do any of these things—without giving credit to the source.

This does not mean you are forbidden to quote from your sources. It's entirely likely that in the course of research you may find a perfect turn of phrase or a way of communicating ideas that fits your needs perfectly. Using it in your writing is fine, provided that you credit the source fully enough that your readers can find it on their own. If you fail to take careful notes, or the sentence is present in your writing but later fails to get accurate attribution, it can have a negative impact on you and your organization. That is why it is important that when you find an element you would like to incorporate in your document, in the same moment as you copy and paste or make a note of it in your research file, you need to note the source in a complete enough form to find it again.

Giving credit where credit is due will build your credibility and enhance your document. Moreover, when your writing is authentically yours, your audience will catch your enthusiasm, and you will feel more confident in the material you produce. Just as you have a responsibility in business to be honest in selling your product or service and avoid cheating your customers, so you have a responsibility in business writing to be honest in presenting your idea, and the ideas of others, and to avoid cheating your readers with plagiarized material.

Challenges of Online Research

Earlier in the chapter we have touched on the fact that the Internet is an amazing source of information, but for that very reason, it is a difficult place to get information you actually need. In the early years of the Internet, there was a sharp distinction between a search engine and a Web site. There were many search engines competing with one another, and their home pages were generally fairly blank except for a search field where the user would enter the desired search keywords or parameters. There are still many search sites, but today, a few search engines have come to dominate the field, including Google and Yahoo! Moreover, most search engines' home pages offer a wide range of options beyond an overall Web search; buttons for options such as news, maps, images, and videos are typical. Another type of search engine performs a metasearch, returning search results from several search engines at once.

When you are looking for a specific kind of information, these relatively general searches can still lead you far away from your desired results. In that case, you may be better served by an online dictionary, encyclopedia, business directory, or phone directory. There are also specialized online databases for almost every industry, profession, and area of scholarship; some are available to anyone, others are free but require opening an account, and some require paying a subscription fee. For example, <http://www.zillow.com> allows for in-depth search and collation of information concerning real estate and evaluation, including the integration of public databases that feature tax assessments and ownership transfers. Table 6.1 "Some Examples of Internet Search Sites" provides a few examples of different kinds of search sites.

Table 6.1 Some Examples of Internet Search Sites

Description	URL
General Web searches that can also be customized according to categories like news, maps, images, video	http://altavista.com http://www.google.com http://go.com http://www.itools.com/research-it http://www.live.com http://www.yahoo.com
Metasearch engines	http://www.dogpile.com http://www.info.com http://www.metacrawler.com http://www.search.com http://www.webcrawler.com

Dictionaries and encyclopedias

<http://www.britannica.com>
<http://dictionary.reference.com>
<http://encarta.msn.com>
<http://www.encyclopedia.com>
<http://www.merriam-webster.com>
http://en.wikipedia.org/wiki/Main_Page
e

Very basic information on a wide range of topics

<http://www.about.com>
<http://www.answers.com>
<http://wiki.answers.com>

To find people or businesses in white pages

<http://www.anywho.com>

7. WRITING STYLE

LEARNING OBJECTIVE

1. Demonstrate your ability to prepare and present information using a writing style that will increase understanding, retention, and motivation to act.

You are invited to a business dinner at an expensive restaurant that has been the top-rated dining establishment in your town for decades. You are aware of the restaurant's dress code, which forbids casual attire such as jeans, T-shirts, and sneakers. What will you wear? If you want to fit in with the other guests and make a favorable impression on your hosts, you will choose a good quality suit or dress (and appropriately dressy shoes and accessories). You will avoid calling undue attention to yourself with clothing that is overly formal—an evening gown or a tuxedo, for example—or that would distract from the business purpose of the occasion by being overly revealing or provocative. You may feel that your freedom to express yourself by dressing as you please is being restricted, or you may appreciate the opportunity to look your best. Either way, adhering to these style conventions will serve you well in a business context.

The same is true in business writing. Unlike some other kinds of writing such as poetry or fiction, business writing is not an opportunity for self-expression. Instead it calls for a fairly conservative and unadorned style. Writing style, also known as voice or tone, is the manner in which a writer addresses the reader. It involves qualities of writing such as vocabulary and figures of

speech, phrasing, rhythm, sentence structure, and paragraph length. Developing an appropriate business writing style will reflect well on you and increase your success in any career.

Formal versus Informal

There was a time when many business documents were written in third person to give them the impression of objectivity. This formal style was often passive and wordy. Today it has given way to active, clear, concise writing, sometimes known as “Plain English.” As business and industry increasingly trade across borders and languages, writing techniques that obscure meaning or impede understanding can cause serious problems. Efficient writing styles have become the norm. Still, you will experience in your own writing efforts this “old school versus new school” writing debate over abbreviations, contractions, and the use of informal language in what was once considered a formal business context. Consider the following comparison of informal versus formal and bureaucratic styles.

Bureaucratic: Attached is the latest delivery data represented in topographical forms pursuant to the directive ABC123 of the air transportation guide supplied by the Federal Aviation Administration in September of 2008.

- Formal – Please note the attached delivery data for July 2009.
- Informal – Here’s the delivery data for last month.

While it is generally agreed that bureaucratic forms can obscure meaning, there is a debate on the use of formal versus informal styles in business communication. Formal styles often require more detail, adhere to rules of etiquette, and avoid shortcuts like contractions and folksy expressions. Informal styles reflect everyday speech patterns and may include contractions and colloquial expressions. Many managers prefer not to see contractions in a formal business context. Others will point out that a comma preceding the last item in a series (known as the “serial comma”) is the standard, not the exception. Some will make a general recommendation that you should always “keep it professional.” Here lies the heart of the debate: what *is* professional writing in a business context? If you answered “it depends,” you are correct.

Keep in mind that audiences have expectations and your job is to meet them. Some business audiences prefer a fairly formal tone. If you include contractions or use a style that is too casual, you may lose their interest and attention; you may also give them a negative impression of your level of expertise. If, however, you are writing for an audience that expects informal language, you may lose their interest and attention by writing too formally; your writing may also come across as arrogant or pompous. It is not that one style is better than the other, but simply that styles of writing vary across a range of options. Business writing may need to meet legal standards and include references, as we see in the bureaucratic example above, but that is gener-

ally not the norm for communications within an organization. The skilled business writer will know his or her audience and will adapt the message to best facilitate communication. Choosing the right style can make a significant impact on how your writing is received.

You may hear reference to a conversational tone in writing as one option in business communication. A conversational tone, as the name implies, resembles oral communication in style, tone, and word choice. It can be appropriate for some audiences, and may serve you well in specific contexts, but it can easily come across as less than professional.

If you use expressions that imply a relationship or a special awareness of information such as “you know,” or “as we discussed,” without explaining the necessary background, your writing may be seen as overly familiar, intimate, or even secretive. Trust is the foundation for all communication interactions and a careless word or phrase can impair trust.

If you want to use humor, think carefully about how your audience will interpret it. Humor is a fragile form of communication that requires an awareness of irony, of juxtaposition, or a shared sense of attitudes, beliefs, and values. Different people find humor in different situations, and what is funny to one person may be dull, or even hurtful, to someone else.

Although there are business situations such as an interview or a performance self-evaluation where you need to state your accomplishments, in general business writing it is best to avoid self-referential comments that allude to your previous successes. These can come across as selfish or arrogant. Instead, be generous in giving credit where credit is due. Take every opportunity to thank your colleagues for their efforts and to acknowledge those who contributed good ideas.

Jargon is a vocabulary that has been developed by people in a particular group, discipline, or industry, and it can be a useful shorthand as long as the audience knows its meaning. For example, when writing for bank customers, you could refer to “ATM transactions” and feel confident that your readers would know what you meant. It would be unnecessary and inappropriate to write “Automated Teller Machine transactions.”

Similarly, if you were working in a hospital, you would probably use many medical terms in your interactions with other medical professionals. However, if you were a hospital employee writing to a patient, using medical jargon would be inappropriate, as it would not contribute to the patient’s understanding.

Finally, in a business context, remember that conversational style is not an excuse to use poor grammar, disrespectful or offensive slang, or profanity. Communication serves as the bridge between minds and your written words will represent you in your absence. One strategy when trying to use a conversation tone is to ask yourself, “Would I say it in this way to their face?” A follow-up question to consider is, “Would I say it in this way in front of everyone?”

Your professional use of language is one the hallmark skills in business, and the degree to which you master its use will reflect itself in your success. Take care, take time, and make sure what you write communicates a professional tone that positively represents you and your organization.

Introductions: Direct and Indirect

Sometimes the first sentence is the hardest to write. When you know the two main opening strategies it may not make it any easier, but it will give a plan and form a framework. Business documents often incorporate one of two opening strategies regardless of their organizational pattern. The direct pattern states the main purpose directly, at the beginning, and leaves little room for misinterpretation. The indirect pattern, where you introduce your main idea after the opening paragraph, can be useful if you need a strong opening to get the attention of what you perceive may be an uninterested audience. Normally, if you expect a positive response from the reader you will choose a direct opening, being clear from the first sentence about your purpose and goal. If you do not expect a positive reception, or have to deliver bad news, you may want to be less direct. Each style has its purpose and use; the skilled business writer will learn to be direct and be able to present bad news with a positive opening paragraph.

Adding Emphasis

There are times when you will want to add emphasis to a word, phrase, or statistic so that it stands out from the surrounding text. The use of visual aids in your writing can be an excellent option, and can reinforce the written discussion. For example, if you write that sales are up 4 percent over this time last year, the number alone may not get the attention it deserves. If, however, near the text section you feature a bar graph demonstrating the sales growth figures, the representation of the information in textual and graphical way may reinforce its importance.

As you look across the top of your word processing program you may notice **bold**, *italics*, underline, highlights, your choice of colors, and a host of interesting fonts. Although it can be entertaining to experiment with these visual effects, do not use them just for the sake of decoration. Consistency and branding are important features of your firm's public image, so you will want the visual aspects of your writing to support that image. Still, when you need to highlight an important fact or emphasize a key question in a report, your readers will appreciate your use of visual effects to draw their attention. Consider the following examples:

- Bullets can be effective when used with discretion.

Take care when using the following:

- i. Numbers
- ii. With subheadings
- iii. In serial lists

- iv. As they can get
- v. A bit overwhelming to the point where
- vi. The reader loses his or her interest

Emphasis can be influenced by your choice of font. Serif fonts, such as Times New Roman and Garamond, have decorative ends that make the font easy to read. Sans serif fonts, like Arial, lack these visual cues and often serve better as headers.

You can also vary the emphasis according to where you place information within a sentence:

- *Maximum emphasis.* Sales have increased across the United States because of our latest promotion efforts in our largest and most successful market.
- *Medium emphasis.* Because of our latest promotion efforts in our largest and most successful market, sales have increased across the United States.
- *Minimum emphasis.* The United States, which has experienced a sales increase, is our largest and most successful market.

The information at end of the sentence is what people often recall, and is therefore normally considered the location of maximum emphasis. The second best position for recall is the beginning of the sentence, while the middle of the sentence is the area with the least recall. If you want to highlight a point, place it at the beginning or end of the sentence, and if you want to deemphasize a point, the middle is your best option.

Active versus Passive Voice

You want your writing to be engaging. Which sentence would you rather read?

- A – All sales orders are processed daily by Mackenzie.
- B – Mackenzie processes all sales orders daily.

Most readers prefer sentence B, but why? You'll recall that all sentences have a subject and a verb, but you may not have paid much attention to their functions. Let's look at how the subject and verb function in these two sentences. In sentence A, the subject is "Mackenzie," and the subject is the doer of the action expressed by the verb (processes). In sentence B, the subject is "sales orders," and the subject is the receiver of the action expressed by the verb (are processed). Sentence A is written in active voice—a sentence structure in which the subject carries out the action. Sentence B is written in passive voice—a sentence structure in which the subject receives the action.

Active sentences tend to be shorter, more precise, and easier to understand. This is especially true because passive sentences can be written in ways that do not tell the reader who the

doer of the action is. For example, “All sales orders are processed daily” is a complete and correct sentence in passive voice.

Active voice is the clear choice for a variety of contexts, but not all. When you want to deemphasize the doer of the action, you may write, “Ten late arrivals were recorded this month” and not even mention who was late. The passive form doesn’t place blame or credit, so it can be more diplomatic in some contexts. Passive voice allows the writer to avoid personal references or personal pronouns (he, she, they) to create a more objective tone. There are also situations where the doer of the action is unknown, as in “graffiti was painted on the side of our building last night.”

Overall, business communication resources tend to recommend active voice as the preferred style. Still, the styles themselves are not the problem or challenge, but it is how we use them that matters. A skilled business writer will see both styles as options within a range of choices and learn to distinguish when each style is most appropriate to facilitate communication.

Commonly Confused Words

The sentences in Table 7.1 "Common Errors in English" focus on some of the most common errors in English.

Table 7.1 Common Errors in English

1. <i>accept</i> or <i>except</i>	The office will _____ applications until 5 p.m. on the 31st.	accept	Attendance is required for all employees _____ supervisors.	except
2. <i>affect</i> or <i>effect</i>	To _____ the growth of plants, we can regulate the water supply.	affect	A lack of water has a predictable _____ on most plants.	effect
3. <i>e.g.</i> or <i>i.e.</i>	Please order 2,000 imprinted giveaways (_____, pens or coffee mugs)	e.g.	Charge them to my account (_____, account #98765).	i.e.
4. <i>its</i> or <i>it’s</i>	The department surpassed _____ previous sales record this quarter.	its	_____ my opinion that we reached peak oil in 2008.	It’s

5. lay or lie	Please _____ the report on the desk.	lay	The doctor asked him to _____ down on the examination table.	lie
6. pressure or pressurize	We need to _____ the liquid nitrogen tanks.	pressurize	It might be possible to _____ him to resign.	pressure
7. principle or principal	It's the basic _____ of farming: no water, no food.	principle	The _____ reason for the trip is to attend the sales meeting.	principal
8. regardless or irregardless	_____ of what we do, gas prices are unlikely to go back down.	Regardless	_____ of your beliefs, please try to listen with an open mind.	Regardless (Irregardless is not a standard word; see your dictionary)
9. than or then	This year's losses were worse _____ last year's.	than	If we can cut our costs, _____ it might be possible to break even.	then
10. that or which	_____ type of marketing data did you need?	Which	Karen misplaced the report, _____ caused a delay in making a decision.	which
11. <i>there</i> , <i>their</i> , or <i>they're</i>	There are several kinds of data _____ could be useful.	that	_____ strategic advantage depends on a wide distribution network.	Their
	_____ planning to attend the sales meeting in Pittsburgh.	They're		

12. <i>to, too, or two</i>	Customers need to _____ drive slower if they want to save gas.	After sales meeting, you should visit customers in the Pittsburgh area _____.	too
	In fact, the _____ two of you should make some customer visits together.		
13. <i>uninterested or disinterested</i>	He would be _____ disinterested the best person to make a decision, since he isn't biased and is relatively _____ in the outcome.	The sales manager tried to speak dynamically, but the sales reps were simply _____ in what he had to say.	uninterested

8. SPECIFIC REVISION POINTS TO CONSIDER

LEARNING OBJECTIVE

1. List six specific elements of every document to check for revision.

When revising your document, it can be helpful to focus on specific points. When you consider each point in turn, you will be able to break down the revision process into manageable steps. When you have examined each point, you can be confident that you have avoided many possible areas for errors. Specific revision requires attention to the following:

- Format
- Facts
- Names
- Spelling
- Punctuation
- Grammar

Let's examine these characteristics one by one.

Format

Format is an important part of the revision process. Format involves the design expectations of author and audience. If a letter format normally designates a date at the top, or the sender's address on the left side of the page before the salutation, the information should be in the correct location. Formatting that is messy or fails to conform to the company style will reflect poorly on you before the reader even starts to read it. By presenting a document that is properly formatted according to the expectations of your organization and your readers, you will start off making a good impression.

Facts

Another key part of the revision process is checking your facts. Did you know that news organizations and magazines employ professional fact-checkers? These workers are responsible for examining every article before it gets published and consulting original sources to make sure the information in the article is accurate. This can involve making phone calls to the people who were interviewed for the article—for example, “Mr. Diaz, our report states that you are thirty-nine years old. Our article will be published on the fifteenth. Will that be your correct age on that date?” Fact checking also involves looking facts up in encyclopedias, directories, atlases, and other standard reference works; and, increasingly, in online sources.

While you can't be expected to have the skills of a professional fact-checker, you do need to reread your writing with a critical eye to the information in it. Inaccurate content can expose you and your organization to liability, and will create far more work than a simple revision of a document. So, when you revise a document, ask yourself the following:

- Does my writing contain any statistics or references that need to be verified?
- Where can I get reliable information to verify it?

It is often useful to do independent verification—that is, look up the fact in a different source from the one where you first got it. For example, perhaps a colleague gave you a list of closing averages for the Dow Jones Industrial on certain dates. You still have the list, so you can make sure your document agrees with the numbers your colleague provided. But what if your colleague made a mistake? The Web sites of the *Wall Street Journal* and other major newspapers list closings for “the Dow,” so it is reasonably easy for you to look up the numbers and verify them independently.

Names

There is no more embarrassing error in business writing than to misspell someone's name. To the writer, and to some readers, spelling a name “Michelle” instead of “Michele” may seem like a minor matter, but to Michele herself it will make a big difference. Attribution is one way we often involve a person's name, and giving credit where credit is due is essential. There are many other reasons for including someone's name, but regardless of your reasons for choos-

ing to focus on them, you need to make sure the spelling is correct. Incorrect spelling of names is a quick way to undermine your credibility; it can also have a negative impact on your organization's reputation, and in some cases it may even have legal ramifications.

Spelling

Correct spelling is another element essential for your credibility, and errors will be glaringly obvious to many readers. The negative impact on your reputation as a writer, and its perception that you lack attention to detail or do not value your work, will be hard to overcome. In addition to the negative personal consequences, spelling errors can become factual errors and destroy the value of content. This may lead you to click the "spell check" button in your word processing program, but computer spell-checking is not enough. Spell checkers have improved in the years since they were first invented, but they are not infallible. They can and do make mistakes.

Typically, your incorrect word may in fact be a word, and therefore, according to the program, correct. For example, suppose you wrote, "The major will attend the meeting" when you meant to write "The mayor will attend the meeting." The program would miss this error because "major" is a word, but your meaning would be twisted beyond recognition.

Punctuation

Punctuation marks are the traffic signals, signs, and indications that allow us to navigate the written word. They serve to warn us in advance when a transition is coming or the complete thought has come to an end. A period indicates the thought is complete, while a comma signals that additional elements or modifiers are coming. Correct signals will help your reader follow the thoughts through sentences and paragraphs, and enable you to communicate with maximum efficiency while reducing the probability of error.

Table 8.1 "Punctuation Marks" lists twelve punctuation marks that are commonly used in English in alphabetical order along with an example of each.

	Symbol	Example
Apostrophe	'	Michele's report is due tomorrow.
Colon	:	This is what I think: you need to revise your paper.
Comma	,	The report advised us when to sell, what to sell, and where to find buyers.
Dash	—	This is more difficult than it seems—buyers are scarce when credit is tight.
Ellipsis	...	Lincoln spoke of "a new na-

Exclamation Point	!	tion...dedicated to the proposition that all men are created equal.” How exciting!
Hyphen	-	The question is a many-faceted one.
Parentheses	()	To answer it (or at least to begin addressing it) we will need more information.
Period	.	The answer is no. Period. Full stop.
Question Mark	?	Can I talk you into changing your mind?
Quotation Marks	“ ”	The manager told him, “I will make sure Renée is available to help you.”
Semicolon	;	Theresa was late to the meeting; her computer had frozen and she was stuck at her desk until a tech rep came to fix it.

It may be daunting to realize that the number of possible punctuation errors is as extensive as the number of symbols and constructions available to the author. Software program may catch many punctuation errors, but again it is the committed writer that makes the difference. Here we will provide details on how to avoid mistakes with the comma.

Commas

The comma is probably the most versatile of all punctuation marks. This means you as a writer can use your judgment in many cases as to whether you need a comma or not. It also means that the possible errors involving commas are many. Commas are necessary some of the time, but careless writers often place a comma in a sentence where it is simply not needed.

Commas are used to separate two independent clauses joined by a conjunction like “but,” “and,” and “or.”

Example

The advertising department is effective, but don’t expect miracles in this business climate.

Commas are not used simply to join two independent clauses. This is known as the comma splice error, and the way to correct it is to insert a conjunction after the comma.

Examples

The advertising department is effective, the sales department needs to produce more results.

The advertising department is effective, *but* the sales department needs to produce more results.

Commas are used for introductory phrases and to offset clauses that are not essential to the sentence. If the meaning would remain intact without the phrase, it is considered nonessential.

Examples

After the summary of this year's sales, the sales department had good reason to celebrate.

The sales department, *last year's winner of the most productive award*, celebrated their stellar sales success this year.

Examples

The sales department celebrated their stellar sales success this year.

Commas are used to offset words that help create unity across a sentence like “however” and “therefore.”

Examples

The sales department discovered, *however*, that the forecast for next year is challenging.

However, the sales department discovered that the forecast for next year is challenging.

Commas are often used to separate more than one adjective modifying a noun.

Example

The sales department discovered the *troublesome, challenging* forecast for next year.

Commas are used to separate addresses, dates, and titles; they are also used in dialogue sequences.

Examples

John is from Ancud, Chile.

Katy was born on August 2, 2002.

Mackenzie McLean, D. V., is an excellent veterinarian.

Lisa said, “When writing, omit needless

words.”

9. RÉSUMÉ

LEARNING OBJECTIVES

1. Describe the differences among functional, reverse chronological, combination, targeted, and scannable résumés.
2. Discuss what features are required in each type of résumé.
3. Prepare a one-page résumé.

A résumé is a document that summarizes your education, skills, talents, employment history, and experiences in a clear and concise format for potential employers. The résumé serves three distinct purposes that define its format, design, and presentation:

1. To represent your professional information in writing
2. To demonstrate the relationship between your professional information and the problem or challenge the potential employer hopes to solve or address, often represented in the form of a job description or duties
3. To get you an interview by clearly demonstrating you meet the minimum qualifications and have the professional background help the organization meet its goals

An online profile page is similar to a résumé in that it represents you, your background and qualifications, and adds participation to the publication. People network, link, and connect in new ways via online profiles or professional sites like LinkedIn. In many ways, your online profile is an online version of your résumé with connections and friends on public display. Your MySpace and Facebook pages are also often accessible to the public, so never post anything you wouldn't want your employer (current or future) to read, see, or hear. This chapter covers a traditional résumé, as well as the more popular scannable features, but the elements and tips could equally apply to your online profile.

Main Parts of a Résumé

Regardless of the format, employers have expectations for your résumé. They expect it to be clear, accurate, and up to date. [1] This document represents you in your absence, and you want it to do the best job possible. You don't want to be represented by spelling or grammatical errors, as they may raise questions about your education and attention to detail. Someone reading your résumé with errors will only wonder what kind of work you might produce that will poorly reflect on their company. There is going to be enough competition that you don't want to provide an easy excuse to toss your résumé at the start of the process. Do your best work the first time.

Résumés have several basic elements that employers look for, including your contact information, objective or goal, education and work experience, and so on. Each résumé format may organize the information in distinct ways based on the overall design strategy, but all information should be clear, concise, and accurate.

Contact Information

This section is often located at the top of the document. The first element of the contact information is your name. You should use your full, legal name even if you go by your middle name or use a nickname. There will plenty of time later to clarify what you prefer to be called, but all your application documents, including those that relate to payroll, your social security number, drug screenings, background checks, fingerprint records, transcripts, certificates or degrees, should feature your legal name. Other necessary information includes your address, phone number(s), and e-mail address. If you maintain two addresses (e.g., a campus and a residential address), make it clear where you can be contacted by indicating the primary address. For business purposes, do not use an unprofessional e-mail address like sexiluvr93@hotmail.com or tutifruiti@yafoo.com. Create a new e-mail account if needed with an address suitable for professional use.

Figure 9.1 Sample Contact Information



Objective

This is one part of your résumé that is relatively simple to customize for an individual application. Your objective should reflect the audience's need to quickly understand how you will help the organization achieve its goals.

Figure 9.2 Sample Objective

Objective: To contribute to an increase in sales at ABC Corporation as a sales representative.

Education

You need to list your education in reverse chronological order, with your most recent degree first. List the school, degree, and grade point average (GPA). If there is a difference between the GPA in your major courses and your overall GPA, you may want to list them separately to demonstrate your success in your chosen field. You may also want to highlight relevant coursework that directly relate to the position.

Figure 9.3 Sample Education Field

EDUCATION

Northern Arizona University–Yuma, Arizona, May 2009
Bachelor in Business Administration, Minor in Communication
Major GPA: 3.9/4.0
Overall GPA: 3.4/4.0

Related Course Work:

Business and Professional Speaking, Business English, Sales and Persuasion, Management

Work Experience

List in reverse chronological order your employment history, including the positions, companies, locations, dates, duties and skills demonstrated or acquired. You may choose to use active, descriptive sentences or bullet lists, but be consistent. Emphasize responsibilities that involved budgets, teamwork, supervision, and customer service when applying for positions in business and industry, but don't let emphasis become exaggeration. This document represents you in your absence, and if information is false, at a minimum you could lose your job.

Figure 9.4 Sample Work Experience



Figure 9.5 Type of résumé

Type	Function	Advantage	Disadvantage
1. Reverse Chronological	Reverse chronological résumés (also called reverse time order) focus on work history.	Demonstrates a consistent work history	It may be difficult to highlight skills and experience.
2. Functional	Functional résumés (also called competency-based résumés) focus on skills.	Demonstrates skills that can clearly link to job functions or duties	It is often associated with people who have gaps in their employment history.
3. Combination	A combination résumé lists your skills and experience first, Then employment history and education	Highlights the skills you have that are relevant to the job And provides a reverse chronological work history	Some employers prefer a reverse chronological order.
4. Targeted	A targeted résumé is a custom document that specifically	Points out to the reader how your qualifications and ex-	Custom documents take additional time, preparation, analysis

	highlights the experience and skills that are relevant to the job.	experience clearly match the job duties	of the job announcement, and may not fit the established guidelines.
5. Scannable	A scannable résumé is specifically formatted to be read by a scanner and converted to digital information.	Increasingly used to facilitate search and retrieval, and to reduce physical storage costs	Scanners may not read the résumé correctly.

You may choose to include references at the end of your résumé, though “references upon request” is common. You may also be tempted to extend your résumé to more than one page, but don’t exceed that limit unless the additional page will feature specific, relevant information that represents several years of work that directly relates to the position. The person reading your résumé may be sifting through many applicants and will not spend time reading extra pages. Use the one-page format to put your best foot forward, remembering that you may never get a second chance to make a good first impression.

Maximize Scannable Résumé Content

Use Key Words

Just as there are common search terms, and common words in relation to each position, job description, or description of duties, your scannable résumé needs to mirror these common terms. Use of nonstandard terms may not stand out, and your indication of “managed employees” may not get the same attention as the word “supervision” or “management.”

Follow Directions

If a job description uses specific terms, refers to computer programs, skills, or previous experience, make sure you incorporate that language in your scannable résumé. You know that when given a class assignment, you are expected to follow directions; similarly, the employer is looking for specific skills and experience. By mirroring the employer’s language and submitting

your application documents in accord with their instructions, you convey a spirit of cooperation and an understanding of how to follow instructions.

Insert a Key Word Section

Consider a brief section that lists common words associated with the position as a skills summary: customer service, business communication, sales, or terms and acronyms common to the business or industry.

Make It Easy to Read

You need to make sure your résumé is easy to read by a computer, including a character recognition program. That means no italics, underlining, shading, boxes, or lines. Choose a sans serif (without serif, or decorative end) font like Arial or Tahoma that won't be misread. Simple, clear fonts that demonstrate no points at which letters may appear to overlap will increase the probability of the computer getting it right the first time. In order for the computer to do this, you have to consider your audience—a computer program that will not be able to interpret your unusual font or odd word choice. A font size of eleven or twelve is easier to read for most people, and while the computer doesn't care about font size, the smaller your font, the more likely the computer is to make the error of combining adjacent letters.

Printing, Packaging and Delivery

Use a laser printer to get crisp letter formation. Inkjet printers can have some “bleed” between characters that may make them overlap, and therefore be misunderstood. Folds can make it hard to scan your document. E-mail your résumé as an attachment if possible, but if a paper version is required, don't fold it. Use a clean, white piece of paper with black ink; colors will only confuse the computer. Deliver the document in a nine-by-twelve-inch envelope, stiffened with a sheet of cardstock (heavy paper or cardboard) to help prevent damage to the document.

Figure 9.6 Sample Format for Chronological Résumé

Name
Street Address
City, State, Zip Code
Cell Phone
Home Phone/Office Phone
E-mail Address

Objective or Statement of Interest

Clear and concise statement of professional goal that may include job or position and may also indicate a field (financial services, human resources).

Employment Experience

- List in reverse chronological order (i.e., put the most recent position first).
- Note the job title, the company, and dates of employment.
- Include clear statements of work performed as part of your job responsibilities, using language similar to the job announcement.
- If the job announcement emphasizes supervisory experience, for example, this should be an area of emphasis in your descriptions of tasks performed.
- Indicate the most important or relevant job responsibilities or skills involved with those tasks first in priority order.
- Include awards, citations, or commendations that relate to your objective or statement of interest.

Education

List earned degrees and incomplete education if applicable:

- Undergraduate Studies, 86 credits, University of State
- Associate of Applied Science (AAS) in Computer Information Systems, Community College of State, 2005
- High School Diploma, City High School, GPA or class rank
- Include technical certificates and completed trainings if they directly relate to your objective or statement of interest.

Community Service

List activities, your role, and, if applicable and space is available, your accomplishments:

- Eagle Scout, Troop #12345, 1998–2001
- Youth Choir Leader, Community Interfaith Church, 1995–2001
- Students in Free Enterprise Team, City High School, 1998–2001

References

List names of references, their positions, and their contact information or include "references upon request."

Figure 9.7 Sample Format for Functional Résumé

Name
Street Address
City, State, Zip Code
Cell Phone
Home Phone/Office Phone
E-mail Address

Objective

Clear and concise statement of professional goal (job or position)

Qualification Highlights

Experience that directly relates to job description

- You may choose to highlight a specific skill that relates to the position (e.g., bilingual, computer and technology proficient, certified diesel technician).
- Only highlight specific skills, certifications, or license(s) that indicate you meet (or exceed) the minimum qualifications.
- Only highlight personal traits if they clearly meet the position description (e.g., if a sales position requires an outgoing personality, highlight theater experience and previous sales experience).

Professional Skills

- You may want to list skills with clear "because" statements, demonstrating your mastery of a skill because of your volunteer work, internship, previous employment, or similar accomplishment.

Sales

You may also want to use a key skill as the focal point (e.g., sales) and include a series of brief statements that demonstrate range or depth of experience in that skill:

- Fundraising for your youth group (name of organization, date)
- Customer service call experience
- Voter recruitment initiative participation
- Census bureau work

Skill 2

Employment History

You may not need this category if you covered it in the skill summaries above.

Education

List earned degrees and incomplete education if applicable:

- Undergraduate Studies, 86 credits, University of State

References

List names of references, their positions, and their contact information or include "references upon request."

Figure 9.8 Sample Format for Scannable Résumé

Name
Street Address
City, State, Zip Code
Cell Phone
Home Phone/Office Phone
E-mail Address

Objective

Clear and concise statement of professional goal (job or position)

Education

List earned degrees and incomplete education if applicable:

Bachelor of Science (BS) in Computer Information Systems
City State University, Hometown, State, June 2007

Associates of Applied Science (AAS) in Computer Information Systems
Community College of State, Hometown

Employment

Customer Service Representative, Quickcare Computer Repair
Hometown, State, August 2007–December 2007

List skills and certifications clearly:

Diagnostic Assessment
Computer Repair
Onsite Customer Service
Materials Handling
Computer Skills
Adobe Certified Associate ACA
Alcatel-Lucent Network Routing Specialist I NRS I
Certified Technical Trainer CTT+
Digital Home Technology Integrator DHTI+
Linux+
Network+
PDI+
Project+
Security+
Server+
Microsoft: MCTS, MCA

References

List names of references, their positions, and their contact information or include "references upon request."

Figure 9.9 Sample CV for Legal Vacation Work with recommendations

LEE GALLIGLE

Home Address: 10 London Road
Middlemarch
Loamshire
MM2 6AZ

Term Address: 1a Beech Court
Park Wood
University of
Kent
Canterbury, Kent
CT2 7SZ

Tel: 01789 12345 **Email:** lg2999@kent.ac.uk

EDUCATION AND QUALIFICATIONS

2011 to **The University of Kent**
date **LL.B. Law - expect to graduate June 2014**

First year: Introduction to Law (Distinction); Legal Process
(Merit); Constitutional and Administrative Law
(Merit); Obligations I (Distinction)

Second Company Law; Obligations II; Property Law; Crim-
year: inal Law

2004 - **Casubon High School, Middlemarch**
2011

2011 **A-levels:** English (A); French (B); History (C)

2010 **AS levels:** Music (B); Media Studies (B)

2009 **GCSEs:** English Language (A); English Literature
(A); French (A); German (B); Mathematics (C);
History (A); Geography (C); Biology (B); Music
(A)

WORK EXPERIENCE

Summer **Bulstrode Insurance Ltd, Lowick**
2012

Clerical Assistant: data inputting, liaison with cli-
ents; general office duties
This developed my skills in dealing with business
customers, chiefly over the telephone, and in work-
ing accurately under pressure.

Summer **Hawleys, Middlemarch**
2011

Two-week work placement with a partner in the
property department of a general practice solicitors'
firm. I carried out research in relation to a bound-

Setting out your address
and other contact details in
this format **saves space**
**and makes a good head-
ing.**

Firms will expect a **com-
prehensive list of your**
academic achievements to
date, so include all subjects
and grades

Highlight relevant skills
**gained from non-law em-
ployment**

Say what you did in any
law-related placements,
and in what type of firm

Even casual, part-time

ary dispute, attended Court and observed interviews with clients.

2009 - 2011 **Flora Motley Ltd, High Street, Middlemarch**

Saturday Sales Assistant in fashion store: customer service, stock control, cash handling

This involved me in advising and assisting customers, coping with problems and unexpected situations (such as a fire alarm) and taking responsibility for counting up and banking money

work can help you to demonstrate skills that will be useful in law firms (but please use your own words to summarize them!)

PAGE 2

SKILLS

- Languages** Good command of French and German
- Computing** Familiarity with Windows packages including MS Word, MS Access and Internet Explorer; experience of Westlaw and Lexis
- Driving** Full, clean driving licence

Can be useful to mention a **driving licence** if you are applying to firms in small towns or rural areas, but be sure to spell it correctly (with a C not an S in this context)

INTERESTS AND ACTIVITIES

- Music** I play the violin in the University orchestra and was leader of the school orchestra.
- Sport** Badminton: member of the University badminton club
Tennis: played for the school team
Swimming and trampolining.
- Car Maintenance** I own and maintain a twenty-year-old Mini and enjoy meeting other Mini owners at rallies
- Travel** Summer 2012 - two-week voluntary workcamp in Spain
Summer 2011 - One month independent travel through France and Italy
Tours with school orchestra to France, Belgium and Norway.

Something a bit “different” can help your CV to stand out and be remembered.

REFEREES

Dr T. Lydgate
Eliot College
University of Kent
Canterbury
Kent CT2 7NS
01227 828282

Miss R. Vincy
Flora Motley Ltd
High Street
Middlemarch
Loamshire MM1
OFF

If you are short of space on the CV, you can just put **“References available on request”**



10. BUSINESS LETTERS

LEARNING OBJECTIVES

1. Look through the recommendations and samples and write down your cover letter.

Lawyer's Cover Letter

Lawyer's Cover Letter is a brief document that provides an outline of the professional abilities of a lawyer. Practice of the legal profession is a cumbersome business, to say the least. The candidate has to have the ability to work out minute details and then connect these details to form one complete fabric of information. Doing this is easier said than done. It requires the candidate to possess comprehensive knowledge of his sub discipline under the law. Furthermore, he should be aware of the changes in laws and latest verdicts that can affect the interpretation of laws.

Lawyer's Cover Letter has to mention the area of specialization in the first paragraph of the letter. This will prevent confusion and assure the recruiter that he is reading the right resume. Such a mention will also convey the impression that the applicant has a specific and relevant approach - another positive quality for a lawyer. The applicant can further fine tune his letter by specifying the activity he is used to - research, documentation, or presentation of arguments. Here is an example of lawyer's cover letter:

Sample of Lawyer Cover Letter

December 12, 2011

Harold Lincoln 2000 Elliot Avenue,
Seattle, WA 98121
206-448-4628
harold.lincoln@gmail.com

Fenton Walsh
Junior Partner,
Colt & Wesson Lawyers,

800 Terry Avenue,
Seattle, WA 98104

Dear Mr. Walsh,

This is with reference to your advertisement in "The Seattle Times", dated December 5, 2011, inviting applications for the position of a junior civil lawyer in your reputed institution. I hereby submit my application for the said post. I am qualified for the position in accordance with the conditions of eligibility mentioned in your advertisement. I have three years of experience as a civil lawyer and I specialize in dealing with defamation cases. I am seeking employment with your organization as it is one of the best known names in the legal discipline with specialized departments for every sub field of law.

During the three years of experience, I have been a part of numerous law suits. I have acted as the chief assistant lawyer in three defamation cases and as the main lawyer in one defamation case. During my career, I have devoted most of my time for research. This has strengthened my grasp over all the laws related to defamation and I am conversant with the latest legislation and verdicts related to this sub discipline. I have excellent interpersonal abilities that help me to understand the clients and act accordingly. I am well aware of the fact that this job has no fixed office hours and, therefore, I routinely work overtime.

In the past six months, I have had greater experience with the presentation of arguments in courtrooms. This has honed my skills of persuasion, presentation, and communication. I hold a bachelor's degree in law and I am a member of the bar in the state of Washington. I am impressed with the degree of specialization in your firm that is the reason for making this application.

I have attached my resume with this letter. You can contact me on the telephone number or the email address mentioned above.

Yours sincerely

(Harold Lincoln)

Enclosure: Resume

Table 10.1 Elements of a Business Letter

Content

1. Return Address
2. Date
3. Reference (Re:)
4. Delivery (Optional)
5. Recipient Note (Optional)
6. Salutation

Guidelines

This is your address where someone could send a reply. If your letter includes a letterhead with this information, either in the header (across the top of the page) or the footer (along the bottom of the page), you do not need to include it before the date.

The date should be placed at the top, right or left justified, five lines from the top of the page or letterhead logo.

Like a subject line in an e-mail, this is where you indicate what the letter is in reference to, the subject or purpose of the document.

Sometimes you want to indicate on the letter itself how it was delivered. This can make it clear to a third party that the letter was delivered via a specific method, such as certified mail (a legal requirement for some types of documents).

This is where you can indicate if the letter is personal or confidential.

A common salutation may be “Dear Mr. (full name).” But if you are unsure about titles (i.e., Mrs., Ms., Dr.), you may simply write the recipient’s name (e.g., “Dear Cameron Rai”) followed by a colon. A comma after the salutation is correct for personal letters, but a colon should be used in business. The salutation “To whom it may concern” is appropriate for letters of recommendation or other letters that are intended to be read by any and all individuals. If this is not the case with your letter, but you are unsure of how to address your

recipient, make every effort to find out to whom the letter should be specifically addressed. For many, there is no sweeter sound than that of their name, and to spell it incorrectly runs the risk of alienating the reader before your letter has even been read. Avoid the use of impersonal salutations like “Dear Prospective Customer,” as the lack of personalization can alienate a future client.

7. Introduction

This is your opening paragraph, and may include an attention statement, a reference to the purpose of the document, or an introduction of the person or topic depending on the type of letter. An emphatic opening involves using the most significant or important element of the letter in the introduction. Readers tend to pay attention to openings, and it makes sense to outline the expectations for the reader up front. Just as you would preview your topic in a speech, the clear opening in your introductions establishes context and facilitates comprehension.

8. Body

If you have a list of points, a series of facts, or a number of questions, they belong in the body of your letter. You may choose organizational devices to draw attention, such as a bullet list, or simply number them. Readers may skip over information in the body of your letter, so make sure you emphasize the key points clearly. This is your core content, where you can outline and support several key points. Brevity is important, but so is clear support for main point(s). Specific, meaningful information needs to be clear,

concise, and accurate.

9. Conclusion

An emphatic closing mirrors your introduction with the added element of tying the main points together, clearly demonstrating their relationship. The conclusion can serve to remind the reader, but should not introduce new information. A clear summary sentence will strengthen your writing and enhance your effectiveness. If your letter requests or implies action, the conclusion needs to make clear what you expect to happen. It is usually courteous to conclude by thanking the recipient for his or her attention, and to invite them to contact you if you can be of help or if they have questions. This paragraph reiterates the main points and their relationship to each other, reinforcing the main point or purpose.

10. Close

“Sincerely” or “Cordially” are standard business closing statements. (“Love,” “Yours Truly,” and “BFF” are closing statements suitable for personal correspondence, but not for business.) Closing statements are normally placed one or two lines under the conclusion and include a hanging comma, as in Sincerely,

11. Signature

Five lines after the close, you should type your name (required) and, on the line below it, your title (optional).

12. Preparation Line

If the letter was prepared, or word-processed, by someone other than the signatory (you), then inclusion of initials is common, as in MJD or abc.

13. Enclosures/Attachments

Just like an e-mail with an attachment, the letter sometimes has additional documents that are delivered with it. This line indicates what the reader can look for in terms of documents included with the letter, such as brochures, reports, or related business documents.

14. Courtesy Copies or “CC”

The abbreviation “CC” once stood for carbon copies but now refers to courtesy copies. Just like a “CC” option in an e-mail, it indicates the relevant parties that will also receive a copy of the document.

15. Logo/Contact Information

A formal business letter normally includes a logo or contact information for the organization in the header (top of page) or footer (bottom of page).

Table 10.2 Sample Business Letter

(1 inch margins on all sides of the letter)

1. **Return Address:** (if not in letterhead logo)
2. **Date:** 01/01/201X

3. **Reference—Re:** How to write a letter
4. **Delivery** (optional): USPS Certified Mail #123456789
5. **Recipient Note** (optional): Confidential
6. **Salutation:** Dear Student X:

7. **Introduction:** This letter is to inform you that the myth of a paperless office, where you will not be required to produce hard copy letters on letterhead, is a myth.

8. **Body:** While e-mail has largely replaced letter writing for many applications, there remain several reasons for producing a hard copy letter. The first reason is that you are required to write it for this class, as many employers still produce letters as a normal part of business communication, including documentation. Next, we must consider that paper sales in business have increased across the last decade, showing no signs of the decrease we would associate with the transition to the paperless office. Finally, business letters serve many functions, and your proficiency in their efficient and effective production will contribute to your personal and professional success.

9. **Conclusion:** Letter writing is a skill that will continue to be required in the business environment of today and tomorrow.

10. **Close:** Sincerely,

11. **Signature Line:** Scott McLean
12. **Preparation Line:** GSM/ep
13. **Enclosures:** (optional, if needed)
14. **Courtesy Copies:** cc: Jenn Yee
15. **Logo/Contact Information:**
 13 N. Mill Street
Nyack, NY 10960

Table 10.3 Sample Email

To: (Potential Customer)

From: Your friendly auto service provider

Subject: Time for an oil change? Save \$10

Dear (potential customer's name spelled correctly):

We noticed it has been over three months since your last oil change with us. This is a friendly reminder that when you take care of your car, it takes care of you. We'd like to offer you \$10 off your next oil and filter change this month. Please e-mail, call, or stop by, and we'll help you keep your car in excellent health.

Sincerely,

Molly Mechanic, General Manager

Auto Doctors, 555 S. Main Street, City, ST 12345

555-123-4567

Table 10.4 Sample Memo 1

Welcome to The [our name] Store

Dear [customer's name]

Thank you for registering with The [our name] Store.

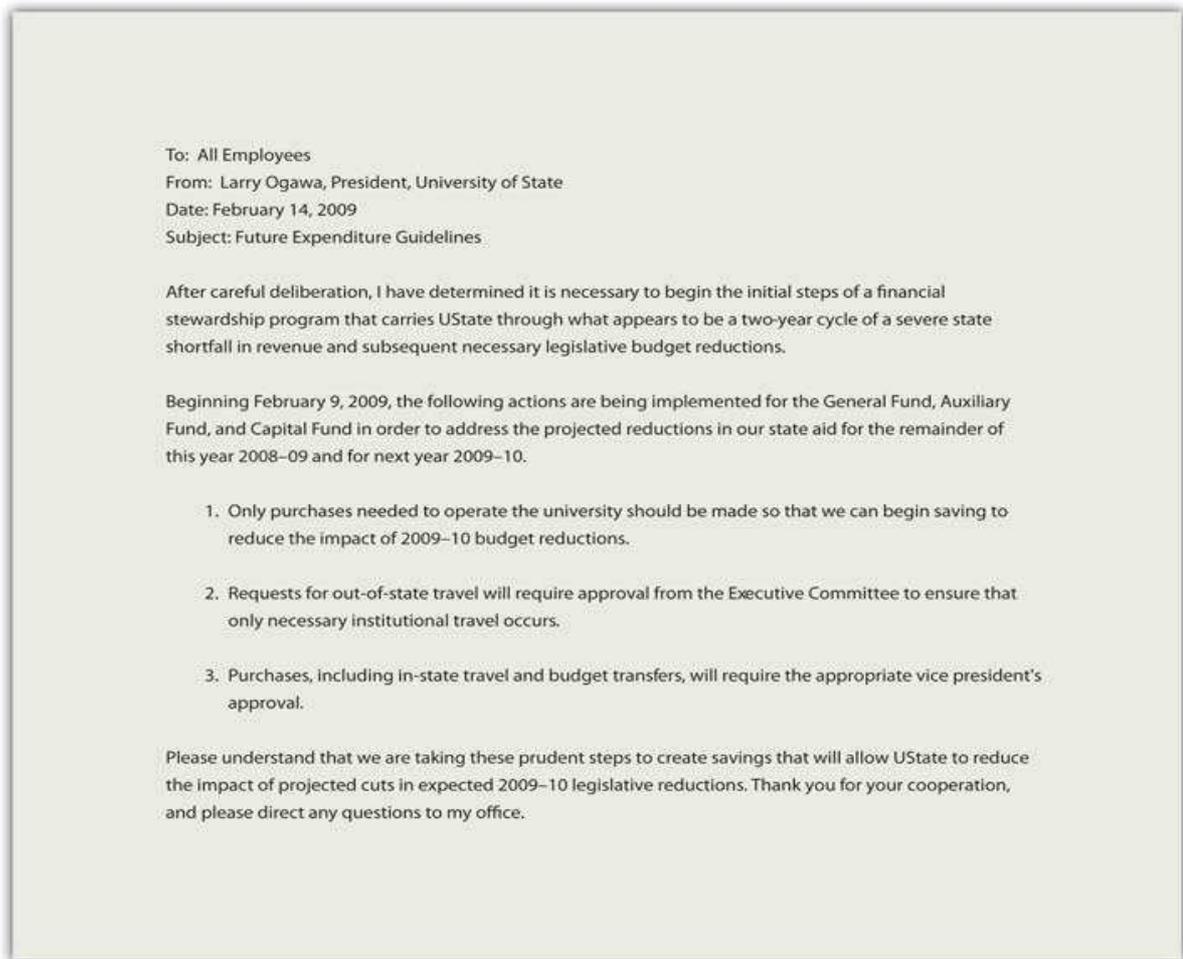
You can manage your personal information from the "My Account" section of the site when you sign in to The [our name] Store.

You can change your contact details and password, track recent orders, add alternate shipping addresses, and manage your preferences and customer profile all in this one convenient location.

Thank you for your interest in The [our name] Store.

We look forward to your next visit.

Table 10.5 Sample Memo 2



11. JOB ADVERTS WRITING TIPS

Use one simple headline, and make the job advert headline relevant and clear. Normally the logical headline is the job title itself - this is after all what people will be looking for.

If the job title does not implicitly describe the job function, then use a strap line to do so. Better still, if you find yourself writing a job advert for a truly obscure job title which in no way conveys what the job function is, then consider changing the job title.

An effective alternative main headline - especially for strategic roles with a lot of freedom - is to describe (very succinctly - and in an inspirational manner) the main purpose of the role, which can then be used with the job title and organization's name serving as secondary headings.

If the organization is known and has a good reputation among the targeted readers then show the organization or brand name prominently, as a strap line or main heading with the job

title, or incorporated in the job advert frame design, or in one of the corners of the space, in proper logo-style format.

N.B. Some organizations prefer not to tell the whole world that they are recruiting, in which case, if this is your policy, obviously do not feature your organization's name in the job advert. On which point - if you use a recruitment consultancy, examine the extent to which your job advert is promoting the recruitment agency's name, and if you think they are over-egging things perhaps suggest they contribute to the cost of the advert, or reduce the size of *their* corporate branding on *your* advert.

Make the advert easy to read. Use simple language, avoid complicated words unless absolutely necessary (for example if recruiting for Head of Rocket Science), and keep enough space around the text to attract attention to it. Less is more. Giving text some space is a very powerful way of attracting the eye, and also a way of ensuring you write efficiently. Efficient writing enables efficient reading.

Use language that your reader uses. If you want clues as to what this might be imagine the newspaper they read, and limit your vocabulary to that found in the newspaper.

Use short sentences. More than fifteen words in a sentence reduces the clarity of the meaning. After drafting your communication, seek out commas and 'and's, and replace with full-stops.

Use bullet points and short bite-sized paragraphs. A lot of words in one big paragraph is very off-putting to the reader and will probably not be read.

Use simple type-styles: Arial, Tahoma, Times, etc, or your house-style equivalents or variations. Serif fonts (like Times) are more traditional and more readable. Sans serif (like Arial and Tahoma) are more modern-looking, but are less easy to read especially for a lot of text. It's your choice.

Use 12-20ish point-size for headings and subheadings. Try to avoid upper-case (capitals) even in headings - it's very much slower to read. Increase prominence by use of a larger point-size, and to an extent emboldening, not by using capitals. CAPITALS HAVE NO WORDSHAPES - SEE WHAT I MEAN?)

Use ten, eleven or twelve point-size for the main text; smaller or larger are actually more difficult to read and therefore less likely to be read. Definitely avoid upper-case (capitals) in the 'body copy' (main text).

For the same reason avoid italics, shadows, light colours reversed out of dark, weird and wonderful colours. None of these improve readability, they all reduce it. Use simple black (or dark coloured) text on a white (or light coloured) background for maximum readability.

Get the reader involved. Refer to the reader as 'you' and use the second person ('you', 'your' and 'yours' etc) in the description of the requirements and expectations of the candidate and the job role. This helps people to visualize themselves in the role. It involves them.

Try to incorporate something new, innovative, exciting, challenging - people are attracted to new things - either in the company or the role.

Stress what is unique. You must try to emphasize what makes your job and organization special. People want to work for special employers and are generally not motivated to seek work with boring, run-of-the-mill, ordinary, unadventurous organizations.

Job advert statements and descriptions must be credible. Employers or jobs that sound too good to be true will only attract the gullible and the dreamers.

Remember AIDA: The **Attention** part is the banner or headline that makes an impressive benefit promise. **Interest** builds information in an interesting way, usually meaning that this must relate closely to the way that the reader thinks about the issues concerned. Since job advertisements aim to produce a response you must then create **Desire**, which relates job appeal and rewards to the reader so that they will aspire to them and want them. Finally you must prompt an **Action**, which may be to call a telephone number or to send CV, or to download an application form from a website address. Your job advert should follow this step by step format to be effective.

Your main heading, strap line and main message must be prominent. Do not be tempted to devote 75% of the space to a diagram of your latest technology or photograph of your new manufacturing plant in Neasden.

Headlines do not have to be at the top of the frame - your eye is naturally drawn to a point between two-thirds and three-quarters up in the framed area, which means you have room above the headline for some subtle branding, or - heaven forefend - for some blank space.

The best position for adverts on a job page is 'right thumbnail'. That is, top right corner. Right-side sheet is better than the left because your eye is naturally drawn right on turning over the page, which reveals the left-side sheet last. Top-right corner is the first part of a double page spread to be revealed. Top of page is better than bottom - obviously - we read from top down, not the other way around.

Resist the temptation to buy a half-page or a full page (unless the page size is very small) - you do not need it. A quarter of a page is adequate and optimal in most publications, indeed arguably even unnecessarily large in broadsheet newspapers.

People assume that big adverts produce a big response - they don't unless they are good. A good moderately sized advert will produce just as good a response as a good massive advert. Added to which you can run more insertions of sensibly sized adverts than big ones.

JOB ADVERTS CHECKLIST

Having seen the layout and design rules above, here are the items to include in an effective job advert. The bold items are those which would normally be essential; the others are optional depending on local policy and circumstances. The list is loosely in order but this is in no way prescriptive - use a sequence that works best.

- job title
- employer or recruitment agency/consultancy
- job base location
- succinct description of business/organization/division activity and market position and aims
- to whom the position reports - or other indication of where the role is in the structure
- outline of job role and purpose - expressed in the 'second-person' (you, your, etc)
- indication of scale, size, responsibility, timescale, and territory of role
- outline of ideal candidate profile - expressed in 'second-person'
- indicate qualifications and experience required (which could be incorporated within candidate profile)
- salary or salary guide
- whether the role is full-time or permanent or a short-term contract (if not implicitly clear from elsewhere in the advert)
- other package details or guide (pension, car etc)
- explanation of recruitment process
- response and application instructions
- contact details as necessary, for example, address, phone, fax, email, etc.
- job and or advert reference (advert references help you analyse results from different adverts for the same job)
- website address
- corporate branding
- quality accreditations, for example in the UK, Investor in People
- equal opportunities statement

12. EMPLOYMENT CONTRACT

This agreement is made and takes effect on MM/DD/YYYY between (company), a (State) corporation, hereafter called "Company" and (employee), hereafter called "Employee".

Witnesseth:

1. The Company hereby employs Employee for a term commencing on the date of this agreement and Employee hereby accepts such employment.
2. During the Employee's employment he/she will:
 - A. Devote such time and effort as may be reasonably required by the Company to perform his/her duties.
 - B. Not engage in any other employment or business activity without the Company's written consent.
 - C. Perform such duties as may reasonably be requires of him/her by the Company.
3. For services rendered by the Employee, the Company shall pay him/her as follows:
 - A. The annual sum of \$X, calculated as follows (insert compensation formula)
 - B (Optional) A bonus of (\$X, Y% of sales, etc.) payable (monthly, quarterly, annually) based upon (performance goals)
 - C. (Optional) Non-payroll benefits to include health insurance, travel and business entertainment expenses, and other items specified in Attachment A.
4. Employee agrees that during his/her term of employment by the Company and for a period of one year after termination of such employment, he/she will not act as an employee, agent, broker, shareholder, or otherwise engage in any business selling products similar to those customarily sold by the Company within the States of (specify).
5. Employee understands that he/she will acquire confidential information of business value to the Company during the course of his/her employment. Employee hereby agrees not to divulge such confidential information to any other party, or to use such information for his/her own profit except in performance of employment activities beneficial to the Company.
6. This agreement is an employment-at-will agreement. The Company may, at any time, with or without cause, discharge the Employee by giving him/her written notice of such discharge.
7. Employee's employment shall terminate upon his/her death; inability or failure to perform the duties required by his/her employment; or his/her written notice of resignation given to the Company.
8. Following termination of employment, all obligations under this agreement shall end except for the provisions of items 4 and 5, and any causes of action which may arise from the circumstances of the termination.
9. This agreement constitutes the entire agreement between Company and Employee.
10. This agreement shall be interpreted and, if necessary, adjudicated in accordance with the laws of (State, County).

11. Until written notice of other address(es) are exchanged between the parties, all notices legally required shall be deemed delivered by the sending of registered mail to the following addresses:

Company address

Employee address

In witness to their agreement to these terms, Company's representative and Employee affix their signatures below:

Simple Contract

{Name} , known as "First Party," agrees to enter into this contract with **{Name}**, known as "Second Party" on **{date}**.

This agreement is based on the following provisions:

1. **{provision}**
2. **{provision}**
3. **{provision}**

Furthermore, the First Party agrees:

{other items applicable to the First Party}

and the Second Party agrees:

{other items applicable to the Second Party} .

Invalidity or unenforceability of one or more provisions of this agreement shall not affect any other provision of this agreement.

This agreement is subject to the laws and regulations of the state of **{State}**.

Signed:

{First Party Name}

{First Party Signature}

{Second Party Name}

{Second Party Signature}

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