

I. READING COMPREHENSION

1. Read the following text about business manners:

Mind Your Manners: It's Good Business

Mom said it best: *If you want to succeed in business, try to act like you weren’t raised in a barn.*

But even though knowing how to behave is more important than ever, global alliances, new technology and an increasingly diverse work force have changed many of the old rules. ………. 0.

Here are a few tips from Sue Fox and Perrin Cunningham, authors of *Business Etiquette for Dummies* (Hungry Minds Inc.):

When someone gives you a business card, don't just glance at it and slide it into your pocket. Instead, take a moment to read it thoroughly. You may want to repeat the person's name to be sure of the correct pronunciation and/or ask about the person's job responsibilities. ……1

Treat everyone with courtesy, even co-workers who bug you. Remember the morning affirmation of Marcus Aurelius, a former Emperor of Rome: "Today I will be surrounded by people who irritate me. I will not demonstrate my irritation."
Reading and Vocabulary for Business Students – Part I

Americans routinely eat French fries with their fingers. But in France, pommes frites are eaten with a knife and fork. When you dine overseas or with an international group, be especially watchful of the behaviour of your companions. When in doubt, use a knife and fork.

Be careful how you sit. Jiggling your knee is a sign of nervousness. Leaning forward can, at times, suggest aggressiveness, so do it with care. Leaning back with your hands behind your head and your pelvis lifted is an unseemly display for a man. So is sitting with your legs open if no desk shields your conversation partner from you. ……. 2.

Giving your boss a gift? Use extreme caution. Extravagant gift-giving is bad strategy (it may look as if you're trying to curry favor or offer a bribe) and in poor taste. ……..3.

When making introductions, observe the "pecking order." Always present the "lesser" person to the more senior person. For instance:

"Ms. Executive, I'd like to introduce Mr. Assistant."
"Mr. Client, I'd like to introduce my partner."
"Governor, may I introduce Ms. Citizen."
"Two-Year Employee, this is Ms. New Employee."

If you'll be hosting foreign visitors, ditch the slang. Idioms can be confusing to foreign visitors, even if they speak the King's English better than you do. …..4. A sentence such as, "The printer works 24/7, so I'll get you that report ASAP unless the finance guy is AWOL again today" can be difficult for even a U.S. native to understand.

When dining with colleagues, follow the senior person's lead. If he or she orders an appetizer and an additional side dish, you should, too. …….5. And although you can always drink less than the senior person, you should never drink more. Two or three glasses of wine during a business dinner is plenty for anyone.

Be discreet with your pager. If at all possible, keep your pager on the vibrate mode. If you absolutely must have your beeper tone on, know exactly where your pager is so you can shut it off immediately. Every second you spend fumbling through your jacket pockets or purse while your pager plays "God Bless America" is more bad business karma piling up. …..6. Wait until it is your turn to speak, then excuse yourself for a moment. Better still, wait until your meeting is over to check your message.

(http://www.business-survival.com/articles/startrun/BizManners.html)

2. Choose the best sentence from below to fill each of the gaps in the text above. E.g. 0 – D. Do not use any letter more than once. There is one extra sentence.

A. Remember to keep courses balanced so that everyone is eating at the same time.
B. If you're talking to someone, don't look at your pager for a message while they are speaking.
C. Others may resent you for "going overboard." Consider sending group gifts rather than individual gifts to bosses. It's all right, however, to send a card or flowers to your boss if he or she has been ill or in the hospital.
D. Good manners really can give your career a boost, but are you confident that you know the rules?
E. Similarly, leaning back with your legs crossed and one side off the seat of the chair is an unseemly display for a women. So is sitting like a sexy starlet on the Tonight Show.
F. The expression "How's it going?" for instance, doesn't make much sense to someone who doesn't understand what "it" refers to, let alone where it would be "going."
G. "If this person can't handle the fundamentals of a knife and fork, what else did this person neglect to learn--and do I want him to handle my account?"

H. Be sure to express your thanks for being given the information.

3. Read the following text about communication in business:

**Defusing the Bomb**

*By BRAD AGRY*

**Synopsis:** Communicating with the irrational customer, client or business associate.

Communicating with someone who is angry is one of the most difficult business challenges a business owner can face. Whether this angry person is a customer, client, an employee or outside third party, being on the receiving end of their heightened emotions is stressful. The challenge of someone pounding their fist, shouting at you or making unfair demands, forces you to respond as a disciplined, controlled and effective communicator.

When you are put face to face with hostility, the natural human response is to react in kind; however, in most situations this is not an effective strategy. The key to breaking the cycle is to establish a mutual understanding. By finding a common ground, you can resolve the conflict and begin to build communication, step by step.

In order to be an effective communicator you need to shift the exchange from the emotional to the rational. When faced with a situation where an angry and demanding individual or group has a list of complaints, the owner/manager needs to communicate both an understanding of their grievances and a willingness to collaborate to address them. The four simple steps to 'defuse the bomb' are:

- **Inquire:** Being a focused listener calls for inquiring about the other person's issues and concerns. The goal is to not interrupt and to encourage them with eye contact and head nods.
- **Empathize:** This means to connect with somebody on their emotional level. To relate to them you must first say, "I (appreciate, understand or share) your (frustration, doubt or concern)." Then, you must commiserate by saying how in the past you too have felt similarly.
- **Ask permission:** Asking whether or not an angry person would like to hear some relevant information puts them in control, and thereby decreases their tension. Permission questions communicate that you are a reasonable person doing your best to reach an understanding.
- **Explain and offer choices:** It's soothing for the upset individual to have a choice of solutions explained to them. The more solution options you offer for a course of action, the greater their sense of control becomes. This puts them in a more rational state where you can together begin to resolve the situation.

It is important to realize that this model does not always move in a simple and linear fashion. You may often find yourself in a situation when some residual anger surfaces just when you thought the problem had been solved. You may have to recycle through the model again or spend a longer time on individual steps. For example, an angry customer may take a long time to vent their initial anger. Remembering that anger is essentially fear turned inside out, you must let them express it all before you can move to a more rational platform of cooperation.

(http://www.bspage.com/1article/art-bomb.html)
4. Read the following statements and decide whether they are true or false, according to the text above:

1. Well-trained communication skills help a business person get out of a tensioned situation successfully.  
   T / F

2. In most situations, when put face to face with hostility, one should react in kind.  
   T / F

3. It is more important to show an understanding of your partners’ grievances than to try to solve them.  
   T / F

4. Empathy means relating to the others’ problems.  
   T / F

5. Asking for permission helps to increase your partner’s sense of being in control of the situation.  
   T / F

6. It is important to let the other party relieve their tension before you go on with your business transaction.  
   T / F

5. Read the following text about email etiquette:

**Business Email Etiquette**

1. __________
   Have you seen those direct marketing letters and brochures that often turn up in your inbox? Often they are letters imploring you to continue to your magazine subscription.

   The letters I'm speaking about are four pages long, and fold in the middle like a small book. They frequently use different type sizes and two or three colors to make their point more palatable.

   I still throw them away. Why? Because I don't have the time to wade through while they get to their point.

   When writing an email message in business, don't fall in to the same trap. Business email is designed to get a result: to communicate an important fact, or to get a response.

   You'll get that result better by getting to the point early, and keeping your message short.

2. __________
   One feature that business communication has in common with other types of communication is standard grammar and syntax. But particularly when composing email, business people let their grammar and spelling become sloppy.

   So keep your wits about you when writing email. Remember that anyone can read an email message you write, from the CEO on down, so becoming lazy with grammar and spelling may not put forward the impression you want.

   And, if you are writing to a customer your lax grammar will reflect poorly on your company too!
3. _____________

People won't care about the meeting you are throwing about the XYZ product if the product's real name ABC. They may remember your mistake though. In many areas of writing email (as in much business writing) you are practicing persuasion--asking someone to do something. If your reader doesn't trust your knowledge or your good judgement, you'll have more trouble "getting your way."

Get your facts wrong and you've at least called your judgement into question for those that don't know you. Not forever maybe, but why risk it? And, if you have a reputation for good judgement, errors in fact will at least result in requests for clarification. A series of back and forth emails will ensue. Who has time for that?

4. _____________

Email may seem a more casual form of communication than an old-fashioned typed business letter. It has the features of immediacy, ready availability, ease of use. Remember that email has permanence too.

Microsoft, for example, was probably displeased (but not entirely surprised) when certain communications were uncovered in their U.S. Government antitrust case. These communications--email--were revealed as exhibits at the trial, showing executives at Microsoft in an unflattering light.

Surely the people writing those emails, who included the CEO Bill Gates, had not thought email was totally private? The amazing thing is that even for the computer-literate, the immediacy of email beguiles them into thinking it is also intimate. That it is a private conversation with a colleague who may also be your best friend: just like writing a letter, sealing it in an envelope that no one will open, and dropping it in the mail.

However, traveling through dozens or perhaps hundreds of computers on its way to its destination, email is not quite so private as that. So choose your words and topics with the knowledge that more than just a friend could be reading it.

5. _____________

Since email is easy to reply to, be proactive in asking the receiver for a response. Once you know the answer, you can make your business plans accordingly. And, wondering whether someone really did get your email after all is worrisome at best.

When replying, most email programs will prefix a "Re:" string to the subject line, making clear to what the message refers. To get a response, just ask.

6. Fill in the gaps with the following sub-headings:

   a) Be right
   b) Be proactive
   c) Be grammatical
   d) Be short
   e) Be careful
II. VOCABULARY PRACTICE

Can We Curb Rude Cell Phone Manners?

By Al Neuharth, USA TODAY founder

July is National Hot Dog Month. Also National Baked Bean Month. And National cell phone Courtesy Month.

I love hot dogs. And baked beans. But what really makes my mouth water is the possibility of more incoming cell phone users.

The latter is the brainchild of etiquette expert Jacqueline Whitmore, who runs The Protocol School of Palm Beach, Fla. She thought it up when she consulted for Sprint PCS and realized how many culprits cell phone users there are.

This is the first year cell phone Courtesy Month is being observed. Here's why it's important:

• There are 137 million cell phones in use in the United States.
• Millions of them go off menacingly every day. In theatres, restaurants, libraries, museums, classrooms, churches. Even at funerals.

Many public places have put in rules against behaviour of cell phone calls. More are considering it. As a lifelong advocate of free speech, free spirit and free press, I'm reluctant to side with those who want to curb cell phone use. But ...

Most cell phone inherently are ill-mannered underachievers. Getting a phone call in a public place and carrying on a long, loud conversation gives these wannabes a feeling of importance. Some cell phone companies encourage cockamamie Example: Cingular Wireless has ads on television in which a phone rings and rings at the Statue of Liberty until the great lady reaches inside her robe for her cell phone, steps down from the pedestal and answers her call with a smile.

Those who misuse cells, or encourage their misuse, should heed the wake-up during this cell phone Courtesy Month. If they don't, free speech and free spirit may become victims of their oafishness.

(http://www.etiquetteexpert.com/curb.htm)

1. Fill in the gaps in the text above with the missing words:

a) incoming  
b) menacingly  
c) culprits  
d) rude  
e) behaviour  
f) courteous  
g) victims  
h) brainchild  
i) advocate  
j) call

2. Choose the best word from below to fill each gap:
Factors That Influence Communication

For communication to work and get the response or reaction that you want, the receiver must understand the message that the sender is sending. To make this possible the message should be:

- Clear
- Simple
- Accurate
- Complete
- Relevant

This sounds easy enough to do but there are quite a few of those little gremlins that get in the way of communication.  

- **Understanding**
  
  If you were told to "vat vir jou 'n boek en sit daar op die stoel" you would not do so. Not considering that the communication takes place in a language you don't understand. (It is, by the way, in Afrikaans, which is one of South Africa's 11 official languages). There has not been effective communication between me, the sender, and you, the because the medium used was one you did not understand.

- **Attitude**
  
  Your response to the request = "would you be able to stay this afternoon and help in the office?" would be very different if the was given by a sender you liked and wanted to impress than it would be if the same message was given by a sender you . The communication from the sender you want to make a good on would have got the desired result, you would have helped in the office. The sender that you have a bad towards would be doing the work himself.

- **Timing**
  
  Teenagers are experts on timing! Don't you just know the right time to ask Dad for those new jeans? Even if your communication is clear, simple, accurate, relevant and complete you know that it won't be effective (get the jeans) if you ask when the receiver (Dad) is in a bad . has just come home from a hectic day, has just seen your report/ messy bedroom/you fighting with your sister.

- **Method**
  
  We have already said that in communicating we have a sender (you) a message (I am dumping you) a receiver (your boyfriend, sorry, ex-boyfriend) and a medium or method. In this case the notice board at school is not a good method. He will understand the message but the may not be desirable.

- **Tone**
  
  The "Oh, go away" that you laughingly say to your friend who is teasing you is communicating a very different message to the "Oh, go away" that you say to your little brother when he asks if he could borrow £2. Same message but very different tones that convey very different meanings.
• **Purpose**

In business, communicating is usually to remind, reprimand, persuade, request, encourage or inform. Your reaction to any message would depend ________ 12. the purpose of it, what the sender was trying to ________ 13. you, the receiver, to do.

• **Capability**

It is very important for the receiver to understand the message, given in the right tone, at the right time for the right purpose, but useless if the desired result is ________ 14. his/her capabilities. Instructing you to split the atom is not effective communication because you are not a ________ 15. physicist.

1. a) efficient b) effective c) effectual d) professional
2. a) extraordinary b) unexpected c) surprising d) astonishing
3. a) receiver b) recipient c) beneficiary d) addressee
4. a) demand b) request c) memo d) message
5. a) disliked b) hated c) detested d) disapproved
6. a) impact b) effect c) influence d) impression
7. a) feeling b) attitude c) inclination d) dislike
8. a) in b) at c) about d) on
9. a) state b) humour c) disposition d) mood
10. a) reaction b) answer c) reply d) riposte
11. a) frustrating b) irritating c) vexing d) disturbing
12. a) upon b) by c) onto d) on
13. a) make b) get c) persuade d) convince
14. a) within b) beyond c) in d) inside
15. a) accomplished b) skilled c) expert d) trained

3. **An Etiquette Primer**

- ✓ When hosting a business dinner, prepare as much as possible 0……….. the event. Pay the bill before dinner, and 1……………… any receipts faxed to the office.
- ✓ Master your handshake. The web of each person's thumb must meet. Clasp the person's entire palm, 2…………….. eye contact, and smile.
- ✓ At conferences, 3……………… your name tag on your right shoulder. This will place the name tag in the line of sight of the person shaking your hand, 4……………… a discreet reference for those who 5………….. your name. (You, of course, never forget names.)
- ✓ When meeting international 6………………… bear in mind the country or region's prevailing business-card etiquette. Have cards 7…………... in English on one side and the host's native language on the other. 8…………. your card with your host's language facing up.
- ✓ In Asian countries, 9………………… a business card with both hands. Upon receiving it, study the card, and thank the giver. Place the card gingerly in a card holder or brief case. Do not 10……………… it in your pocket. In China, business cards should be printed in black or gold ink. ([http://www.cfo.com/printarticle/0,5317,81740,00.html](http://www.cfo.com/printarticle/0,5317,81740,00.html))
4. Read the text below about human understanding at the place of work and use the words on the right, listed 1-12, to form a word that fits in the same numbered space in the text. E.g. 0 – drastically.

The world of today is 0……………. different from that of twenty, or even ten, years ago. The influence of multinational corporations, the 1……………. revolution, the "Information Superhighway", and the movement of the private and public sectors towards 2………….., sets the scene. New laws, agreements and regional 3……………. - from NAFTA to GATT to the EUROPEAN UNION or ASEAN - have contributed to make this 4………….. change not only possible but also 5…………….. This development demands a completely new approach to business or to any type of international relations. A 6……………. of strategies, of 7……………. and the use of human resources. Because when it comes right down to making the deal, it's people who make the 8………….. It's the people in your company who have to make the 9………….., make the 10…………., and follow through on them. It's people who have to learn to understand and work with each other, whether it happens in person, over the phone, through the fax or by e-mail. And it's people who have to make sure these new 11……………. relationships are built on a sound basis of understanding and mutual respect. This is necessary because globalization could be a two-edge sword. The opposite site of immense potential markets is the challenge of understanding or 12……………. an entirely new cultural milieu. (http://www.angelfire.com/ca2/crossculturehome/)

0. DRASTIC
1. TECHNICAL
2. GLOBE
3. PARTNER
4. MASS
5. ACHIEVE
6. EVALUATE
7. EXPAND
8. DIFFER
9. ACT
10. COMMIT
11. BUSY
12. UNDERSTAND
Reading and Vocabulary for Business Students – Part I

5. Read the text below about dining mistakes. In most of the lines 1-15 there is one extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct. If a line is correct, write CORRECT against the corresponding number; if there is an extra word in the line, write the extra word in CAPITAL LETTERS against the corresponding number on your answer sheet. E.g. 0 - TO 00 – CORRECT


Top Dining Mistakes that Could Sabotage Your Career, according to etiquette gurus Adeodata Czink and Joy Davies.

North Americans have not traditionally attached as much significance to formal manners, particularly table etiquette, as Europeans, says A. Czink, president of Business of Manners, a company that specializes in international protocol.

However, now that many companies are more involved in international trade, good manners are being taken more seriously here.

✓ Do not use a cellular phone. If you must turn a cell phone during a meal, you must apologize beforehand. Then you must apologize when the phone rings. Leave the table to take the phone call. Apologize again after the phone call.

✓ Don't cut your food up into bite-size pieces. North Americans often cut up their meat (or main course) into pieces and transfer their fork to the right hand to eat. To be on safe, you should follow the European model: Cut one piece at a time and keep your fork in your left hand at all times. "When you cut your food up like that, you look like you are about to feed up a baby."

✓ Don't chew with your mouth open. This, according to Ms. Czink, is a "huger" problem in North America and is considered high offensive in other cultures.

✓ Don't touch your wine glass until the host makes a toast or drinks from his/her glass.

✓ Don't make mistakes using your utensils. It is very important, for example, to put your utensils in the 5 o'clock position to signalise you are done at the end of the meal.

✓ Don't make yourself at home when visiting someone. Unless asked, do not operate on another person's sound system or touch their CDs.

✓ Don't look down while shaking hands. When introduced, shake hands for the length of time it takes to note the colour of the other person's eyes.

(The National Post)
6. Match the following verbs and nouns to form suitable collocations:

   1. make
   2. reach
   3. return
   4. ask for
   5. state
   6. do
   7. burn
   8. end
   9. express
   10. take
   11. handle
   12. make

   a) bridges
   b) a/the call
   c) an interest
   d) a deal
   e) a/the call
   f) business
   g) a message
   h) a number
   i) a/the call
   j) an appointment
   k) a/the call
   l) the purpose

7. Now fill in the gaps in the following text with the collocations you found above. You may want to change the form of the verbs (-ing, -ed, etc.) or of the nouns (pl., etc.):

   Business Telephone Etiquette for Success
   Proper Telephone Etiquette is more important than ever in today’s business environment. Much of our business communications takes place on the phone: in the office, at home, in the car, virtually anywhere. In this area, proper phone technique can 1. _______ or break _______ or relationships. The following are some guidelines to help you use the phone as a power tool.

   First is the greeting. When answering the phone for business, be sure to identify yourself (and your company, if applicable). If answering someone else’s line, be sure to include their name in your greeting, so that the other party does not think they have 2. _______ _______ or 3. _______ _______. For example, if answering Jim Smith’s line, Bob Johnson would answer the phone “Jim Smith’s line, Bob Johnson speaking” and then 3. _______ _______ or 4. _______ _______, depending on how your office works.

   When you are the person 5. _______ _______, be sure to use proper phone etiquette from the start. You want to be sure to be polite to the “gatekeepers” i.e. Secretaries, receptionists etc. that answer the phone for your business contact, as they are the ones who have the power put you through, (or not) at 4:55 pm on Friday, when their boss is getting ready to leave the office. They may sit outside of the office, but they too have influence and power so a greeting such as “Good morning, this is Penny Jones, I’m 6. _______ _______ from John Jones, is he available? is a bit of etiquette well spent in the long run. It would also be wise to learn the names of the top assistants, and use their names to make
them feel noticed and important. Some business relationships, especially in fields like sales and marketing, start or stall right at the front desk.

When you have reached the party, if your call has been expected, remind them of the prior conversation and appointment. People get busy and can seem surprised until you remind them of where they should remember you from. If your call is not expected, unless it will be a short call, ask the party if they have the time for you. Calling unannounced is much like “dropping in” and you shouldn’t overstay unless invited. If the other person does not have time, briefly 7. _________ of your call and 8. _________ to follow up at a later time.

Have a phone diary. Keep a pencil and pad near the phone and jot notes during phone conversations. This will help you “actively listen” and have a reference for later. Employ active listening noises such as “yes” or “I see” or “great”. This lets the other person know that you care about what they have to say. Recap at the end of the call, using your notes and repeat any resolutions or commitments on either side to be sure you are both “on the same page”.

9. _________ on a positive note by thanking the other person for their time and 10. _________ in speaking with them again (if that is true). If not, just let them know you appreciated them speaking with you and end the call. A gracious good bye leaves the door open for further communication and in this day of mergers and acquisitions you never know with whom you will 11. _________ with in the future, so 12. _________ any _________, or telephone lines, would be unwise. Remember, in this global marketplace, some of the most powerful business relationships have been between people who have never seen each other.

(http://ny.essortment.com/businesstelephone_rti.htm)

8. Find more collocations with the noun call:

verb + call

accept

give sb.

make

________

adjective + call

business

collect

emergency

________

9. Match the following words and expressions with their corresponding definitions:

A.

1. assessment a) a device which makes images on a flat transparent sheet larger and shows them on a white screen or wall.

2. interview b) the written record of what was said at a meeting

c) something that you are shown, such as a picture, film or map, in order to help you understand or remember information.

3. agenda d) a judgment about something based on an understanding of the situation

e) a list of matters to be discussed at a meeting

4. Annual General Meeting (AGM) f) meeting once every year in which a company or other organization discusses the past year’s activities and elects new officers.

5. minutes g) face to face communication where questions are asked.

6. overhead projector (OHP) h) Information or statements of opinion about something, such as a new product, that provide an idea of whether it is successful or liked

7. feedback

8. visual aids

18
B.

1. letter of warning  a) a message or other information in writing sent by one person or department to another in the same business organization
2. paperless technology b) the third warning given for offences or breaking the rules at work. If the rules are broken again within 12 months, the employee can be fired.
3. letter of dismissal c) thin book with large pages and a paper cover which contains articles and photographs and is published every week or month, intended for the people who work for an organisation.
4. letter of appointment d) a letter an employee receives when he/she gets a more senior job, usually with better pay and status but more responsibility.
5. message e) documents used in a business to record transactions, eg: invoices, statements.
6. staff magazine f) advancing technology and the use of computers means that businesses can store information on disk and send information via computer and in this way reduce the amount of transactions written on paper and stored in files.
7. trading documents g) a letter an employee receives when he/ she is given a new job. The letter contains details of the job, salary, duties, benefits etc.
8. letter of promotion h) written feedback on any matter that concerns the business, eg: monthly sales figures, research carried out, progress of a task.
9. memo i) a short piece of information that you give to a person when you cannot speak to them directly
10. report j) a letter an employee receives to tell him he has been fired.

10. Now fill in the gaps below with the above words and expressions:

A. Spoken Communication

This type of communication happens a lot more than written communication for both internal and external matters.
The feedback, or reaction, is immediate.
Verbal communication can be over the telephone, and now with mobile phones, it is quick and flexible.

Much communication in businesses is face to face, verbal communication. This can be at meetings, either formal ones like an 1. _________ or more informal departmental meetings to get a report back on the progress of a task. Unless 2. _________ are taken at the meeting there is no record of what has been said and different people may have "received" different messages. Some may not even have heard the message at all! A written 3. _________ is usually sent out before a meeting. It is to let those who would be attending know what matters will be discussed at the meeting.

Use can be made of 4. _________ in a meeting, externally if it is a presentation to a client and even internally to explain a new project to colleagues. These could be slides, 5. _________ or charts so that the messages can be heard and seen. Another form of spoken communication is 6. _________, both internally for a promotion or 7. _________ or externally if you are applying for a job. These are very stressful because even though they give immediate 8. _________ in the form of an impression, this impression is often false.

1. _________
2. _________
3. _________
4. _________
5. _________
6. _________
7. _________
8. _________

B. Written Communication

Written communication is slower than spoken communication, and often no feedback is received, but you always have proof of the 1. _________ sent.
Within a business a lot of written communication is done via memorandums or 2. _________ as they are called. They are short letters, not formal but they do have a set format and are very important documents.

Letters are a popular form of written communication. Letters are often sent within the business. When you get appointed to a new job you get a 3. _________, if you do that job well you will get a 4. _________, if you do that job badly you will get a 5. _________ and, after enough of those, a 6. _________.

Letters, newsletters, contracts and brochures are sent to customers all the time.

7. _________ are used internally to give feedback on the progress of any task that may have been delegated. Like a memo, they have a standard format but are more detailed. Any report should have:

- Introduction
- Findings
- Conclusion
- Recommendations

A report could be written on the results of a marketing campaign, the progress in any department, quality control on a new product or even on an assessment of staff members.

8. _________ are used for written communication externally. By these we mean invoices, statements, delivery notes and quotations. These documents are standard and pre-printed to save time and effort. They record all the buying and selling transactions and even with all our “9. _________” trading documents are still a very important method of communication for any organisation's office.
A lot of businesses have in-house _______ which are used to communicate internally to staff about the organisation, functions that have or will happen, social activities and news on other staff members. These are great for boosting morale and team-building within a business, they make the staff feel part of a team.

1. _______ 6. _______
2. _______ 7. _______
3. _______ 8. _______
4. _______ 9. _______
5. _______ 10. _______

11. Read the following text about the art of the interview:

The Art of the Interview
If the very word “interview” makes your palms sweat and your head itch, then take a deep breath, sit down and read this easy step-by-step guide to interview championship.

A. ________________ This one may seem basic, but it’s easier said than done. Before you start your rounds of interviews, be sure to have a comfortable, clean, fairly conservative outfit. Don’t neglect such crucial details as dark socks for guys or stockings without rips for women. Invest in a nice folder or portfolio in which to stash your resumes - otherwise you’ll end up hurriedly smoothing them out after extracting them from the bottom of your backpack.

B. ________________ Interviewers expect you to come in with a working knowledge of the company, as well as with a list of questions. When you’ve really done your homework, though, you may not be able to think of any questions because you already have the company’s history, financial statistics, and the CEO's mother's maiden name memorized. If this happens, make up some questions ahead of time to ask during the interview. Also, and this is really crucial, know what the job is that you’re applying for before you go into the interview. If you need a description of it, call the company’s personnel department and ask to be sent information. If you don’t want the personnel department to know it's you calling, have a friend do it.

C. ________________ Imagine the embarrassment if your interviewer asks you to elaborate on the summer you spent pearl diving off the coast of Tanzania, and you can’t even remember where Tanzania is. For every item on your resume, try to have a paragraph’s worth of information, in addition to what is already listed. Even better, try to think of a way in which each item illustrates one of your particular strengths or weaknesses. If you’re too nervous to remember everything, it’s all right to hold a copy of your resume in your hand to jog your memory. But don’t forget to continue making eye contact with your interviewer.

D. ________________ But don’t brag too much. The hardest thing about an interview is making yourself sound like the kind of person anyone would want to hire without coming off like an arrogant jerk. At the same time, don’t be self depreciating to the point of evaporation. It’s important to be able to speak about yourself as objectively as possible.

E. ________________ This is the most important point. The day before your interview (or even earlier) put on your outfit, sit yourself down in an uncomfortable chair, and have a friend grill you with questions. Or, better yet, have a career counselor conduct a practice interview with you. Many career centers will even videotape your practice interview, so you can see your own strengths and weaknesses (and dandruff).
F. By the time interview day rolls around, you should be set. Get a good night's sleep, eat well and take a relaxing walk beforehand. And remember, it's just one job. If you don't get it, it's not the end of the world - it just means that fate has an even better opportunity for you waiting around the corner.

(http://www.vault.com/survival/center.jsp)

A. Fill in the gaps with the suitable sub-headings below:

1. Accentuate the positive.
2. Relax.
3. Be prepared to ask questions
4. Dress appropriately.
5. Practice.
6. Memorize your resume.

B. Find in the text antonyms to the following:

1. biasedly
2. crumpling
3. unprepared
4. trivial
5. calm
6. condense
7. commending
8. avant-garde
9. ease
10. tense

12. Read the following minutes and fill in the gaps with suitable sub-headings:

MINUTES

Niagara Youth Concert Band
Board of Directors
Thursday, December 14, 2000
Niagara Falls Public Library
7:30 p.m.

1. __________________

Present: Nick Bunch, Keith Durkell, Kathy Ganapathy, John Luck, Alleyene Quarter, Linda Rogers, Irene Silken.

Regrets: Will Gibson, John Van Dover

2. __________________

Corrections: The gross sales at the Book Sale were $34,000, not $3400.

Motion: It was moved by Alleyene Quarter and seconded by Nick Bunch that the minutes of November 28 meeting be approved as corrected. Carried.

3. __________________

a. Treasurer's Report

Keith Durkell reported that most players fees were paid. Almost all outstanding bills have been paid, including those for the annual rent and the new music. The balance is $10,322.35.

Motion: It was moved by Alleyene Quarter and seconded by Kathy Ganapathy that the Treasurer's Report be accepted. Carried.
b. **Tour Committee Report**

Tour Committee chair Kathy Ganapathy reported that we are waiting to hear whether the Newfoundland Youth Concert Band will play a joint concert when we visit St. John's in late June.

Keith Durkell indicated that players wanted to know the amount of the final instalment of the tour payments. Kathy Ganapathy indicated that she would try to learn the exact amount for the next board meeting.

c. **Player's Representative**

No report.

4. __________________

Niagara Parks Commission (November 30, 2000)

Secretary Linda Rogers indicated that the NPC would not be releasing its summer Queenston Heights Bandshell schedule until January.

5. __________________

a. **Rehearsal Space Rent**

John Luck reminded board members that the band was paying a lot to the board of education for the practice space.

Irene Silken suggested a committee be struck to report on other rental options.

Linda Rogers suggested that some band members would feel awkward if the practices were held in the hall of a religious group.

Others didn't feel his would concern players.

**Motion:** Irene Silken moved and Kathy Ganapathy seconded a motion to establish a rent review committee to investigate other possible rental spaces and to report at the next board meeting. **Carried.**

b. **Book Sale**

Book Sale Co-ordinator Nick Bunch asked board members what they thought of this year's sale. Board members said that the annual book sale in October was a big success. The advertising done by D. Pitch brought more customers into the warehouse. It was agreed to hire her again next year and to begin to tell band players' families about the sale earlier, perhaps with an initial notice in May.

c. **Play-a-Thon**

Orchestra Manager John Van Dover had faxed John Luck a brief report on the Play-a-Thon. The Play-A-Thon was the best ever. The renovations at the Pen Centre improved the setting. Shoppers threw more money into the music cases of the players. It was suggested that next year the Play-a-Thon be scheduled so that the musicians could play for Santa's arrival so that the band could be mentioned in the advertising.

6. __________________

**Secretary Wishes to Resign**

Secretary Linda Rogers indicated that pressing work commitments meant that she would have to resign her board position. She agreed to continue until the next meeting but hoped a replacement would volunteer before then so that s/he prepare the minutes jointly as training.

7. __________________

The meeting adjourned at 8:45 p.m. on a motion moved by Nick Bunch and seconded by Kathy Ganapathy.
8. ___________________ Thursday, January 25, 2001
Niagara Falls Public Library
7:30 p.m.
(http://www.pearsoned.ca/rogers/pdfs/fig3_2.pdf)

a) Matters Arising From the Previous Minutes
b) Next Board Meeting
c) Reports of Officers and Committees
d) Adjournment
e) Attendance
f) Correspondence
g) Any Other Business
h) Previous Minutes

13. Read the following memo and find which words correspond to the following:

1. funds 6. drug consumption
2. nourishment 7. bond
3. promote 8. accessible
4. essential 9. privacy
5. is putting into practice 10. self esteem

MEMO

To: All Officers, Managers and Supervisors
From: Company CEO
Subject: Referral Agent Program

Daemond Ltd. is implementing a new program for employees in need. The Referral Agent Program is
designed to provide the connecting link between people needing assistance and local community
resources.

We have sent Ms. Martha Peterson, Ms. Leila Desmar and Mr. Neil Roberts to a comprehensive 16-
hour training class, sponsored by United Way. They have gained valuable information on services
that are available for employees who need help. Topics discussed in the training included substance
abuse, child care, domestic violence, children’s health insurance and nutrition, eldercare, debt
management, family counseling and more.

RAs help their co-workers take the first step toward changing their lives for the better. They work hand in
hand with human resources and employee assistance personnel and are taught to respect confidentiality. In
return, employers often see higher productivity, less absenteeism and better safety and morale.

Your support will be critical to the success of the program. We encourage you to help market the
program and to support the work of our Referral Agents.

Please call me at 553355 if you have questions regarding the program.

John Martin NORMAN

1. __________ 6. __________
2. __________ 7. __________
3. __________ 8. __________
4. __________ 9. __________
5. __________ 10. __________