

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

**O. M. BEKETOV NATIONAL UNIVERSITY
of URBAN ECONOMY in KHARKIV**

METHODOLOGICAL GUIDELINES

for practical and independent work
on the subject

BUSINESS COMMUNICATION

*(for 3th-year full-time students education level “Bachelor”
specialty 073 – Management, 281 – Public Administration)*

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THEME 1 PRINCIPLES AND METHODS OF COMMUNICATION

DISCUSSION QUESTIONS

1. What do you mean by communication?
2. What is the purpose of business communication?
3. What problems do business communications solve?
4. What communication methods do you know?
5. Is there a difference between internal communication channels and external?
6. What are the factors of successful communication?
7. Are there barriers to effective communication? List them.
8. How do you think which communication method is more important? Why?

CASE 1.1

Getting started

1. Read the introduction and write the correct first names on the organigram below.

– I am Kevin. I have general responsibility for the entire company. I represent the company in the financial community and the business world.

– My name is Leila. My job is to make sure that the company is producing what people want to buy.

– I am Jenny. I am responsible for recruitment and issues to do with staff welfare.

– I am Richard. I do the bookkeeping and the payroll.

– I am Guy. I lead the team which makes our products.

– I am Bernard. I am in charge of the people who sell our product.

– I am Gamal. I am responsible for money planning.

– My name is Beverley. My area of responsibility is finding and testing out new products.

– My name is Diane. I am responsible for the whole company when Kevin is not here.

1. _____ Thompson Managing Director
2. _____ Drew Assistant Managing Director
3. _____ Yates Sales Director
4. _____ Asaad Finance Director
5. _____ Smith Marketing Director
6. _____ Green Research and Development Manager
7. _____ Tandy Human Resources Manager
8. _____ Laporte Production Manager
9. _____ Ray Accountant.

CASE 1.2

Changing places

Reality TV is where real people are filmed in different situations. One example is Big Brother where a group of people who do not know each other have to live together in the same house.

1. Discuss these questions in small groups.
 - Do you know any other examples of reality TV?
 - What do you think of it?
2. Read the article below quickly, without using a dictionary, to get a general understanding of what it is about. This is called skimming and is very useful in a work environment when you have a lot of text to read. After you have skimmed the text, you can decide if you are interested in reading and parts of it in more detail.
3. Scan the text again to see if the following statements are true or false. For each statement, you will need to check two paragraphs.

DONALD EISNER

1. He comes from a rich family. _____
2. He can cook pancakes. _____
3. In the programme, he successfully cleans rooms up his company's required standards. _____
4. He is thinking of making a different person responsible for ordering the cleaning materials. _____
5. He would not like other senior executives to work as cooks and cleaners. _____

ALEX JENNINGS

6. He believes quality is important in his restaurants. _____
7. He has good skills as a waiter. _____
8. He is making changes to the uniforms that staff wear. _____

CHANGING PLACES

Many critics dislike reality TV but one show which has received very favourable reviews is Charging Places. The main idea is simple. Take the Chief Executive Officer of a company and put him or her in the position of one of the company's low-and workers.

Donald Eisner is the CEO of the Absalon chain of hotels in Australia. His family have been hotel owners for three generations and are one of the wealthiest in the Australian hotel industry. In the programme, we see Donald Eisner working as a bellboy, cook and cleaner while supervisors monitor his performance, noting any

mistakes. He has some triumphs, it is true. In the kitchen, he successfully cooks several pancakes, for example, and, as a housekeeper, he makes the beds correctly. The rest of his housekeeping, however, is not a success, as he fails to dean any rooms to the company’s required standards. At the end of the programme, we see his supervisor taking him from room to room, pointing out his mistakes.

Alex Jennings runs a successful chain of steak bars called Wayside Inn. He has a reputation for demanding quality from his staff, both in terms of food and service. When he changes places with some of his staff, we see him fail a number of tasks in the restaurant. As a waiter, he continually forgets to ask customers how they want their steaks to be done and mixes up the orders completely when he has to serve five tables at the same time. A few minutes later, disaster strikes when his tie becomes caught under the drinks on a tray. The next day, when he takes the places of the cook, his supervisor makes him redo several of the steaks.

Now that their experience is over, are the CEOs thinking of making any changes? The answer is that they already have. “We have carried out several changes, like sorting the knives, forks and spoon, to make it easier for the person who washes the dishes”, says Mr Jennings. “We are also redesigning the staff uniforms” Mr Eisner found the experience even more of a shock. He is not only making changes in his hotels, like the policy on who orders new supplies of cleaning materials, but he also wants to create a Changing Places day at all Absalon Hotels so that all senior management can go through a similar process.

CASE 1.3

Staff development and training

1. Look at these benefits of working for a company and discuss the following.

- Which benefits do you think would be most attractive to someone who has just finished their studies and is looking for their first job?
- Put the benefits in order from the most attractive to the least attractive.

- | | |
|-----------------------------|-------|
| A bonus scheme | _____ |
| Responsibility | _____ |
| A high salary | _____ |
| An in-house training scheme | _____ |
| The opportunity to travel | _____ |
| A permanent contract | _____ |
| Long holidays | _____ |
| Rapid promotion | _____ |

CASE 1.4

Check the meanings of these words, then complete the sentences below.

Ability certificate course degree development experience hands-on
knowledge qualifications skills trainee training

1. Our school-leaver trainee programme aims to teach you key _____ skills such as word processing and bookkeeping.

2. Although he lacks formal _____ such as a university degree, he came through the ranks due to his _____ to take on new ideas and to manage people. Now he's one of our best managers.

3. The degree _____ you study at university is likely to decide the sort of job you do afterwards. However, whatever you study, it is always to have a university _____.

4. At the end of the four-week training course, you will receive a _____. The course aims to give you a thorough _____ of the company's activities and the skills to do your job competently. However, there are a lot of things which you can only learn with _____, and this takes a lot of time.

5. He has excellent qualifications, and with our policy of professional _____ and on-the-job training, he will almost certainly become one of our high fliers. In fact, next week he's going on a management _____ course.

6. As a _____ computer technician, his training course is much more _____ than theoretical.

CASE 1.5

Discuss the following.

- Companies should pay for training to do the job, but staff should pay for training which gives them qualifications.
- Training should be done in employees' free time
- If a company trains you, you should agree to work for that company for a number of years afterwards.
- All staff need continuous training – not just new recruits.
- It doesn't matter what you study. The important thing is to get a good degree.

CASE 1.6

Complete the text with the words in the box.

Boss	careers	contracts	course	degree	employees	employer	employs
profession	qualifications	recruit	skills				

Our company uses a professional agency to _____ new _____, The company is a management consultancy, so most new workers have a university _____, even if they have little experience in this particular _____. Also, it is quite typical for people to have done other jobs during their _____ before becoming management consultants. The company _____ about 500 people. For the first two years, workers are on temporary _____, but after that, people are usually made permanent. I think our company is a good _____ – new employees are given an introduction _____ when they start, and on-the-job training to pick up the necessary _____ to do our work well, and the professional _____ which are expected by our clients. Also, we are closely supervised, and my _____, Adam, regularly appraises my progress both formally and informally.

THEME 2 THE BASICS OF COMMUNICATING

DISCUSSION QUESTIONS

1. Explain the importance of using language in communication.
2. What are the factors that affect in the use of language?
3. What are non-verbal signals?
4. Name other non-verbal communication factors.
5. What are the basic rules for effective reading?
6. What factors influence verbal skills?

CASE 2.1

Look at this leaflet from the Skills Development College and complete the report.

Skills Development College

The smartest way to get your staff up to speed

Course	Basic Computer Skills	Advanced Computer Skills	Introduction to Accounting
Length	4 weeks	6 weeks	10weeks
Hours per week	4	6	8
Timatable	Fri.- 4–8 p.m.	Mon. and Weds. 9-12 a.m.	Mon.-Thus. 8–10 p.m.
Trainees per class	8 max	6 max	20 max
Price (per tudent)	200 usd	300 usd	150 usd

CASE 2.2

Choose the best sentence for each gap. There is one extra sentence

Deloitte actually helps employees to reduce the conflict between work and study. In my case, this means I've always been allowed to give exam preparation priority over my dient work. Right from the beginning, my boss, Neil, has gone out of his way to help and encourage me. 2 _____. I find it's a good moment to discuss solutions to any problems I have with him.

Apart from professional qualifications, we're also given plenty of internal training. This includes courses intended to help develop one's organisational, delivery and leadership qualities. 3 _____. This gave me a really confident and practical start to my work the firm, as so much of my work involves using exactly these skills.

Another thing which attracted me to Deloitte was that you can choose your training methods to suit your individual learning patterns. This is because they want us to pass our exam at the first attempt. 4 _____. Also, I think, when you've got your professional qualifications you're treated with much more respect by both your colleagues and your client.

When I arrived at Deloitte, we went through an initial three-day programme to develop our core skills and introduce us to the firm and our new colleagues. 5 _____. In the near future, I expect to be passing on the knowledge I have acquired to next year's intake of graduate trainees. We are given formal six-monthly appraisals and, what is more, we are given plenty of advice by peers, managers and partners.

Fully funded study towards professional qualifications is a vital part of many careers in Deloitte, and at the moment I'm starting on a Masters degree in Business Management with the London School of Economics. 6 _____. On the other hand, we are provided with very generous study leave, and the firm has a great track record of success. I can see myself working here for many years to come, as they're providing me with all the opportunities I need.

A At Deloitte, there's a national "first time, every time" culture, which makes sense because the sooner you pass exams, the sooner you get down to real work.

B For example, there is a course I did quite early on in the job called *Introduction to Client Services*, which concentrated on presentation, interview, teamwork and writing skills.

C He monitors my progress formally, but apart from that, we usually have lunch together once or twice a week.

D It is pretty tough, as I have to fit the academic work in around my daily workload.

E Naturally enough, much of what I've learnt has been taught me informally by the people I work with.

F On their website, Deloitte talked about job satisfaction and giving employees the chance to grow and develop throughout their careers, so it seemed a company worth applying for.

G The firm has agreements with local training colleges, who provide many of the courses graduate trainees follow.

CASE 2.3

Read the statements 1-8 below and what the four people say in the website. Which person does each statement refer to?

1 I share the artist's achievements

2 You get plenty of chances to do new things

3 The job has so much variety

4 My colleagues are ready to listen to my suggestions

5 I have a lot of responsibility

6 I find the innovations fascinating

7 I don't work to a fixed timetable

8 I deal with musicians from when they are new to when they are famous.

Mark, Ares Sales and Promotions Manager

The great thing about my job is just the music. I get CDs constantly pushed into my hand, and I got to loads of gigs, so if you love music, there are plenty of added bonuses. Although, if you're a nine-to-five kind of person, then this isn't for you; as I say, I never really break out of work mode. There's no one standing over me, and nobody there to take over, so it all rests with me. As I say, though, that's what I love about it!

Helen, Business Affairs Director

The best thing about my job is the people, I feel really comfortable and I can be myself. It's such an interesting environment because I'm working in-house, so I work closely with the music and the artists. You see things from the beginning when you sign the contract right to the release and the success. I worked on the original contract for Blue, and they've done really well, so that's really great for me to feel part of it.

Sally, IT Business System Manager

I find IT in the music industry a really interesting area to work in, as there are lots of new developments in areas like digital music kiosks and online distribution. I love music, too, and it's just nice being at work and being surrounded by music. Another really nice thing about EMI is the people; everyone is really open and receptive of each other's ideas.

Deby, Touring and Production Manager

The great thing about my job is that it's really diverse, so one day we could be doing a classical show, and the next a full-on rock show. Usually there are loads of projects going on at once, so I have to work closely with my colleagues, the venues and the artists. It's all about learning, and you have to work hard, but there are loads of opportunities for development. EMI allows its employees to grow and develop themselves, so it is a great place to come in at entry level.

CASE 2.4

Writing. Imagine you are writing to EMI Music to enquire about opportunities to work for their company. In what order would you do each of these things in your letter or email?

- A Ask for information about how to apply _____
- B Ask for information about opportunities in the company _____
- C Explain in more detail your qualifications and background _____
- D Say briefly who you are _____

- E Say where you have heard about the company _____
- F Say why you are interested in working for them _____
- G Say why are writing _____

THEME 3 WRITTEN COMMUNICATION

DISCUSSION QUESTIONS

1. What are the main approaches to business correspondence?
2. Purpose of business communication.
3. What are the main requirements for written communication?
4. Name the main types of business correspondence. Examples.
5. Is there a difference between internal and external written business communication?
6. What are the components of the report?
7. What is a press release and how to write one?

Emails are often less formal than letters. However, when applying for a job, your application should normally be formal, whichever way you send it. Read the email of application and choose the more formal phrase in each pair of words in italics.

Useful Language

Informal	Formal
Contractions	No Contractions
Short words	Long words
Common words	Less common words
Phrasal verbs	Other types of verb
Verbs	Preposition + noun
Abbreviations	No abbreviations

CASE 3.1

Task: Your office printer has broken down and you decide to replace it. Write an email to the Head of Purchasing:

- describing the reason for not repairing the old one;
- explaining what you need from a new one;
- suggesting where to buy a new one.

Write 40–50 words.

CASE 3.2

Complete this email from the CEO of a company to the finance director by putting the verbs in brackets into the correct form: -ing form or infinitive.

Dear Colin,

I am writing 1 _____ (express) my concern about the situation of several of our product lines. Sales appear 2 _____ (be) falling in several of them. I suggest 3 _____ (increase) our marketing budget this year by about 20%. I think we will have 4 _____ (spend) more on advertising in order 5 _____ (raise) brand awareness. Competition in our sector has been increasing, and we have to avoid 6 _____ (lose) market share to our competitors, which is something we risk 7 _____ (do) by 8 _____ (follow) our present strategy. Also, by 9 _____ (contact) our main customers directly, we may be able 10 _____ (find) out why our products are losing competitiveness. I think it would be worth 11 _____ (do) this, and also 12 _____ (think) about 13 _____ (develop) new lines and 14 _____ (innovate) a bit more. Perhaps we could arrange 15 _____ (meet) sometime 16 _____ (discuss) this. I would be happy 17 _____ (see) you any time next week.

Looking forward to 18 _____ (hear) from you,

Vince

CASE 3.3

Read the following letter. There is an extra word in every numbered line. Underline the extra words.

Dear Mr Markham,	
Late payment	
I regret to say that we have not yet received some payment for the goods that we	1
delivered to you in March, although the agreement was that you would to pay in	2
30 days. This is causing us severe cashflow problems, and unless you will pay us	3
immediately, we will have to stop supplying to you with the goods you require.	4
However, I would also like to warn you that if you do not pay promptly, we will	5
be unable to offer you back your usual discounts in the future.	6
I look forward to be receiving your payment shortly.	7
Yours sincerely,	
Georgina Chandler	
Accounts manager	

THEME 4 ORAL COMMUNICATION

PRESENTATION RECOMMENDATIONS

Electronic presentation – an electronic document that is a set slides designed to demonstrate the work done. The purpose of the presentation is a visual representation of the author's intention, the most convenient for perception. An electronic presentation should show something that is difficult to explain in words.

Presentation scheme:

- 1) title slide (corresponds to the title page of the work);
- 2) goals and objectives of the work;

- 3) general part;
- 4) defended positions;
- 5) main part;
- 6) conclusions;
- 7) gratitude (thanks to the audience for their attention).

Requirements for slide design

Title slide

The presentation begins with a slide containing the title of the work (report) and the name of the author. These elements usually appear in a larger font than the body of the presentation. For the background of the first slide, you can use a picture or photo that has directly related to the topic of the presentation, however, the text on top of such an image should be very easy to read. A similar rule applies to the background of other slides. However, a monotone background or soft gradient background appears on the first slide is also quite impressive.

General requirements

The average calculation of the time required for a presentation is based on the number of slides. Usually, one slide takes no more than two to three minutes.

You must use the maximum screen (slide) space - for example, stretching the drawings.

The design should be simple and concise.

Each slide must have a title.

The design of the slide should not distract the attention of the audience from its content.

The presentation should be completed with a short summary containing its main provisions, important data presented in the report, etc.

Headers styling

The purpose of the title is to unambiguously inform the audience about the content of the slide. In the title should indicate the main idea of the slide.

All headings must be in the same style (color, font, size, outline).

Headings should be 24 - 36 points in size.

Do not put a period at the end of headings.

Content and location of information blocks on a slide

There should not be too many information blocks (3–6).

The recommended size of one information block is no more than 1/2 of the slide size.

Presence on the page of blocks with different types of information (text, graphics, diagrams, tables, figures), complementing each other.

Key words in the information block must be highlighted.

It is better to place information blocks horizontally, blocks connected by the meaning - from left to right.

The most important information should be placed in the center of the slide.

The logic of presenting information on slides in the presentation should correspond to the logic her presentation.

Font selection

To design a presentation, use standard, widely common fonts such as Arial, Tahoma, Verdana, Times New Roman, Calibri, etc.

The font size for informational text is 18–22 points. Font less than 16 points poorly readable when projected onto the screen, but an excessively large font size makes it difficult fluent reading process. When creating a slide, remember that sharpness images on a large screen are usually lower than on a monitor. Uppercase letters perceived harder than lowercase. Bold, Italic, and Uppercase use only for selection.

Colors and background

Slides can have a monotone background or a gradient background.

It is advisable to use pastel colors for the background.

The color scheme of the text should consist of no more than two or three colors.

By assigning a color to each of the text elements (for example: headers are green, text - black, etc.), you must follow this pattern on all slides.

It is necessary to take into account the compatibility of the background and text colors. White text on black background read poorly.

Presentation style

Use a minimum of text. Text is not visual.

In no case should you try to place as many as possible on one slide.

text. The more text on one slide you offer the audience, the less chances are she will read it.

It is recommended to place only one thesis on a slide. A common mistake is presenting more than one thought on a slide.

Try not to use the text on the slide as part of your speech, it is better to put it there important theses, focusing on them in the process of his speech. Do not rewrite in presentation of your report. Demonstration of presentation on the screen – auxiliary a tool to illustrate your speech.

The sentences should be shortened. The smaller the phrase, the faster it is absorbed. It is better to format text on slides to width.

If possible, it is better to use structured slides instead of text slides. IN structural slide, an icon, flowchart, picture – any a graphic element that allows you to better remember the text.

Avoid animation effects for text and graphics, except for the simplest ones, for example, slowly disappearing or emerging in stripes, but they should applied in moderation. In the case of using animation, it is advisable to display information

onto the slide gradually. Let the words and pictures appear parallel to your voice acting.

Design of graphic information, tables and formulas

Drawings, photographs, diagrams, tables, formulas are designed to complement the text information or convey it in a more visual form.

It is advisable to avoid in the presentation of drawings that do not carry a semantic load, if they do not are part of the styling.

The color of graphics should not be in stark contrast to the general style slide design.

Illustrations and tables must have a title.

It is recommended to accompany illustrations with explanatory text.

Illustrations, tables, formulas borrowed from works that do not belong to the author, must have links.

Using formulas, it is desirable not to display the entire solution chain, but to leave the general record form and result. Only the most important formulas, quantities, values.

After creating and designing the presentation, you need to rehearse its presentation and your performance. Check how the presentation will look as a whole (on the screen computer or projection screen) and how long it will take to show it.

Taking into account the requirements for the design of presentations described above, prepare a presentation and a report to it on the topic that interests you.

THEME 5 VISUAL COMMUNICATION

DISCUSSION QUESTIONS

1. What Are Audio-Visual Aids?
2. Please, some words about types of Audio-Visual Aids.
3. What are the basic principles of presenting statistical information?
4. What is the purpose of the corporate image?

CASE 1. Read the article below about business names and the questions.

For each question 1-6, mark one letter (A, B, C or D) for the answer you choose

SELECTING YOUR BUSINESS NAME

The right business name is important. If you choose the wrong one, you might end up with something that sends all the wrong messages. To be successful, your business name needs to define your identity and say what's special about what you are offering. Think about the market you want to sell into, and why your customer will prefer to buy your product or service rather than someone else's. A good business name is one that tells customers what to expect. For example, Early Learning Centre appeals to parents because it tells them that the toys it sells are educational.

Illiterate names have caught on everywhere, that is names that involve deliberately misspelled words. Kwik-Fit, the company that promises to fit car parts speedily, was one of the first in the UK. The name was the brainchild of Kwik-Fit's chief executive, who, as a schoolboy, earned extra pocket money cleaning ovens. He advertised himself as Kookers Kleaned! Some people grumble about these misspellings, arguing, for example, that children will copy them, but even these purists don't hesitate to buy an ice cream from Phun Phlavours! These missepelings work because they catch the eye. The trouble is, as more and more are invented, they lose their impact.

But unusual names are not always the most effective. Names like Tie Rack or Body Shop which just say what your company is about can work just as well. They are short, and they have an honest no-nonsense ring to them. Sometimes using a personal name can achieve the same effect: Laura Ashley projects a gentle and elegant image that makes the customers feel comfortable about buying that company's products.

If you are providing a service, decide whether your company name should describe your customer's problem or your unique solution to the problem. For example, a vehicle breakdown service could call itself Panic Breakdowns, which only serves to emphasize the negative state of mind of the customer; or Instant Rescue, which sends out a reassuring message that help is at hand. Which name would you select if you had a burst water pipe: Flood Warning or Peace of Mind?

Consider too the impact your name will have when people hear it or read it. What effect does it have when spoken over the telephone? Snappy Happy Snaps may describe your photographic agency, but it sounds ridiculous over the phone. When your name appears in Yellow Pages or similar directories, usually amongst a hundred others offering a similar service, you want yours to be the one that catches the eye. One trick is to ensure that the first letter of your name appears early in the alphabet. A business in Finland called itself by the meaningless name Quello, simply because there is no letter Q in Finnish, so Quello was the only entry in the directory under that letter!

If you deal with overseas customers, check that your name won't cause you problems. A good translation agency will help you avoid the trap of choosing a name that means something offensive in another language. There is a famous case of a stick deodorant manufactured by an Asian company who had selected a name which meant something really bad in English. The matter was made worse by the instruction printed on it in English, which read "Push up bottom".

1. According to the writer, a business name is a good one if it :

A identifies your market needs

B avoids confusion with other companies

C creates a different kind of image

D persuades people to use your company

2. What is the writer's attitude to the use of illiterate names?

A They have been used so much that people no longer notice them

B They are bad because children will learn wrong spellings

C They are good because people find them amusing

D They fail to describe the service or product accurately

3. What does the writer like about simple company names?

A They accurately describe the product

B They inspire confidence

C They give a personal touch

D They are easy to remember

4. Which name, Flood Warning or Peace of Mind, would the writer probably prefer?

A Flood Warning because it shows the company understands the problems

B Peace of Mind because Flood Warning sounds more serious than a burst pipe

C Peace of Mind because it is designed to comfort the customer

D Flood Warning, because few people know the expression "peace of mind"

5. According to the writer, you can help to make your company name stand out by

A using an initial letter that gets your name into the front of directories

B making sure the name of your company has an unusual letter in it

C choosing a short name that people can say easily over the phone

D putting your advertisement in several different directories

6. What advice does the writer give to companies who sell overseas?

A Provide a translation of your company name into your customer's language

B Use a good translation agency to translate the product instructions

C Describe your product in simple language that a foreign customer can understand

D Be sure that your company name is not a rude word in another language

CASE 2 Read the article below about promoting Honduran companies

Choose the best word to fill each gap from A, B, C or D.

FINANCIAL HELP FOR HONDURAN COMPANIES

A \$160 million project to make the “Made in Honduras” label better known abroad has just been announced in Tegucigalpa. The “Brandname Fund”, as it is called, is a project backed by the Honduran government to 1 ___ local companies a larger share in world markets. It is the first ever government 2 ___ of its kind.

A government spokesman announced that the fund would be 3 ___ in the next few days, and would help Honduran companies to 4 ___ specific brands.

But business people are doubtful about the scheme’s likely 5 _____. Critics say that not enough money has been put into the fund to make it really 6 _____. They say that the 7 _____ is too little to help the many small companies whose limited 8 _____ prevent them from making a serious impact on international markets.

The Honduran economy was once completely 9 _____ to foreign investment, but it opened up to foreign companies five or so years ago under sweeping reforms 10 _____ by the new government. The moves have so far 11 _____ more than \$20 billion worth of foreign investment.

But although certain Honduran 12 _____, such as clothing and textiles, bananas and coffee, do quite well, no single Honduran brand has yet 13 _____ the top rank. The fund is so a serious 14 _____ to change this. The government 15 _____, however, that brands selected for promotion abroad should be of international quality and 16 _____ of making a real impact in the global market.

1	A give	B make	C earn	D bring
2	A function	B event	C advertisement	D campaign
3	A launched	B fired	C pronounced	D engaged

4	A invent	B promote	C support	D develop
5	A benefits	B assets	C profits	D dividends
6	A definite	B certain	C effective	D capable
7	A addition	B quantity	C amount	D size
8	A properties	B stocks	C qualities	D resources
9	A closed	B shut	C denied	D refused
10	A provided	B presented	C introduced	D discovered
11	A claimed	B caught	C persuaded	D attracted
12	A products	B types	C makes	D names
13	A brought	B reached	C obtained	D performed
14	A trial	B attempt	C concern	D business
15	A defines	B reserves	C presumes	D insists
16	A confident	B worthy	C capable	D aware

CASE 3. Make a progress chart for your group and describe it.

THEME 6 INTERVIEWS AND MEETINGS

DISCUSSION QUESTIONS

1. What do you mean by "interview"?
2. What are the goals of the interview?
3. What are the types of interviews? Give a brief description of each species.
4. What are the stages of organizing meetings?
5. What documents are drawn up for meetings and who prepares these documents?

CASE 1. Complete the paragraph below with words from the box

We are a small agricultural business which produces oranges for the export market. Our 1 _____, or routine costs, such as water for irrigation are pretty high. This means that when we sell our products, our 2 _____ is very narrow. Also, we face a lot of competition, so when buyers place 3 _____, they often expect a hefty 4 _____ or 5 _____ in price. Some years, there's no profit at all. On the other hand, when you go to the supermarket, you see that the same fruit has been given an enormous 6 _____ - sometimes as much as 400 % - and the 7 _____ bears no relation to the price we were given we sold the oranges.

bulk orders	discount	mark-up	overheads
profit margin	recommended	retail price	reductions

CASE 2 Combine words in box A with words in box B to make compound nouns or adjectives

A

Cold	cost	eye	ground	job	knowledge	problem	record	team
time								

B

Breaking	building	calling	catching	consuming	cutting	sharing
solving						

Use the compound nouns to complete these sentences

1. A lot of you haven't worked together before, so before we start on the project, we're going to do some activities together.
2. He only wants to work part-time, so he's interested in a arrangement with someone else in the office.
3. I find a lot of this paperwork very, which is frustrating and stops me getting on with more vital work.
4. In our laboratories in South Africa, we're doing some, totally innovative research.
5. The main purpose of this meeting is, so that at the end of the meeting, we'll all have told each other what we know about the latest marketing techniques.

6. Phoning a potential client whom you have never spoken to before - - is the part of my job I like least.
7. The company is doing some by relocating headquarters out of the centre of town to a cheaper area.
8. The purpose of this brainstorming session is to think of some ideas to get us out of our present difficulties.
9. The shareholders are really happy this year because our company has made profits.
10. We need displays of our best products in our showroom

CASE 3 Look at the bar chart at the top and complete this paragraph using the words from the box

In our 1 _____ of 600 business travelers, we 2 _____ that 42% considered preferential service was the most important 3 _____, whereas 35 % 4 _____ good food and drink as the most important, and 23 % valued comfortable seats most 5 _____.

Amenity	found	highly	rated	survey
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CASE 4. Read this advice on speaking on the telephone in English and look at the conversations below. Find examples of each piece of advice. The advice may be found in one, two or all of the conversations. Write your answers in your notebook.

1 When you answer the telephone at work, give your name or the name of your department. If you are taking an external call, give the name of the company.

2 We say *Good afternoon* from about 1 p.m., *Good evening* from about 5.30 and *Good night* when going to bed, or not seeing each other again that night – not generally on the telephone.

3 When speaking to people you know, don't say *I'm Mark Dunhill*.

4 Business people are busy, so give the subject of the call. You can also say *I'm calling in connection with ...*

5 In other words: *Nigel Payne is the person speaking*.

6 You say *My name's....* only when you introducing yourself for the first time.

7 Native English speakers say *please* and *thank you a lot!*

8 You can say *Hold on* or *Hang on a minute* if you are speaking informally to someone you know.

9 More polite and formal than saying (in Britain) *Who's that?* and (in the USA) *Who's this?* You can also say *Who is calling, please?*

10 You say this when you connect someone to a different line.

11 Another way of saying this is *Would you like to leave a message?*

A

- Christe Schmidt, Marine Division. How can I help you?
- Hello. My name's Sandra Dufois. Can I speak to Paola Beluchi, please?
- I'm afraid she's in a meeting at the moment. Can I take a message?
- Yes. Could you ask her to phone me urgently when she comes out?
- Certainly. She should be out in about half an hour. I'll get her to give you a ring.
- Thank you. Goodbye.
- Goodbye.

B

- Logistics. Can I help you?
- Good afternoon. Can I speak to Nigel Payne, please?
- Speaking.
- Hello. Mark Dunhill here. I'm just calling to let you know we have received the consignment and that everything is in order.
- Good. Thank you for calling. Goodbye.
- Goodbye.

C

- Cranfield Business School. Can I help you?
- Hello. Could I speak to Professor Elgin, please?
- Yes, can you tell me your name, please, and I'll put you through?
- This is one of his ex-students, Salome Fuster, from Salamanca, Spain.
- Hold on a moment, please. I'll put you through.
- Thank you.

Complete these telephone conversations by putting one word in each space.

Maribel:	Finance department. _____ can I help you?
Manfred:	Good morning. Can I speak _____ Maribel Arroyo, please?
Maribel:	_____.
Manfred:	Oh, hello. _____ is Manfred Steiner from Arts International.
Maribel:	Hello, Mr. Steiner. What can I do _____ you?
Manfred:	Well, it's about an invoice – you sent the order we placed, but you forgot to include the invoice, so we can't pay you.
Maribel:	Oh, that's not my department, I'm _____, Mr Steiner. That's Mary Slade in Invoicing.
Manfred:	OK. Can I speak to her then, please?
Maribel:	Sure. I'll put you _____.
Manfred:	Thanks very much.
Maribel:	Not at _____.
Jane:	Jane Ashley.
Alan:	Oh, hello. Jane, I've been trying to call Tracy, but she's not answering the phone, and its rather urgent.
Jane:	Who is _____, please?
Alan:	_____ is Alan Searle.
Jane:	Oh, hello, Alan, I didn't recognize your voice. I'm _____ she's in a meeting at the moment and she's left instructions that she's not to be disturbed. Can I _____ a message?
Alan:	Yes, can you ask her to call me as soon as _____?
Jane:	Yes, of _____.
Alan:	_____ you very much. Bye.
Jane:	Goodbye.

CASE 5. Prepare a group meeting for the election of a new headman

THEME 7 ELECTRONIC COMMUNICATION SYSTEMS

DISCUSSION QUESTIONS

1. What are the communication modes?
2. What impact does the Internet have in communications? Give a brief description of each species.
3. What are the types of electronic communications?
4. What are the benefits of using electronic communications?

CASE 1. Read this text about inventors and choose the best word A, B, C or D to fill each gap.

It is not easy for inventors to 1 _____ a new product on the market, especially when they have to 2 _____ with large consumer products companies which have a marketing 3 _____ of millions of pounds. Essentially, inventors have to carry out market 4 _____ beforehand in order to discover who might need or want their product, and what 5 _____ they might be prepared to pay. For a small company, the most effective marketing 6 _____ is to demonstrate the product to potential customers first, so that they know what they are buying. 7 _____ your marketing efforts on the customers you have and make sure to keep them happy and 8 _____, If you can do that, you will discover that they talk about the product to other people, and 9 _____ recommendation is the most cost-effective way of extending your customer base.

Before undertaking costly 10 _____ activities, such as printing brochures and taking out advertisements, use your imagination to see if you can reach your 11 _____ customers without spending so much. Relatively cheap ways of marketing your product are through a(n) 12 _____, handing out free 13 _____ at big events, and sending your product to journalists, who, if the product interests them, may write an article about it in a magazine or newspaper. All these activities will raise brand 14 _____.

Be ready to sell directly to customers, but, if your product is a consumer product, it is worth approaching retail stores to see if they will 15 ___ it, too.

1	A	introduce	B	launch	C	establish	D	start
2	A	compete	B	fight	C	oppose	D	struggle
3	A	resource	B	fund	C	budget	D	account
4	A	research	B	investigation	C	experiments	D	study
5	A	Money	B	number	C	total	D	price
6	A	manoeuvre	B	scheme	C	move	D	ploy
7	A	Employ	B	Focus	C	Aim	D	Direct
8	A	constant	B	true	C	loyal	D	faithful
9	A	word-of-mouth	B	mouth-to-mouth	C	face-to-face	D	eye-to-eye
10	A	publicity	B	promotional	C	selling	D	sales
11	A	End	B	aim	C	target	D	object
12	A	Internet	B	email	C	hyperlink	D	website
13	A	examples	B	copies	C	samples	D	trials
14	A	understanding	B	awareness	C	knowledge	D	information
15	A	Hold	B	have	C	keep	D	stock

CASE 2. Tasks to complete

Imagine looking for a job after graduation. Prepare CV using the following job benefits: a bonus scheme, responsibility, a high salary, an in-house training scheme, the opportunity to travel, a permanent contract, long holidays, rapid promotion. Observe the requirements when preparing CV.

CASE 3. Writing

Dear Mr Markham,

Late payment

I regret to say that we have not yet received payment for the goods that we delivered to you in March, although the agreement was that you would pay in 30 days. This is causing us severe cashflow problems, and unless you pay us immediately, we will have stop supplying to you with the goods you require.

I would also like to warn you that if you do not pay promptly, we will be unable to offer you your usual discounts in the future.

I look forward to receiving your payment shortly.

Yours sincerely,

Georgina Chandler

Accounts manager

1. You received the above letter this morning. Write an email to your assistant telling him to:

- investigate the cause of the problem
- pay the invoice
- apologise and explain to Ms Chandler.

You should write about 40-50 words.

MULTIPLE CHOICE QUESTIONS

1. Why is written communication more difficult than oral communication?

- 1) because you have to ensure the message is correct the first time;
- 2) because it is dynamic;
- 3) because you need excellent writing skills;
- 4) because you need to know technical jargon.

2. _____ communication generally takes place as a supportive form of communication.

1. Oral
2. Non-verbal
3. Verbal
4. Written

3. If speaker and listener are incidentally on the opposite sides of the splitter lump spectrum, the different mental styles can cause:

- 1) wider spectrum of thought process;
- 2) diverse ideas;
- 3) all of these;
- 4) confusion or lack of understanding.

4. Avoid the use of _____ while using oral communication.

- 1) logical sequence;
- 2) technical Jargons;
- 3) clear pronunciation;
- 4) precision and brevity.

5. For the purpose of effective organizational communication how much should the authority be delegated?

- 1) to only persons of high interest;
- 2) to only high level managers;
- 3) as less down the line as possible;
- 4) as far down the line as possible.

6. Slang and jargon are elements that _____.

- may enhance the vividness of a message;
- are more appropriate in public settings;
- may increase the power of a message;
- may reduce the clarity of a message.

7. Which one of these is a main function of posture

- 1) all of these;
- 2) to project a particular image of one self the other;
- 3) to evaluate the reaction of the communicated to the communicator;
- 4) ascertain the state of mind of the communicator.

8. Each illustration should be given a title and the should be written ___ or ___ the number

- 1) above, below;
- 2) after, above;
- 3) against, below;
- 4) below, after.

9. When a speaker wants to convey information efficiently and get work done, it is best to ___.

- 1) use abstract words;
- 2) use words with denotative meaning;
- 3) use connotative words;
- 4) choose symbols that go beyond a dictionary definition.

10. Which kind of interview is usually carried out by HR recruiters

- 1) screening interview;
- 2) panel interview;
- 3) telephonic interview;
- 4) one to one interview.

11. Where must illustrations be placed?

- 1) immediately below the first citation in the text;
- 2) immediately before the first citation in the text;
- 3) immediately above the first citation in the text;
- 4) immediately after the first citation in the text.

12. What type of words trigger an unexpectedly strong association in the listener mind?

- 1) red tape;
- 2) red flag;
- 3) black flag;
- 4) black tape.

13. What does conciseness of message means?

1. Clarity.
2. Comprehensiveness.
3. Crispness.
4. Specifyness.

14. Which of the following does not describe communication?

1. Solitary.
2. Transactional.
3. Situated.
4. Relational.

15. Maintaining and improving the morale of employees along with giving orders to workers, prescribing methods and procedures, announcing policies and organizational changes and keeping the management informs is an example of?

- 1) external communication;
- 2) internal communication;
- 3) formal communication;
- 4) informal communication.

16. Which of the following is not an external business written communication?

1. Curriculum Vitae.
2. Memo.
3. Enquiries letter.
4. Complaint letter.

17. No management task is more significant than communicating

- 1) failure.
- 2) success or failure.
- 3) success.
- 4) instructions.

18. An old zen proverb says `while walking, walk`. While eating eat`. this means:

- 1) give your complete attention to whatever it is that you are doing;
- 2) don't focus on too many things;
- 3) none;
- 4) you should do 2 things at the same time if you can.

19. Which posture, as per studies leads to favorable perception of communicators and positive speech:

- 1) mirror-image perpendicular posture;
- 2) mirror-image tapered posture;
- 3) mirror-image congruent posture;
- 4) none of these.

20. _____ encloses the words of a speaker.

1. Colon.
2. Apostrophe.
3. Semi-colon.
4. Quotation mark.

21. Grapevine is also known as?

- 1) formal communication protocol;
- 2) quick network communication;
- 3) wide network communication;
- 4) informal communication network.

22. Which one of these is the second stage of listening:

- 1) interpretation of sound received;
- 2) evaluation of interpreted meaning;
- 3) reaction to message;
- 4) reception of sound waves through ears.

23. Vividness of speech may be achieved by _____ .:

- 1) first-person narratives;
- 2) jargon and slang;
- 3) paralanguage;
- 4) careful use of tag questions.

24. What is one of the problems of downward is received and understood:

- 1) it is assumed that what is sent downward is received and understood;
- 2) the medium of communication is unreliable;
- 3) what is sent cannot be changed;
- 4) getting feedback is difficult.

25. The trump card during _____ should be bought at crucial moments.

1. Training
2. Negotiation
3. Purchasing
4. Interview

26. Meetings are based on one _____ .

1. Topic.
2. Issue.
3. Minutes.
4. Predetermined topic.

27. Which of the following is likely the most common type of meeting in business?

1. One-one meetings.
2. Sales meetings.
3. Regular staff meetings.
4. Team meetings.

28. If a man is not promoted to a higher position as he belongs to different religion, this is called:

1. Noise in the environment.
2. Stereotyping.
3. paralanguage.
4. Religion centric.

29. When does MEGO state, sets in an Presentation:

1. Welcome Audience.
2. State the purpose of your presentation.
3. Introduce yourself.
4. Staying too long on the same subject.

30. _____ is a piece of writing which is essentially based on statement of facts of a situation, project or process of test and it should be supported by evidence. Technical report.

1. Memo.
2. Research.
3. Essay.

31. Which amongst the following disciplines share theories and assumptions about communication?

1. Sociology.
2. Philosophy.
3. All of these.
4. Law.

32. While using, illustrations, _____numerals are used for tablets and _____numerals are used for figures

- 1) Italian, roman;
- 2) roman, English;
- 3) roman, Arabic;
- 4) arabic, roman.

33. Citation and references lists at the end of each chapter are called _____.

1. Foot note.
2. Explanatory note.
3. End note.
4. None of these.

34. How many character spaces are given while writing a report?

1. 2.0.
2. 5.0.
3. 3.0.
4. 4.0.

35. _____is hampered when there is errors is language, grammar, or visual representation:

1. Clarity.
2. Conciseness.
3. Correctness.
4. Crispness.

36. The last element of communication which is also the most important element is:

- 1) feedback;
- 2) appreciation;
- 3) suggestions;
- 4) complaints.

37. _____ interviews are conducted to assess the work of an employee:

1. Common.
2. Open.
3. Personal.
4. Appraisal.

38. Which medium allows each participant equal control over the content?

- 1) community;
- 2) interpersonal communication;
- 3) intrapersonal communication;
- 4) mass medium.

39. If the management cannot eliminate rumours entirely then what should it do?

- 1) minimize negative consequences of rumours by limiting range;
- 2) 1 and 2b;
- 3) minimize negative consequences of rumours by limiting impact;
- 4) minimize negative consequences of rumours by limiting information.

40. _____ is like a guessing game:

- 1) speech;
- 2) listening;
- 3) interpretation;
- 4) language.

41. Which element results in disturbance in flow of information?

1. Voice.
2. Disconnection.
3. Interruption.
4. Noise pollution.

42. _____ does not come under personal barriers in communication:

1. Narrow thinking.
2. Limited vocabulary.
3. Chain of command.
4. Poor listening skills.

43. Which of these is not a type of oral communication used in an organization:

- 1) personal;
- 2) staff;
- 3) intrapersonal;
- 4) presentation.

44. Organising things like men, material and machine involves communication like

- 1) formal;
- 2) all of these;
- 3) grapevine;
- 4) downward.

45. _____ forms an essential part of report and aims to clarify and supplement the verbal analysis, description or discussions presented in the report

- 1) citation;
- 2) special notes;
- 3) illustrations;
- 4) indentations.

46. What are the uses of illustrations?

- 1) you can present a large number of details in less space with greater precision;
- 2) illustrations aid in giving an integrated picture of a number of items or to compare the results arrived at through analysis of data discussed in the report;
- 3) all of these;
- 4) they catch readers attention quickly and transmit the message effectively.

47. An old zen proverb says ``while walking, walk. While eating eat``. this means:

- 1) you should do 2 things at the same time if you can;
- 2) none;
- 3) don't focus on too many things;
- 4) give your complete attention to whatever it is that you are doing.

48. The two functions of an apostrophe are ____ and ____:

- 1) None of these;
- 2) to indicate possession, contraction;
- 3) highlighten, different;
- 4) superior, different.

49. Which of the following a sans serif font:

1. None of these.
2. Arial.
3. Both of these.
4. Times.

50. When you have to respond to an email message, include _____:

1. All of the original message.
2. None of the original message.
3. Only the part of the original message that is relevant.
4. The last two or three messages from the same person.

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