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С. В. НИКРОШКИНА

TEAM BUILDING
INTERCULTURAL AWARENESS
COMPANY STRUCTURE

Утверждено Редакционно-издательским советом университета
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Целью данного пособия является учебно-методическое обеспечение системы образования Новосибирского государственного технического университета. Пособие предназначено для бакалавров всех специальностей, изучающих английский язык для деловых целей. Пособие содержит англоязычные тексты по различным тематикам делового общения и разработанный на их основе комплекс заданий, ориентированных на взаимосвязанное формирование умений иноязычного чтения, письма и говорения в контексте делового английского. Пособие также включает дополнительные задания по развитию навыков перевода и говорения.

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Module 1. TEAM BUILDING

Lesson 1. Characteristics of Effective Teams

Lesson 2. Common Techniques for Team Building

Lesson 3. Optimal Team Size

Lesson 4. The Belbin Model. What is a Team Role?

Lesson 1. CHARACTERISTICS OF EFFECTIVE TEAMS

Preview

Answer the questions. Then talk about your answers.

1. How do effective teams look like?
2. What is the main purpose of the team?
3. What is the role of the team leader?
4. What do teams use conflicts for?
5. What authority do team members have?

Reading

Read and translate the text

Characteristics of Effective Teams

Many studies have been completed on the topic of what effective teams look like. They agree on key characteristics that effective teams share. The chart that follows identifies skills and attitudes that help teams function effectively.

Key Characteristics of Effective Teams

Characteristic	Definition
Clarity of Purpose	The purpose of the team must be clearly defined in concrete and measurable objectives. Effective teams know how their work contributes toward an organizational goal. The team leader reminds members of how each team member makes business success possible.
Good Communication	Open and accurate communication both between the team members and between the team and the larger organization is critical to keep members informed, motivated and focused. Part of the communication process involves establishing roles, making plans, and following standard business protocols and procedures.
Positive Role for Conflict	Generally effective teams use conflict to improve decision-making and problem solving processes.
Accountability and Commitment	Each member of the team understands his role on the team and takes responsibility for his actions. Team members take proactive measures to ensure that they can complete tasks, and they alert management when a problem arises. Members of effective teams not only know the team's purpose but are committed to achieving it and demonstrate the behavior needed to meet the goals. Team members have the authority to do what they need to do without being checked every step along the way. Finally, members must be incentivized and rewarded on both an individual and team basis.
Shared Leadership	Effective team members are willing to assume leadership roles when appropriate. Shared leadership reinforces a sense of shared responsibility and increases morale and team performance.

Positive Group Dynamics

Interpersonal relationships in effective teams are built on trust, respect, honesty, and acceptance. Conflict will still occur, but a positive group dynamic will focus the conflict productively.

Vocabulary

	слово	перевод
1	to agree on	согласиться, договориться
2	clearly defined	четко определен
3	measurable	измеримый
4	to involve	вовлекать
5	business procedures	деловые процедуры
6	to establish roles	устанавливать роли
7	decision-making processes	процесс принятия решений
8	to have the authority	обладать властью

Reading comprehension

1. Answer the questions

1. How do effective teams look like?
2. What are the skills and attitudes that help teams function effectively?
3. Must the purpose of the team be clearly defined?
4. What is critical to keep members informed, motivated and focused?
5. What do teams use conflicts for?
6. Why do team members take proactive measures?
7. What authority do team members have?
8. What does shared leadership reinforce?

2. Complete the sentences

1. Many studies have been ... on the topic of what ... look like.
2. The purpose of the team must be ... in concrete and ... objectives.
3. The team leader reminds members of how each team member makes ... possible.
4. Part of the communication process involves ... roles, ... plans, and following standard business ... and procedures.

5. Each member of the team ... his role on the team and takes ... for his actions.

6. Members of ... teams not only know the team's purpose but are ... to achieving it and demonstrate the behavior needed to meet the goals.

7. Members must be ... and rewarded on both an individual and team basis.

8. Interpersonal relationships in effective teams are built on trust, ..., honesty, and

Analyze

1. Match the words with their Russian equivalents

1	involve	a	цель
2	procedure	b	решать
3	purpose	c	напоминать
4	remind	d	включать
5	success	e	отношение
6	attitude	f	успех
7	behavior	g	процедура
8	solve	h	поведение

2. Give the English equivalents

1. улучшить процесс принятия решений;
2. устанавливать роли;
3. ощущение общей ответственности;
4. удостовериться в способности выполнить задачу;
5. предпринять профилактические меры;
6. приверженность делу;
7. обладать властью;
8. проявить заинтересованность.

3. Prove the following statements

1. The purpose of the team must be clearly defined.
2. Open and accurate communication between the team members is critical to keep members informed, motivated and focused.
3. Each member of the team must understand his role in it.

4. Interpersonal relationships in effective teams are built on trust, respect, honesty and acceptance.

4. Match the following English words with their synonyms

1	accurate	a	reach
2	communication	b	power
3	achieve	c	kinship
4	behavior	d	exact
5	authority	e	solution
6	relationship	f	connection
7	decision	g	comprehend
8	understand	h	conduct

5. Put the words in the correct order

1. The / of / defined / must / purpose / the / clearly / team / be.
2. On / key / teams / of / different / studies / characteristics / agree / effective.
3. How / work / toward / an / contributes / organizational / effective / teams know / their / goal.
4. Effective / generally / use / teams / to / conflict / improve / and / decision-making / problem / processes / solving.
5. Team / members / way / have / the / the / authority / to / do / along / step / what / every / they / need / to / do / checked / without / being .

Translate

1. Translate from Russian into English

1. Большое количество исследований проведено на тему эффективности командной работы.
2. Цель командной работы должна быть четко определена.
3. Роли в команде обычно распределяются руководителем.
4. Каждый член команды понимает свою роль и принимает ответственность за свои действия.
5. Межличностные взаимоотношения в эффективной команде построены на честности, принятии, доверии и уважении.

6. Членов команды следует вознаграждать за работу.
7. Часть командной работы построена на распределении ролей и выстраивании планов.
8. Лидер команды должен постоянно напоминать каждому ее участнику о личном вкладе в общее дело.

2. Translate from English into Russian

1. Certain skills and attitudes help teams function effectively.
2. Concrete and measurable objectives are a must for the team work.
3. Business success is possible thanks to the impact of each team member.
4. It is critical to keep team members informed, motivated and focused.
5. As a rule, effective teams use conflict to improve decision-making and problem solving processes.
6. Team members take proactive measures to ensure that they can complete tasks, and they alert management when a problem arises.
7. Team members have the authority to do what they need to do without being checked every step along the way.
8. Shared leadership reinforces a sense of shared responsibility and increases morale and team performance.

3. Read the text and translate it from English into Russian

Teams That Changed the World

During our lifetime there is an abundance of occasions in which we are required to work as part of a team; most notably in the workplace, and because of this, organizations are habitually faced with complex problems, sometimes in high pressure circumstances.

The proper formation and careful maintenance of a team is crucial to its performance and success. Establishing a diverse team with mixed skills and strengths can give a team the edge to thrive.

Another vital element is communication. By communicating with one another and understanding each other's communication styles and preferences, a shared culture is created.

Disagreements can be avoided (or easily resolved), with people understanding their individual and group roles in order for each team member to be striving for the same collective goal.

Research lead by Google has concluded that the best teams included team members who listen to one another and show sensitivity. Studies have also shown that when people work in teams, in contrast to working alone, they are more productive and report greater job satisfaction.

Working in a team results in faster innovation, quicker mistake detection and correction, better problem-solving, and greater performance according to research findings.

History is littered with top performing team case studies, and here we will look at the three top performing teams that we believe changed the world as we know it.

NASA's Apollo 11

A huge milestone for science and for mankind, NASA's 1969 Apollo 11 MISSION is a great demonstration of a top performing team.

Televised across the world, three astronauts made the revolutionary journey toward the moon and two of the three astronauts stepped foot onto the moon's surface, creating history.

Whilst Neil Armstrong, Buzz Aldrin and Michael Collins are the well-known faces of this prodigious achievement, they wouldn't have made it to the history books without the efforts of their supporting team - years of previous research and expertise allowed this mission to take place and succeed.

For two years prior to the operation, mission planners studied the moon's surface using photographs from satellites and the Surveyor spacecraft, to find the best place for Apollo 11 to land. They needed to consider the geography of the surface, factoring in craters, boulders and cliffs, as well as the best time to land due to the positioning of the sun.

NASA has estimated that more than 400,000 people made the moon landings possible; scientists, engineers and technicians, who had never worked in aerospace before, were given contracts to design a machine capable of transporting humans safely to outer space.

The astronauts visited the laboratories in order to create a human connection to foster a more cohesive team – the workers met the men whose lives were in their hands. In the operations control room, during each flight, there were numerous technicians guiding and supporting those heading into outer space. Essentially, each step of the way, communication was paramount, enabling the team behind NASA's Apollo 11 to achieve a historical milestone.

The Royal Society of London

The Royal Society of London is a classic and old example of a top performing team. Granted a royal charter by King Charles II, the Royal Society of London was the first national scientific institution in the world.

Founded in 1660 and often referred to as “the invisible college”, the society was orchestrated in order to encourage the exchange of scientific and philosophic ideas and theories. The society’s motto “Nullius in verba” is translated as “take nobody’s word for it”. The motto was upheld as a manifest of the members’ drive to verify all statements by the means of scientific facts and experimental research findings.

Notable members over the years have included the legendary Sir Isaac Newton, Charles Darwin, Albert Einstein and Stephen Hawking.

When the society was formed, during a time dominated by prejudice, war and political unrest, the group prided itself of the fact that it accepted members of all backgrounds.

Papers were exchanged between the scientific scholars, and within the space of just 70 years the science we employ in everyday life today was developed. This includes the sciences of anatomy, astronomy, botany, chemistry, physics and zoology.

The team’s achievements were established on a foundation of trust, support and respect, as well as a collective goal – the advancement of science.

Wikipedia

Many of us use Wikipedia on a regular basis and do not stop to think what a great example of teamwork the website portrays.

Volunteer writers and editors contribute by inputting knowledge and facts about the world onto the website in order to create an accessible and easily understood encyclopedic database.

Wikipedia is one of the most viewed websites in the world and is the result of the cumulative efforts of a vast, and somewhat anonymous, team.

In the world of sports, when thinking about top performing team case studies, one famous team in particular comes to mind.

The New Zealand national rugby union team

The All Blacks, are considered to be one of the greatest performing international teams in history.

Representing a country of just 4.5 million inhabitants, the All Blacks appear to be an untouchable team. They have won the title in 3 World Cups and accomplish a better ratio of wins than other sports teams, making them the foremost sports franchise in history.

In their 125 year long history, the All Blacks have won more than three-quarter of the games they have participated in which is a statistic unsurpassed by any other national sports team. Despite the frequent long periods of time spent away from family whilst touring for matches internationally, the team have a strong determination and drive to achieve a common goal - to win every game and maintain their reputation. All Black team players, including the coach, are seen as equal and as important components in the creation and maintenance of a successful team.

Nature - Birds

There are even examples of effective team performance in nature; think of geese, for example. Each winter the flock work together in order to achieve their common goal - reaching their seasonal destination. Communicating by honking at one another, they encourage those who appear to be losing momentum or getting tired.

Or, by flying in a v-shape formation, the geese reduce the drag for those behind them. The same principles could be implemented in an organizational team. Or, by nurturing a team mentality, all members share a common goal and feel supported by one another.

History teaches us that in order for teams to be successful, the conditions must be right. Nurturing management styles, and awareness of other's working styles are just some of the contributing factors that aid the creation of a high performance team.

Google's "Project Aristotle" has highlighted the fact that when individuals join an organizational team, they do not want to leave their individuality and personality at home. People want to be their true selves and feel that they are free to share ideas and thoughts in a psychologically safe environment.

Communication, empathy and mutual understanding all create a productive environment for increased performance and job satisfaction.

By understanding each other's work styles, strengths and attributes, work stops becoming an act of labor and becomes a collective goal or mission.

No man is an island. Business is a team sport!

Speaking

1. Retell the text above according to the plan

- a) speak about the team that were especially successful in scientific field;
- b) mention the team that created the best encyclopedic database;
- c) tell about effective teams that exist in nature;
- d) say a few words about successful sports teams/ clubs.

2. In small groups, discuss these questions

What teams have you been in, e.g. playing sports?

Describe some of the personalities in one of the teams.

Was it a successful team? Why/ Why not?

What do you think makes an effective team? What sort of people do you need?

Lesson 2. COMMON TECHNIQUES FOR TEAM BUILDING

Preview

Answer the questions. Then talk about your answers.

- 1. Which procedures and techniques help create the environment needed for the development of effective teams?
- 2. What do you know about setting team goals and priorities?
- 3. What is required to make sure that the goals are written clearly and that team members know their performances will affect the team goal?
- 4. Why should we select team members carefully?
- 5. What do collectivists usually prefer?
- 6. Why should the experience and ability levels of team members be balanced?

Reading

Read and translate the text

Common Techniques for Team Building

Once you know the characteristics of effective teams, how do you go about building those qualities into a group? When initially forming the

team, follow these procedures and techniques to help create the environment needed for the development of those characteristics.

Set team goals and priorities. This step supports the key characteristic of clear goals. Team members need detailed explanations of how their individual actions contribute to the achievement of the team goals. Team priorities should be established so that members can understand when and where to provide additional help if needed. Individuals need to understand how their personal smart goals support the team goals and how supporting the team also allows them to meet their own personal goals. ***If personal goals and team goals are not interdependent (for example, if a team goal is not specifically tied to a personal goal), then the employee most likely will focus on their own needs to the detriment of the team.*** Good communication skills are required to make sure that the goals are written clearly and that team members know their performances will affect the team goal and thus each other's performance.

Select team members carefully. Three factors should be considered when selecting people for a team: individualism, the average level of experience and ability, and the degree of diversity.

1. It's a fact that some people make better team members than others. It's also a fact that with determination, anyone can learn to function on a team. Although collectivists generally make better team members, there are many instances when independent tasks are part of a larger team effort. It may take more effort to communicate with the individualists, however.

2. The experience and ability levels of team members should be balanced so tasks can be distributed with high expectations of the work being done. At the same time, newer employees need to become a fully functioning part of the workforce, and this can happen by teaming them with the more experienced people. It is also important to select people based on their skills and leadership potential.

Team diversity represents not only the mix of skills and experiences, but also how people of varying culture, ethnicity, race or gender work together. Diversity is a good defense against groupthink because of a different outlook and belief system that challenges common assumptions.

Vocabulary

	слово	перевод
1	initially	изначально
2	create the environment	создать окружение
3	contribute to	вносить вклад во что-то
4	detailed explanations	детальное объяснение
5	focus on	сконцентрироваться на чем-то
6	average level	средний уровень
7	cooperation	сотрудничество
8	workforce	рабочая сила

Reading comprehension

1. Answer the questions

1. What is the first step in forming the team initially?
2. Why do team members need detailed explanations of how their individual actions contribute to the achievement of the team goals?
3. What is required to make sure that the goals are written clearly and that team members know their performances will affect the team goal?
4. Why should we select team members carefully?
5. Can some people make better team members than others?
6. How can you characterize individualists?
7. How can collectivists be characterized?
8. What do collectivists usually prefer?
9. Why should the experience and ability levels of team members be balanced?
10. Why is diversity a good defense against groupthink?

2. Complete the sentences

1. Team members need ... of how their individual actions contribute to the ... of the team goals.
2. Team priorities should be ... so that members can understand when and where to provide ... help if needed.
3. Individuals need to understand how their personal ... goals support the team goals and how ... the team also allows them to meet their own personal goals.

4. Although collectivists generally ... better team members, there are many instances when ... are part of a larger team effort.
5. It may take more ... to communicate with the ... , however.
6. Newer employees need to become a fully ... part of the workforce.
7. It is important to ... people based on their skills and ... potential.
8. Diversity is a good defense against ... because of a different outlook and belief system that ... common assumptions.

Analyze

1. Match the words with their Russian equivalents

1	ability	a	объяснение
2	expectation	b	способность
3	achievement	c	полагать
4	explanation	d	ожидание
5	require	e	этническая принадлежность
6	consider	f	предположение
7	ethnicity	g	требоваться
8	assumption	h	достижение

2. Give the English equivalents

1. изначальное формирование команды;
2. создавать необходимое окружение;
3. ключевые характеристики ясных целей;
4. вносить вклад в достижение командных целей;
5. приоритеты команды;
6. обеспечить дополнительную поддержку;
7. достигать собственных целей;
8. часть рабочей силы, функционирующая в полном объеме.

3. Prove the following statements

1. Following certain procedures and techniques helps create the environment needed for the development of the team.
2. Setting team goals and priorities is an important step in team building.
3. With determination, anyone can learn to function on a team.

4. The experience and ability levels of team members should be balanced so tasks can be distributed with high expectations of the work being done.

5. Team diversity represents not only the mix of skills and experiences.

4. Match the following English words with their synonyms

1	diversity	a	staff
2	important	b	aim
3	team	c	assist
4	goal	d	variety
5	determination	e	significant
6	technique	f	thorough
7	detailed	g	method
8	support	h	industriousness

5. Put the words in the correct order

1. Team / should / established / be / priorities.

2. Three / should / factors / be / considered / people / when / selecting / a /for /team.

3. Collectivists / make / better / team /generally / members.

4. Individuals / goals/ team / the /support / need / to / goals/ how / understand /their / smart / personal.

5. Good /communication/manage/ people/ skills /are /to / required.

Grammar

Conditionals

Study the example from the text:

If personal goals and team goals are not interdependent (for example, if a team goal is not specifically tied to a personal goal), then the employee most likely will focus on their own needs to the detriment of the team.

What are Conditionals?

Conditionals are statements that describe both hypothetical and real scenarios. They are often referred to as “if clauses” because they often begin the same way.

Here are a few examples:

- General truth – **If** I eat breakfast, I feel good all day.
- Future event – **If** I have a test tomorrow, I will study tonight.
- Hypothetical situation – **If** I had a million dollars, I would buy a boat!
- Hypothetical outcome – **If** I had prepared for the interview, I would have got the job.

Note that “if” does not have to be the first word. In fact, while most of them make use of the word, it is not a requirement to include “if” in a conditional sentence. “When” can also be used in place of “if” in some cases.

What Can You Talk about with Them?

Conditionals allow you to go far beyond the limitations of Standard English Tenses. While some people refer to it as the “Conditional Tense,” it is more accurately described as the “Conditional Mood.” This “mood” lets you discuss a wide range of topics, including:

- Hypothetical situations (i.e. unreal or imagined events)
- Events that are *likely* to happen in the future
- Events that are *unlikely* to happen in the future
- General truths or habits
- Impossible scenarios

Four Types of Conditionals

There are 4 basic types of conditionals: zero, first, second, and third.

It’s also possible to mix them up and use the first part of a sentence as one type of conditional and the second part as another. These sentences would be called “mixed conditionals.”

1. The Zero Conditional

The zero conditional expresses something that is considered to be a universal truth or when one action always follows another.

if (or when) + Present Tense | Present Tense

- *If the temperature reaches zero degrees Celsius, water freezes.*
- *If you mix red and yellow, you get orange.*

As you might have noticed, the order of clauses is not fixed in the conditional. However, if you move “if” or “when” to the middle of the sentence, you must remove the comma. This rule applies to all 4 types.

*Note: The zero conditional is the only type of conditional in which “when” can replace “if.”

2. The First Conditional

The First Conditional expresses a future scenario that might occur. Assuming that the condition is fulfilled, the outcome is likely to happen.

if + Present Tense | will (may/might/can/could/should) +the Infinitive

- *If I get paid today, I will go shopping.* (“Will” implies near certainty about the shopping trip in case the condition is fulfilled)
- *We could go to Paris if we save enough money.* (“Could” indicates that the result is possible.)
- *If she knows the truth, she might not be happy.* (“Might” implies a degree of uncertainty about her happiness in case the condition is fulfilled.)
- *They can do it if they try.* (“Can” indicates that the result is possible.)
- *If I see the man, I may say something to him.* (“May” implies a degree of uncertainty about saying something to him in case the condition is fulfilled.)
- *He should get a dog if he is lonely.* (“Should” indicates that the speaker is giving their opinion.)

This type refers to general truths, while the first conditional refers to specific situations. Though “will” is most commonly used in the first conditional, you can also use “may,” “might,” “can,” “could,” or “should.” However, as outlined above, each of these modal verbs can change the meaning of the sentence.

3. The Second Conditional

The Second Conditional can either refer to future hypotheticals that are unlikely to be true or present situations that are untrue or impossible.

if + Past Subjunctive | would/might/could +the Infinitive (Simple or Continuous)

***if + Simple Past | would/might/could + the Infinitive (Simple or Continuous)**

- *If I were rich, I would travel the world.*
- *If she were to try harder, she might get better grades.*
- *They might be able to see it if they were more observant.*
- *If I met the President, I would be too nervous to speak.*
- *If he played sports, he might be in better shape.*
- *He could get the promotion if he knew the right people.*

Though the Second resembles the First Conditional in meaning, their structures are distinct. Moreover, the First Conditional usually refers to future events that are likely to happen, while the Second refers to events that are unlikely to happen (or current impossibilities).

4. The Third Conditional

The Third Conditional expresses an unreal situation in the past, with reference to the hypothetical outcome that would result also in the past.

if + Past Perfect Subjunctive | would (could/might) + Perfect Infinitive

***if + Past Perfect | would (could/might) + Perfect Infinitive**

- *If I had known how you were going to react, I would have kept my mouth shut.*
- *If you had seen the movie, we could have talked about the ending.*
- *We might have crossed paths if I had left the house on time.*

Both the Second and Third Conditionals can refer to impossible events. However, the Second refers to impossibilities in the present (“If I were you...”), while the Third refers to impossibilities in the past. The situations expressed in the Third Conditional are impossible because they already transpired and therefore cannot be changed.

Grammar Exercises

Exercise 1. Complete the Conditional Sentences (Type I) by putting the verbs into the correct form

Example: If I find her address, I'll send her an invitation.

1. If you (send) ... this letter now, she (receive) it tomorrow .
2. If I (do) ... this test, I (improve) ... my English.
3. Peggy (go) ... shopping if she (have)... time in the afternoon.
4. Simon (go) ... to London next week if he (get) ... a cheap flight.
5. If they (study / not) ... harder, they (pass / not) ... the exam.
6. If it (rain) ... tomorrow, I (have to / not) ...water the plants.

Exercise 2. Complete the Conditional Sentences (Type II) by putting the verbs into the correct form

Example: If I found her address, I would send her an invitation.

1. If I (be) ... rich, my life (change) ... completely.
2. I (invite) .. all my friends if (have) ... a house by the beach.
3. If we (have) ... a yacht, we (sail) ... the seven seas.
4. If they (tell) ... their father, he (be) ...very angry.
5. We (help) ... you if we (know) ... how.
6. My brother (buy) ... a sports car if he (have) ... the money.

Exercise 3. Complete the Conditional Sentences (Type III) by putting the verbs into the correct form

Example: If I had found her address, I would have sent her an invitation.

1. If you (study) ... for the test, you (pass) ... it.
2. If you (ask) ... me, I (help) ...you.
3. If you (speak) ... English, she (understand)... .
4. I (write) ...you a postcard if I (have) ... your address.
5. If it (not/ start) ... to rain, we (walk) ... to the museum.
6. If she (take) ... the bus, she (not / arrive) ... on time.

Study the Conditionals in Business English

Zero Conditional

When we talk about things that are **always or generally true**, we use the Zero Conditional. In other words, we're looking at logical conclusions or results of our actions.

Exercise 4. Read and translate the sentences

1. If/when we sell more, we make a profit.
2. If/when we receive more orders, we employ more staff.
3. If/when interest rates rise, our borrowing costs more.
4. If/when there's a rail strike, I am always late for work.

The First Conditional

When we talk about future events that will happen or has a real possibility of happening we use the First Conditional.

We often use this in business when we're projecting the future. Imagine in a meeting, you're making plans and making certain assumptions about the result of the actions you make or take as a business.

You're forecasting.

Exercise 5. Read and translate the sentences

1. If our clients sign the contract this afternoon, we'll give the go-ahead for the press release.
2. If the product is successful in China, we will introduce it into other Asian markets.
3. If the other side agree to our terms, it'll place us in a much stronger position further up the line of the negotiations.
4. If he agrees to all we've asked for, I'll be stunned.

We also use the First Conditional for situations where the possibility of something happening is NOT high. Often when it is ironic.

If Simon manages to get this deal by the end of today, I'll treat the entire team to a five-course dinner at that new restaurant! (The chances of Simon

getting the deal are very small, so no danger of you spending a small fortune at that new restaurant!)

The Second Conditional

In this situation we refer to future events that are *unlikely to happen* or *impossible*. We also call this the “*imaginary future*”. We use this tense to imagine and dream of a future that’s different to our present.

Exercise 6. Consider the question

“What changes would you like to make in the way you work?”

You could start with sentences like:

- **If it were up to me**, I’d create more open plan spaces.
- **If I had more time**, I’d
- **If money weren’t an option**, I’d.....
- **If markets weren’t so volatile**, we’d invest more.
- **If I had to choose**, I’d.....
- **If cash flow weren’t so tight**, I’d invest more in the business.

We use this tense for our dreams, for the changes we want to make in our business, our professional lives.

The Third Conditional

When we talk about past events that are different from what really happened we use the Third Conditional. This is also known as the imaginary past. This is often used to express regret and sometimes criticism.

Exercise 7. Translate the sentences from English into Russian

1. If you had informed the client of the delay in time, he wouldn’t have cancelled the order. (but you didn’t so he cancelled it)
2. We wouldn’t have made that decision if we had known about the software problems. (Reality: we didn’t know about the problems so we made the decision)

3. “**If I had done** an MBA, I **would have had** more opportunities in my career.” (Reality: I didn’t do the MBA so I’ve had fewer opportunities)

4. If you hadn’t taken so long making a decision, we could have bid for the contract. (criticism)

The above sentences are about *two actions in the past*. If the result clause is in the present, we use **would + the Infinitive**:

The action you took has a result that *affects your now*.

Exercise 8. Translate the sentences from English into Russian

1. “If I had done an MBA, I would be on a higher salary now”.

2. If you hadn’t messed up the negotiations, we would be making a profit by now.

3. If he had only accepted the position of senior partner, he wouldn’t be begging to keep his job now.

Exercise 9. Make the sentences

If he were here If you asked him	he	would could might	help you suggest something look it up keep them from going there not interfere calm them do something about it add something be pleased arrange everything
If he had interfered	she everything	would could might	have dropped the subject have been hurt have got offended have felt awkward have been different not have thrown away the paper have been changed have been arranged

Exercise 10. Translate the sentences

1. Если бы он был здесь, то он бы что-нибудь предложил.
2. Если бы вы его пригласили, то он был бы очень доволен. Пригласите его.
3. Если бы он не вмешался, все было бы иначе.
4. Если бы вы сказали об этом раньше, план был бы изменен.
5. Все было бы улажено, если бы она вмешалась.

Translate

1. Translate from Russian into English

1. Когда вы создаете команду с нуля, вам надо следовать некоторым правилам и процедурам.
2. Членам команды нужны детальные объяснения того, как именно их индивидуальные действия вносят вклад в достижение командных целей.
3. Из коллективистов обычно получаются лучшие члены команды.
4. Опыт и уровень возможностей членов команды должны быть сбалансированы.
5. Новым сотрудникам необходимо стать частью коллектива.
6. Разнообразие является отличной защитой от группового мышления, поскольку различие мировоззрений и систем верований не допускает подобных ситуаций.

2. Translate from English into Russian

1. Team priorities should be established so that members can understand when and where to provide additional help if needed.
2. If personal goals and team goals are not interdependent (for example, if a team goal is not specifically tied to a personal goal), then the employees most likely will focus on their own needs to the detriment of the team.
3. Three factors should be considered when selecting people for a team: individualism, the average level of experience and ability, and the degree of diversity.
4. It's also a fact that with determination, anyone can learn to function on a team.
5. Team diversity represents not only the mix of skills and experiences, but also how people of varying culture, ethnicity, race or gender work together.

3. Read the text and translate it from English into Russian:

How to Build a Powerful Research Team

Despite busy schedules and pressing obligations group leaders should consider investing in development of efficient Life Science teams within their groups. The bigger the group, the higher necessity for group-to-team transformation. When properly build, research teams are not only highly productive and cut lab running costs, but are also autonomous and self-directed. So, no need for a tight supervision. Here we provide you with easy to understand information on team building process together with tips and strategy how to proceed in each phase of team maturation.

Tips to Lead an Effective Research Team

The first rule is an obvious one: to lead a team effectively, you must first establish your leadership with each team member. Remember that the most effective team leaders build their relationships of trust and loyalty, rather than fear or the power of their positions.

Consider each employee's ideas as valuable. Remember that there is no such thing as a stupid idea.

Be aware of employees' unspoken feelings. Set an example to team members by being open with employees and sensitive to their moods and feelings.

Act as a harmonizing influence. Look for chances to mediate and resolve minor disputes; point continually toward the team's higher goals.

Be clear when communicating. Be careful to clarify directives.

Encourage trust and cooperation among employees on your team. Remember that the relationships team members establish among themselves are every bit as important as those you establish with them. As the team begins to take shape, pay close attention to the ways in which team members work together and take steps to improve communication, cooperation, trust, and respect in those relationships.

Encourage team members to share information. Emphasize the importance of each team member's contribution and demonstrate how all of their jobs operate together to move the entire team closer to its goal.

Delegate problem-solving tasks to the team. Let the team work on creative solutions together.

Facilitate communication. Remember that communication is the single most important factor in successful teamwork. Facilitating communication does not mean holding meetings all the time. Instead it means setting an example by remaining open to suggestions and concerns, by asking questions and offering help, and by doing everything you can to avoid confusion in your own communication.

Establish team values and goals; evaluate team performance. Be sure to talk with members about the progress they are making toward established goals so that employees get a sense both of their success and of the challenges that lie ahead. Address teamwork in performance standards. Discuss with your team:

What do we really care about in performing our job?

What does the word success mean to this team?

What actions can we take to live up to our stated values?

Make sure that you have a clear idea of what you need to accomplish; that you know what your standards for success are going to be; that you have established clear time frames; and that team members understand their responsibilities.

Use consensus. Set objectives, solve problems, and plan for action. While it takes much longer to establish consensus, this method ultimately provides better decisions and greater productivity because it secures every employee's commitment to all phases of the work.

Set ground rules for the team. These are the norms that you and the team establish to ensure efficiency and success. They can be simple directives (Team members are to be punctual for meetings) or general guidelines (Every team member has the right to offer ideas and suggestions), but you should make sure that the team creates these ground rules by consensus and commits to them, both as a group and as individuals.

Establish a method for arriving at a consensus. You may want to conduct open debate about the pros and cons of proposals, or establish research committees to investigate issues and deliver reports.

Encourage listening and brainstorming. As supervisor, your first priority in creating consensus is to stimulate debate. Remember that employees are often afraid to disagree with one another and that this fear can lead your team to make mediocre decisions. When you encourage debate you inspire creativity and that's how you'll spur your team on to better results.

Establish the parameters of consensus-building sessions. Be sensitive to the frustration that can mount when the team is not achieving consensus. At the outset of your meeting, establish time limits, and work with the team to achieve consensus within those parameters. Watch out for false consensus; if an agreement is struck too quickly, be careful to probe individual team members to discover their real feelings about the proposed solution.

Speaking

1. Retell the text above according to the plan

- a) speak about the first rule to lead a team effectively;
- b) mention setting an example to team members;
- c) say a few words about encouraging trust and cooperation among employees;
- d) tell how to encourage team members to share information;
- e) explain how to establish team values and goals as well as evaluate team performance;
- f) speak about setting ground rules for the team;
- g) speak about the importance of encouraging listening and brainstorming.

Lesson 3. OPTIMAL TEAM SIZE

Preview

Answer the questions. Then talk about your answers.

1. What is the optimal size of the team?
2. Do you think that businesses have rules for the proper size of a team?
3. Why is the size of the team so important?

Reading

Read and translate the text

Optimal Team Size

There seems to be no question about the right size of many teams. Basketball teams have five players (on the court), football is played with eleven

members on the field, and a bridge team is made up of only two players. Businesses don't have rules for the proper size of a team. Jeff Bezos, CEO and founder of Amazon, has his own rule for the right-sized teams: the team should only be as big as can be fed with two pizzas. By normal standards, that would suggest five to eight people on a team. Bezos is said to have followed this guide when he created the innovative and decentralized start-up that has grown into one of the most successful companies in the country.

When in doubt about the right size of your team, you can always fall back on the "two-pizza rule."

The ideal size, according to most management experts, falls within the range of five to nine people. The reason the size is so important that it is the focus of research studies has to do with processes and outcomes. ***Each manager wishes his team were of the right size.*** Too few people and the team may not have enough resources or skills. Too many people and communication becomes more challenging. Groupthink and social loafing may occur and negatively affect team performance. In one study, it was determined that teams with more than twelve people had greater conflict and formed subgroups that disrupted the team cohesiveness.

Experts also agree that the optimal size of the team is driven by other factors: what type of task the team will perform, what skills the team requires to complete the task, and the time provided to complete the task. Answers to those questions will often determine the best size for a team. If the task, for example, is a sales function, then one individual may do most of the work until the very end, when a finance and delivery/inventory manager gets involved. One business may be fortunate to have four employees with multiple skill sets whereas another company would have to include six or seven people to reach the same level of abilities. Finally, the shorter the timeframe to complete the task, the fewer the people should be on the team. Larger numbers increase complexity of communication and administration.

Vocabulary

	СЛОВО	перевод
1	complexity	сложность
2	timeframe	временной промежуток

3	expert	эксперт
4	require	требовать
5	conflict	конфликт
6	occur	происходить
7	innovative	инновационный
8	provide	обеспечить

Reading comprehension

1. Answer the questions

1. Do businesses have rules for the proper size of a team?
2. How big should the team be according to Jeff Bezos, CEO and founder of Amazon?
3. What is the regular size of an ordinary team by normal standards?
4. When in doubt about the right size of your team, what can you do?
5. What is the reason the size is so important?
6. Why can communication become more challenging?
7. Which factors can negatively affect team performance?
8. What do teams with more than twelve people have?
9. Which factor is the optimal size of the team driven by?
10. What do larger numbers of the team members increase?

2. Complete the sentences

1. Basketball teams have ... players, football is played with ... members on the field.
2. Businesses don't have rules for the ... of a team.
3. By normal ... , that would suggest five to eight people on a team.
4. When in ... about the right size of your team, you can always ... on the "two-pizza rule."
5. The ... size, according to most management ... , falls within the ... of five to nine people.
6. The reason the size is so important that it is the ... of research studies has to do with ... and
7. Groupthink and social ... may occur and negatively affect team
8. In one study, it was ... that teams with more than twelve people had greater ... and formed ... that disrupted the team cohesiveness.

9. If the task is a sales function, then one ... may do most of the work until the very end, when a ... and delivery/inventory manager gets involved.

10. The shorter the ... to complete the task, the fewer people should be on the team.

Analyze

1. Match the words with their synonyms

1	complexity	a	need
2	timeframe	b	argument
3	expert	c	happen
4	require	d	groundbreaking
5	conflict	e	equip
6	occur	f	comprehensiveness
7	innovative	g	deadline
8	provide	h	specialist

2. Give the English equivalents

1. сложность общения и управления;
2. сформировать подгруппы;
3. команда верного размера;
4. создавать инновационный бизнес;
5. успешные команды;
6. специалист по управлению;
7. достаточно ресурсов и навыков;
8. бездельничать;
9. влиять на эффективность команды;
10. нарушать целостность команды.

3. Prove the following statements

1. A lot of different factors can influence the team cohesiveness.
2. Experts claim that the optimal size of the team is driven by several things.
3. Businesses don't have rules for the proper size of a team.

4. Match the words with their Russian equivalents

1	loaf	a	предлагать
2	cohesiveness	b	результат
3	outcome	c	сплоченность
4	multiple	d	бездельничать
5	timeframe	e	завершать
6	complete	f	управляемый
7	driven by	g	многочисленный
8	suggest	h	промежуток времени

5. Put the words in the correct order

1. Seems/ there/ question/ to/ be/ no/ the/ about /size/ right /teams/of /many.
2. Larger /increase/ communication/ numbers /complexity /of/ and /administration.
3. When /in / doubt / right/ about/ the/ team/ size/ of / your/ can/ you /fall/ always/ back/the/ on / “two-pizza rule.”
4. Size/ the/ optimal/ of/ is/ driven/ the team /several/ by/ factors.
5. Too/ challenging /many/and/ people /become/ communication /more.
6. Groupthink/ loafing / occur/ and/ negatively/ social/ may /and /affect / performance /team.
7. Teams /with/people/ more/ had/ conflict / than/ twelve/ greater/ sub-groups/ and formed /that /disrupted / team/the/cohesiveness.
8. Too/ people/and/have/ few /the /team /may/ not/ resources/ enough /or /skills.

Grammar

The use of the verb **wish** indicates that the speaker wants reality to be different. As in unreal conditionals, the use of a Past or Past Perfect tense verb indicates that the situation is impossible or unlikely. The use of **hope**, on the other hand, indicates that the speaker believes something is possible.

Wish can also be used with **would** to express a desire that someone do something differently.

Present	Glenn wishes Monica liked to hike. (<i>but she doesn't</i>)	Past Tense verb
	She wishes she were taller. (<i>but she isn't</i>)	BE = were
	She wishes she weren't so short. (<i>but she is</i>)	
	Leif wishes he could speak Japanese fluently. (<i>but he can't</i>)	
Past	She wishes she had learned Spanish when she was young. (<i>but she didn't</i>)	Past Perfect
	Anne wishes she hadn't been out of the office when the President called her yesterday. (<i>but she was</i>)	
	Emily wishes she could have taken ballet lessons last year when her friend took them. (<i>but she couldn't</i>)	
Future	She wishes her husband would take her dancing tonight. (<i>he might, but he might not</i>)	would + simp. verb could + simp. verb
	Gwyneth wishes she would get an A in Statistics. (<i>she might, but she doesn't know yet</i>)	were + verb-ing
	Sam wishes he could study Spanish in Costa Rica next summer. (<i>but he believes he can't</i>)	
	Henry wishes his friend were coming to Seattle during the quarter break. (<i>but he isn't</i>)	

WISH + WOULD

Use **wish ... would** to express dissatisfaction or irritation because somebody keeps on doing something that you don't like or an unpleasant situation persists.

Carl wishes Mary **wouldn't go** shopping so often. (*Mary has a habit of going shopping a lot.*)

Jon wishes Melinda **wouldn't leave** her books in the living room. (*Melinda often leaves her books in the living room.*)

I wish you **would stop** making that noise. It is annoying me.

Jeremy wishes it **would stop** raining so he could play basketball.

Study the examples. Pay attention to the translations.

I wish I had a job. Хотел бы я иметь работу.

I wish I could fly. Хотел бы я уметь летать.

I wish I hadn't gone to that club. Лучше бы я не ходил в тот клуб.

I wish I had followed your advice. Жаль, что я не последовал твоему совету.

Exercise 1. Translate into Russian

1. I wish it stopped raining.
2. I wish you could understand me.
3. She wishes the exams were over.
4. He wishes he were strong.
5. He wished he hadn't come.
6. He wished everybody knew about his marriage.
7. I wish you would take care of your car.
8. I wish we had holidays now.
9. We wished we had asked his advice.
10. Mother wished they had told her about that accident before.
11. I wish it were not too late.
12. He wished he had not left the university.
13. I wish I were free now.

14. If only he came tonight!

15. If only it were the truth!

Exercise 2. Open the brackets

1. I wish I... (live) in a warmer country. It is so cold here.

2. If only I... (can, have) a dog.

3. I wish you... (understand) the situation.

4. If only I... (know) more about the people with whom I travelled last year.

5. I wish my sister... (have) real friends.

6. I wish I... (be) older and wiser.

7. If only the children... (can, participate) in this competition,

8. I wish I... (sleep) now.

9. I wish I... (can, speak) English like Jane does.

10. I wish you... (stop) insulting people.

11. I wish you... (not, make) so much noise.

12. I wish people... (not, talk) in the cinema when other people watch the film.

Exercise 3. Translate into English

1. Хорошо бы сейчас было лето.

2. Хоть бы дождь перестал.

3. Ему хотелось, чтобы все знали о его чудесном открытии.

4. Мне хотелось, чтобы все мои друзья пришли.

5. Жаль, что вы не можете понять этого.

6. Жаль, что он знает об этом.

7. Он пожалел, что сказал ей правду.

8. Как я жалею, что не сделал этого!

Study the information

We can use the Third Conditional in Business English to talk about ‘impossible’ conditions, impossible because they are in the past and we cannot change what has happened.

Exercise 4. Translate the sentences. Pay attention to the use of the Conditionals

1. If I had worked harder at school, I would have got better grades.
2. If I had had time, I would have gone to see him. But I didn't have time.
3. If we had bought that house, we would have had to rebuild the kitchen.
4. If we had caught the earlier train, we would have got there on time but we were late.

Notice that the main clause can contain 'would', 'could' or 'might'.

Exercise 5. Translate the sentences. Pay attention to the use of the Conditionals

1. If I had seen him at the meeting, I would have asked him. (But he wasn't there so I didn't.)
2. If I had seen him at the meeting, I could have asked him. (But he wasn't there so it wasn't possible.)
3. If I had seen him at the meeting, I might have asked him. (But I'm not sure. Perhaps if the opportunity had arisen.)
4. If I had paid more attention in class, I would have understood the lesson.

Also notice that sometimes the 'if clause' is implied rather than spoken.

Exercise 6. Translate the sentences. Pay attention to the use of the Conditionals

1. I'd have done it. ("if you had asked me but you didn't.")
2. I wouldn't have said that. ("if I'd been there.")
3. He wouldn't have let him get away with that. ("if he had tried that with me.")

Translate

1. Translate from Russian into English

1. Эксперты полагают, что оптимальный размер команды определяется целым рядом факторов.
2. Чем короче временные рамки на выполнение задания, тем меньше людей должно быть в команде.

3. Команды, в которых больше двенадцати человек, обычно формируют внутри себя подгруппы, что разобщает команду и влияет на ее эффективность.

4. Если в команде слишком мало людей, то это может повлиять на ее ресурсность.

5. В более крупных командах усложняется процесс общения и администрирования.

6. В бизнесе обычно не существует строгих правил относительно верного размера команды.

2. Translate from English into Russian

1. The founder of Amazon Jeff Bezos has his own rule for the right-sized teams.

2. Football is played with eleven members on the field while a bridge team is made up of only two players.

3. Groupthink and social loafing may occur and negatively affect team performance.

4. It was determined that teams with more than twelve people had greater conflict and formed subgroups that disrupted the team cohesiveness.

5. If the task of a team is a sales function, then one individual may do most of the work until the very end, when a finance and delivery/inventory manager gets involved.

6. One business may be fortunate to have four employees with multiple skill sets whereas another company would have to include six or seven people to reach the same level of abilities.

7. The shorter the timeframe to complete the task, the fewer the people should be on the team.

8. Larger numbers increase complexity of communication and administration.

3. Read the text. Translate it from English into Russian

What is the Typical Team Size for a Software Development Project?

A lot of things about Scrum-based software development are set in stone, such as the roles involved and the kinds of meetings teams must hold. However, there are some things that can vary from project to project and

company to company. One of those is team size. So, what factors influence the optimal team size, and how do you determine the right size for your project?

In the classical understanding of Scrum, there are three basic roles:

Product Owner

Scrum Master

Development Team

The product owner is a “connecting link” between the development team and the client. The goal of the product owner is to guide the development team toward creating the most valuable product possible to achieve the client’s goals.

The *scrum master* is the servant-leader of the team. The goal of the scrum master is to help the team maximize its effectiveness by removing impediments, driving progress, educating and motivating the team, and helping the product owner.

The *development team* consists of the specialists who carry out the development activities on the product. According to the Scrum Guide, the development team should possess the following qualities and characteristics:

Be self-organizing. Nobody, including the scrum master and the product owner, can tell the team how to transform the product backlog into a working product.

Be multi-functional. Possess the necessary qualifications and experience to produce a working product.

Be accountable. The whole team – not any individual team member – is responsible for the work result.

Optimal Team Size

The recommended size of the team is around seven members, give or take a couple depending on the nature of the project. According to the Scrum guidelines, teams of larger sizes require too much effort for communication. Teams of smaller sizes may not have sufficient qualifications or the capacity to complete work in a timely manner.

When forming a development team, it is important to consider the needs of the team, and not just random numbers. Here are some factors to consider:

Cross functionality: The team should have the skill set to build the product.

Availability. Ideally, each team member is working on just one project at a time.

Stability. The members of the team spend a significant amount of time being a part of this team and must be reliable.

Diversity of reasoning and experience. A wide array of ideas, backgrounds, beliefs, and life experiences might be useful to call into existence creativity and versatility of approaches.

Psychological safety. The working environment within the team should be favorable so that the team members are able to share ideas.

Equality in communication. Each team member should be able to speak their mind and be heard.

Openness to new ideas and desire to learn. It may be tempting to increase quality, capacity, and diversity of ideas by simply adding more people to the team. But be careful: each member adds some productivity to the team, but each member also increases the communication load. Here, a well-known formula is applied: $N(N - 1) / 2$.

This formula shows how many interactions there will be within teams of various sizes. N refers to the number of people on the team. So, in a team of 5, there will be 10 interactions. This means 10 different combinations of communication among the team members. In a team of 7 members, there will be 21 interactions, and in a team of 9 members, there will be 36 interactions.

As you see, an increase in team size from 5 to 7 members almost doubles the communication load, which can have a negative impact on productivity after a certain point. When planning team size, be sure to take the communication load into account.

To avoid this pitfall, understaffing the team initially with the intent of growing it later may seem like a clever solution. But before you go that route, consider Brooks's Law, an observation about software project management that warns, "Adding manpower to a late software project makes it later."

When new members are added, the team inevitably puts effort into bringing them up to speed, briefing them on the progress, goals, approaches, and nuances of the project. The team members invest their time into sharing knowledge and synching with the new arrival, showing how the work is organized. And all that time not spent developing the project means the work is slowed down, overall.

Brooks's law does not mean that team should not grow, but growth does not happen fast. If there is a decision to grow, a part of productivity will be used to scale up.

In short, there is no "right" team size for a software development project. Instead, it's up to each product owner and scrum master to carefully weigh the needs of the project versus the abilities and temperaments of their available developers and put together the right – and right sized – team for the job.

Speaking

1. Make the plan of the text above and retell it.

Lesson 4. THE BELBIN MODEL. WHAT IS A TEAM ROLE?

Preview

Answer the questions. Then talk about your answers.

1. What do you know about the Belbin Model of Teamwork?
2. How many roles are there in a team?
3. What are the types of behavior that can be seen in a team?
4. What role would you like to have in a team?

Reading

Read and translate the text

The Belbin Model. What is a Team Role?

A Belbin 'Team Role' is one of nine clusters of behavioral attributes identified by Dr Meredith Belbin's research at Henley as being effective in order to facilitate team progress.

"The types of behavior in which people engage are infinite. But the range of useful behaviors, which make an effective contribution to team performance, is finite. These behaviors could be grouped into a set number of related clusters to which the term 'Team Role' is applied."

(Meredith Belbin | Taken from: Team Roles at Work)

The research indicated that the most successful teams were made up of a diverse mix of behaviors. Each team needs access to each of the nine Belbin Team Role behaviors to become a high-performing team.

What are the nine Belbin Team Roles?

The nine Belbin Team Roles are: Resource Investigator, Team Worker and Coordinator (the Social roles); Plant, Monitor Evaluator and Specialist (the Thinking roles), and Shaper, Implementer and Completer Finisher (the Action or Task roles).



Resource Investigator

Uses their inquisitive nature to find ideas to bring back to the team.

Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.

Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

Don't be surprised to find that: They might forget to follow up on a lead.



Team Worker

Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.

Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction.

Allowable weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.

Don't be surprised to find that: They might be hesitant to make unpopular decisions.



Coordinator

Needed to focus on the team's objectives, draw out team members and delegate work appropriately.

Strengths: Mature, confident, identifies talent. Clarifies goals.

Allowable weaknesses: Can be seen as manipulative and might offload their own share of the work.

Don't be surprised to find that: They might over-delegate, leaving themselves little work to do.



Plant

Tends to be highly creative and good at solving problems in unconventional ways.

Strengths: Creative, imaginative, free-thinking, generates ideas and solves difficult problems.

Allowable weaknesses: Might ignore incidentals, and may be too pre-occupied to communicate effectively.

Don't be surprised to find that: They could be absent-minded or forgetful.



Monitor Evaluator

Provides a logical eye, making impartial judgments where required and weighs up the team's options in a dispassionate way.

Strengths: Sober, strategic and discerning. Sees all options and judges accurately.

Allowable weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.

Don't be surprised to find that: They could be slow to come to decisions.



Specialist

Brings in-depth knowledge of a key area to the team.

Strengths: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.

Allowable weaknesses: Tends to contribute on a narrow front and can dwell on the technicalities.

Don't be surprised to find that: They overload you with information.



Shaper

Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.

Strengths: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Allowable weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.

Don't be surprised to find that: They could risk becoming aggressive and bad-humored in their attempts to get things done.



Implementer

Needed to plan a workable strategy and carry it out as efficiently as possible.

Strengths: Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.

Allowable weaknesses: Can be a bit inflexible and slow to respond to new possibilities.

Don't be surprised to find that: They might be slow to relinquish their plans in favor of positive changes.



Completer Finisher

Most effectively used at the end of tasks to polish and scrutinize the work for errors, subjecting it to the highest standards of quality control.

Strengths: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Allowable weaknesses: Can be inclined to worry unduly, and reluctant to delegate.

Don't be surprised to find that: They could be accused of taking their perfectionism to extremes.

Do you need nine people in a team, each with a strength in each Belbin Team Role?

Although there are nine Belbin Team Roles, this doesn't mean that every team requires nine people. Most people will have two or three Belbin Team Roles that they are most comfortable with, and this can change over time. Each Belbin Team Role has strengths and weaknesses, and each role has equal importance.

Are all Team Roles needed at all times?

It's not always necessary to have all Team Roles working simultaneously. It is important to look first at the team objectives, and then work out which tasks need to be undertaken. Once this has been done, discussions can take place regarding how and when each Belbin Team Role behavior should be utilized.

Using Belbin can give individuals a greater understanding of their strengths, which leads to more effective communication in the team. Managers can put together great teams, enhance the performance of existing

ones, and ensure that everyone feels that they are making a difference in the workplace.

Make the glossary to the text

	сЛОВО	перевод
1	cluster	
2	behavioral attribute	
3	to facilitate	
4	infinite	
5	indicate	
6	a diverse mix	
7	a high-performing team	
8	Specialist	
9	Shaper	
10	Coordinator	
11	Implementer	
12	Completer Finisher	
13	Monitor Evaluator	
14	Team Worker	
15	Plant	
16	Resource Investigator	
17	inquisitive	
18	outgoing	
19	to follow up on a lead	
20	to gel	
21	versatility	
22	perceptive	
23	on behalf of the team	
24	to avert friction	
25	crunch situations	

26	hesitant	
27	incidentals	
28	preoccupied	
29	to thrive on pressure	
30	to relinquish	

Reading comprehension

1. Answer the questions:

1. What are the nine Belbin Team Roles?
2. What roles are considered to be the social ones in Belbin Team Roles?
3. What roles are considered to be the intellectual ones in Belbin Team Roles?
4. What roles are considered to be the action ones in Belbin Team Roles?
5. What are the positive characteristics of a Resource Investigator?
6. What weaknesses can a Resource Investigator possess?
7. What are the positive characteristics of a Team Worker?
8. What weaknesses can a Team Worker possess?
9. What are the positive characteristics of a Coordinator?
10. What weaknesses can a Coordinator possess?
11. What are the positive characteristics of a Plant?
12. What weaknesses can a Plant possess?
13. What does the Monitor Evaluator do in a team?
14. What qualities of a Monitor Evaluator can surprise people?
15. Why is a Specialist so unique?
16. What cannot a Specialist do?
17. What are the duties of an Implementer?
18. What are the weaknesses an Implementer possesses?
19. What traits of character make a person able to perform the task of a Completer Finisher?
20. What can a Completer Finisher be accused of?

Analyze

1. Match the words with their Russian equivalents

1	inquisitive	a	здравомыслящий
2	persistent	b	негибкий
3	conscientious	c	беспокойный
4	anxious	d	сознательный
5	inclined	e	любопытный
6	reluctant	f	упорный
7	inflexible	g	склонный
8	sober	h	неохотный

2. Give the English equivalents

1. душа команды;
2. координатор;
3. генератор идей;
4. аналитик;
5. исследователь ресурсов;
6. стратег-аналитик;
7. контролер;
8. специалист;
9. реализатор.

3. Prove the following statements

1. It's not always necessary to have all Team Roles working simultaneously.
2. Using Belbin can give individuals a greater understanding of their strengths.
3. Each role has an equal importance.

Translate

1. Translate from English into Russian

1. The types of behavior in which people engage are infinite.

2. The range of useful behaviors, which make an effective contribution to team performance, is finite.
3. Behaviors can be grouped into a set number of related clusters to which the term 'Team Role' is applied.
4. The most successful teams are made up of a diverse mix of behaviors.
5. Resource Investigators use their inquisitive nature to find ideas to bring back to the team.
6. A Team Worker can be indecisive in crunch situations and tends to avoid confrontation.
7. A Coordinator needs to focus on the team's objectives, draws out team members and delegates work appropriately.
8. An Implementer needs to plan a workable strategy and carry it out as efficiently as possible.
9. A Monitor Evaluator provides a logical eye, making impartial judgments where required and weighs up the team's options in a dispassionate way.
10. Implementers might be slow to relinquish their plans in favor of positive changes.
11. A Completer Finisher is most effectively used at the end of tasks to polish and scrutinize the work for errors, subjecting it to the highest standards of quality control.
12. They can be accused of taking their perfectionism to extremes.

2. Translate the text from English into Russian

The 5 Stages of Team Development

Remote marketing teams have become more common, but unlike “traditional” teams that work in the same physical space, team leaders have the added responsibility of being more proactive and strategic about how they manage their teams. Understanding the five stages of team development enables you to get teams started, resolve conflicts more smoothly, share information effectively, achieve top results, and then review outcomes to keep finding ways to improve.

It's one thing to assemble a group of high-performing remote marketers and another to get them to work together as a cohesive whole – especially when they're all behind computer screens in different time zones. When

your marketing team is remote, you can hire the most talented people regardless of where they're located geographically. But you have to find a way to make sure team members are aligned and on the same page. All teams develop according to some natural patterns and using that knowledge, you can offer some guidance to build the kind of team that communicates well and finds better ways to collaborate and achieve the goals you've established. Here's what you need to know.

3. Translate the text from English into Russian

Team Development Stages

As a way to improve teamwork and help companies become more efficient, researcher Bruce Wayne Tuckman published "Tuckman's Stages" in 1965. It talked about the four stages of development all teams move through over time: forming, storming, norming, and performing.

In 1977, Tuckman and doctoral student Mary Ann Jensen added a fifth stage called adjourning to make it the "five stages of team development."

Here's how each stage works:

- **Forming:** This is where team members first meet. It's important for team leaders to facilitate the introductions and highlight each person's skills and background. Team members are also given project details and the opportunity to organize their responsibilities.

- **Storming:** At this stage, team members openly share ideas and use this as an opportunity to stand out and be accepted by their peers. Team leaders help teams in this stage by having a plan in place to manage competition among team members, make communication easier, and make sure projects stay on track.

- **Norming:** By now, teams have figured out how to work together. There's no more internal competition, and responsibilities and goals are clear. Each person works more efficiently because he or she has learned how to share their ideas and listen to feedback while working toward a common goal.

- **Performing:** There's a high level of cohesion and trust between team members. Teams are functioning at peak efficiency with less oversight from team leaders. Issues still come up, but at this point, teams have strategies for resolving problems without compromising timelines and progress.

- **Adjourning:** Teams complete their project and debrief on what went well and what could be improved for future projects. Afterwards, team members move on to new projects. Now let's look at how to use this model to amplify the strengths within your remote marketing team so that projects are successful and completed on time.

4. Translate the text from English into Russian

Getting Projects Started

Marketing is a collaborative task that requires different people with different expertise. There's also a ton of background context in marketing—previous campaigns, style guides, brand guides, and more. Making sure your new hires have quick access to everything they need to get up to speed is essential to success with a remote marketing team. That's why a company like Buffer, a social media management tool, makes information easily available for team members no matter where they work. They experimented with a lot of tools to find the right fit for them, but now they have exactly what they need. Carefully planning each phase of a project helps team members understand their role within the team and what's expected of them. For example, when you start a new project, your lists of tasks could include the following:

- **A team intro meeting.** Let's say your team is working on a project to make it easier for users to navigate your product. You'll need a copywriter for your content, an analyst to track and interpret the data you collect, a designer for website and app updates, and possibly a product manager. Have an all-hands meeting to introduce all of these players, including remote team members (virtually), so everyone knows where to go for answers. Make sure you schedule the meeting at a time that's as close to business hours as possible in each time zone. You don't want one member to have to wake up at 3 a.m. in order to be included. This is also a good time to clarify which time zones everyone works in so people don't have to wait an entire day for an answer to important questions.

- **A skill-set review.** It's one thing for each team member to have a role. It's quite another for team members to understand what specific responsibilities each person has and how that fits into the larger picture. Full knowledge of the skills that everyone brings to the table, like development,

web design, marketing, or product knowledge. This background will help the team solve problems faster and get the right information to the correct person on the first try.

- **A project and outcomes overview:** People need to know what's expected and how they fit into the big picture. Explain what's expected at intermediate deadlines, such as when you need to capture and analyze new user data, when to run A/B tests, or when to do a soft launch to test updates.

- **A project timeline:** Finally, let team members know how much time they have to work on the project, and make this timeline accessible to everyone. Break the project into smaller parts and assign timelines to each one. For example, the research stage might take a week or two, while updates to the interface take a month. Be clear on what needs to be accomplished at each checkpoint.

Speaking

1. Speak about the peculiar features of managing remote marketing teams

- a) enumerate the 5 stages of team development;
- b) tell how the forming stage works;
- c) explain what happens during the storming stage;
- d) say a few words about the norming period;
- e) describe the performing stage;
- f) dwell on the adjourning period.

2. Speak about starting new projects

- a) explain what a team intro is;
- b) say a few words about a skill-set review;
- c) speak about a project and outcomes review;
- d) tell what a project timeline is.

3. Work in groups of four. You have to organize a corporate event

- a) decide what you do before the event;
- b) discuss what roles you have in your team and what roles you lack;
- c) discuss who will perform each task you have listed.

Module 2. INTERCULTURAL AWARENESS

Lesson 1. Intercultural Understanding.

Lesson 2. Etiquette.

Lesson 1. INTERCULTURAL UNDERSTANDING

Preview

Answer the questions. Then talk about your answers.

1. What is international communication?
2. What stereotypes about different nations do you know?
3. Why do you think it is important to make a favorable impression on a person you meet for the first time?
4. Have you ever tasted unusual food? What was it?

Reading

Read and translate the text

Intercultural Understanding

There was a time when intercultural understanding was a nicety, a luxury for the idle rich. Now the world has changed dramatically. To survive in international communication we must be able to understand more about other countries, other cultures, and other ways of doing business. Here are some tips for this.

First of all never generalize. People can't be stereotyped. Even though they look alike, speak the same language, eat similar food, practice the same

religion and live in the same country, each and every person you meet will be different. Consideration and respect are the qualities you most need to be a successful internationalist. Consideration means you must observe what the local people are doing, ask whenever communication or expected behavior is unclear, listen actively and write down what you hear.

The first impression you produce is very powerful. A good first impression creates the expectation of a positive relationship. A bad first impression, on the other hand, can be overcome only with a lot of work over a long period of time – and sometimes we don't get that chance!

Be careful with names and titles. For Europeans, a person's name and title express or imply a wealth of information about family history, education, profession, reputation and personal achievement.

Language and body language are a great gift. It is your initial act of sharing yourself.

It is the best way to win friends for yourself, your country and your company. To learn another language is the greatest of compliments and you will be richly rewarded.

Be careful about touching. We all know the Italians, Greeks and Spanish are touchers. The English and Scandinavians are non-touchers. Touching is a behavior reserved for friends and family members in almost all cultures. People generally do not touch or want to be touched by strangers, people they meet occasionally, new business associates or new acquaintances.

Food – how you eat it and how you react to it – is essential to the art of diplomacy. Your behavior at the table also is one of the quickest ways to make or lose foreign friends. When your hosts offer you food that's local delicacy or national specialty, they are offering you a sample of their culture as well as their friendship.

One more important thing is the way you dress. Europeans make judgments based on appearance and clothing. How you dress is seen as an indicator of your personality and social status.

Vocabulary

	СЛОВО	перевод
1	intercultural	межкультурный
2	to generalize	обобщать

3	luxury	роскошь
4	consideration	понимание
5	expectations	ожидания
6	to imply	подразумевать
7	associate	ассоциировать
8	essential	основной
9	to overcome	преодолевать
10	to share	делиться
11	initial	изначальный

Reading comprehension

Answer the questions

1. What is essential to survive in the world now?
2. Why should people not generalize?
3. What does consideration mean?
4. What does the first impression create?
5. What does a person's name imply for Europeans?
6. What is the initial act of sharing yourself?
7. What nations are considered non-touchers?
8. What is important for the art of diplomacy?
9. Is the way people are dressed important for Europeans?

Complete the sentences

1. There was a time when ... understanding was a nicety.
2. Now the world ... dramatically.
3. Consideration and respect are the qualities you most need to be a successful ...
4. A ... creates the expectation of a positive relationship.
5. To learn another language is the greatest of ...
6. Touching is a behavior reserved for... in almost all cultures.
7. Your ... at the table also is one of the quickest ways to make or lose foreign friends.
8. How you dress is seen as an ... and social status.

Analyze

1. Match the words with their Russian equivalents

1	associate	a	образец
2	relationship	b	дар
3	imply	c	подразумевать
4	sample	d	коллега
5	to react	e	общение
6	gift	f	внешность
7	national specialty	g	реагировать
8	communication	h	преодолевать
9	to overcome	i	отношение
10	appearance	j	национальное блюдо

2. Give the English equivalents

1. исповедовать общую веру;
2. наблюдать;
3. богатая информация;
4. личное достижение;
5. скандинавы;
6. искусство дипломатии;
7. знакомый;
8. судить;
9. социальный статус.

3. Prove the following statements

1. People cannot be stereotyped.
2. The first impression you produce is very powerful.
3. Names and titles are very important.
4. You must be careful about touching.
5. Food is essential to the art of diplomacy.

4. Match the following English words with their synonyms

1	tip	a	regional
2	delicacy	b	completely
3	survive	c	label
4	reward	d	advice
5	local	e	compensate
6	dramatically	f	feast
7	title	g	praise
8	compliment	h	continue to live

5. Put the words in the correct word order

1. Has /changed / now / dramatically / the world .
2. Different / and / person / every / will / be / each / you /meet .
3. Write / actively / and / hear / down / what you / listen .
4. Don't /get / sometimes / chance / we / that .
5. Way / the /best/ friends/ it /is/ for you/ to win .
6. Scandinavians / are/ and / non-touchers / the /English .
7. You / their / friendship / their /culture/ as well as/ are offering/ they/ a sample/ of.
8. Thing / is / the /way / one /more / dress / important / you.

Translate

1. Translate from Russian into English

1. Межкультурное взаимопонимание стало необходимым, поскольку мир кардинально изменился.
2. Люди охотно верят стереотипам о других нациях и опровергают стереотипы о своем собственном народе.
3. Если вы не знаете как вести себя в чужой стране – понаблюдайте за местными жителями.
4. Существует множество поговорок о важности первого впечатления.

5. Немцы очень трепетно относятся к употреблению звания с именем собственным – для них это показатель статуса и достижений человека.

6. Существуют специальные курсы, обучающие владению языком тела.

7. Трудно сказать, являются ли русские нацией, которая считает приемлемым частые прикосновения.

8. Отказаться попробовать местный деликатес – значит нанести обиду, которую нелегко забыть.

2. Translate from English into Russian

Manners

The manners appeared for a practical purpose. For example, when two men met, they extended their right hands –and eventually shook them –to show that they were not carrying weapons. A handshake served as a display of friendship, or at least to demonstrate a lack of hostility.

The manners used in much of the Western world have common antecedents; they have evolved in different ways in different places.

These are some general ones:

- Quiet, modest behavior is always appreciated.
- Never meet, greet or talk to someone with your hands in your pockets.
- Humor is very local. It is best to avoid “telling a joke”.
- Do not chew gum in public.
- Always use “please” and “thank you” –in the local language if possible.
- Never put your feet on furniture.
- Do not eat while walking in the streets.
- Show respect for others' habits and customs.
- Do not talk about money –yours or theirs.
- Do not point or beckon with your index finger.
- Do not ask for a tour of someone's home.
- Never wander uninvited into the “private” rooms of someone's home.
- Respect the privacy and dignity of others at all times; when in doubt, put yourself in their place.

Some good topics of conversation

- Food and wine
- Art and music
- Sports
- Cars
- Politics (ask questions but never make a judgmental statement about their political system or a particular politician)

Do not discuss

- Salary
- Where someone lives
- Marital status
- Educational level

Smoking etiquette

Never smoke at any place at any time without asking permission of your host, other guests, office colleagues, restaurant personnel, or anyone present who might object to sharing the environment with a smoker.

3. Read the text. Translate from English into Russian

Why is Intercultural Awareness so Important?

Communication

There is nothing more important in today's business environment. If you want to create and protect good international relationships, there is one thing you need: intercultural communication skills. So, what exactly are they?

Almost all large companies today are active in an international environment. Service providers, customers, business partners and colleagues communicate in different languages and are all coming from different cultural backgrounds.

The term "culture" itself is hard to define sometimes. The Oxford English Dictionary defines it as, "the ideas, customs, and social behavior of a particular people or society; the attitudes and behavior characteristic of a particular social group".

But what does this mean for your interactions with other people? Simply put, it's about "how we do things around here". This pretty unhelpful phrase is a good demonstration of how hard it can be for people from different cultures to truly understand each other and work together. They may have a completely different idea of "how we do things around here". This becomes clear from the outset with the way cultures greet each other and extends to tipping, taxes and religious customs.

Cultural differences are especially clear when it comes to punctuality. If a southern European business partner is late to a meeting, this is not a sign of any lack of appreciation or respect. If, however, you are in Japan and turn up to a meeting even one minute late, this is a serious affront that will not be swiftly forgotten. It is possible to avoid the misunderstandings brought about by these situations if you are aware of the cultural background of who you are dealing with. Easier said than done...

4. Read the text. Translate from English into Russian

What Stands in the Way of Intercultural Understanding?

It is only natural to see the world from your own perspective. And it is only human to make generalizations based on your own experience. However, these tendencies lead to the following phenomena, which make intercultural understanding harder:

- a) ethnocentrism: the belief that your own culture is somehow better or right;
- b) prejudice: unfounded opinions of others;
- c) stereotyping: extreme generalizations about groups of people with no regard for the individual.

As an American, I can understand this point of view only too well. The USA often looks at the rest of the world with a feeling of superiority. The negative effect this has on the USA's relationship with other cultures is all too evident on the world stage. Even in the relationship between the United Kingdom and Europe, you can see that such a singular inward focus has a terrible effect on cooperation.

Stereotypes are not always negative. Germans are known to be punctual, disciplined, direct and hard-working. But these same Germans are also known to be unfriendly, inflexible and humorless. Why do Germans come across like this?

5. Read the text. Translate from English into Russian

Low-context vs. High-context Cultures

In anthropology, you can compare cultures according to how important the context surrounding linguistic interaction is. In low-context cultures, people communicate very explicitly. As you might have guessed, Germany is well within this category. In Scandinavia and Anglo-Saxon countries too, expressions are understood without a lot of cultural context. In Africa, Asia and the Middle East, it is more necessary to have an understanding of the culture in order to communicate effectively. An interlocutor must pay attention to tone, body language and context to correctly interpret a message. Edward T. Hall has a great example; he asked people from a variety of cultures if they could complete a certain exercise by the next day. From their answers, you can see how important intercultural understanding is in an international context:

- Germany: “Yes” = Yes
- USA: “Yes, I’ll do my best” = Probably
- Japan: “I’ll do my best” = Probably not
- Japan: “Yes, I’ll do my best” = Probably
- China: “Yes” = Maybe
- Russia: “No” = Maybe

So, for Germans it can be very hard to communicate with people from high-context cultures, and vice versa.

6. Read the text. Translate from English into Russian

Rules for Better Intercultural Communication

So far, so much theory. How do you actually manage to improve your intercultural behavior? The most important foundation is just acknowledging that your own road is not the only one or the right one. It takes a lot of practice and experience, because cultures are very complex. There are some ground rules that you can follow to avoid blunders and leave a good impression on international partners.

1. Be open to new things: contact with other cultures is an experience full of surprises. Make the most of it!

2. Be prepared: with a bit of research you can avoid the most common missteps.

3. Learn the language: even just a couple of polite phrases can go a long way.

4. Learning through imitation: if you're not sure, take a step back and observe.

Speaking

1. Speak about communication in business environment nowadays.

2. Speak about low-context vs. high-context cultures.

3. Speak about the rules for better intercultural communication.

Lesson 2. ETIQUETTE

Etiquette

Preview

Answer the questions. Then talk about your answers.

1. Have you ever made a business trip abroad?

2. Do you think knowing English is enough to have business with foreigners?

3. What do you know about customs of different countries?

4. What countries do you think have the strictest rules of etiquette: eastern or western?

5. What is the main topic of conversation between strangers in Russia?

Reading

Read and translate the text

International Etiquette

Travelling to all corners of the world gets easier and easier. We live in a global village, but how well do we know and understand each other? Here is a simple test. Imagine you have arranged a meeting at four o'clock. What time should you expect your foreign business colleagues to arrive? If they are German, they'll bang on time.

If they are American, they'll probably 15 minutes early. If they are British, they'll be 15 minutes late, and you should allow up to an hour for the Italians.

When the first books giving advice on international etiquette appeared, the British thought this was a joke, because they assumed that the understanding of their language meant a corresponding understanding of English customs. Very soon they realized that they had a lot to learn about how to behave with their foreign business friends. And here are some examples:

The British are happy to have a business lunch and discuss business matters with a drink during the meal; the Japanese prefer not to work while eating. Lunch is a time to relax and get to know one another, and they rarely drink at lunchtime. The Germans like to talk business before dinner, the French like to eat first and talk afterwards.

Taking off your jacket and rolling up your sleeves is a sign of getting down to work in Britain and Holland, but in Germany people regard it as taking it easy.

The Japanese have perhaps the strictest rules of social and business behavior.

Seniority is very important, and a younger man should never be sent to complete a business deal with an older Japanese man.

You should not expect the Japanese to shake hands when greeting someone. Bowing the head is a mark of respect and the first bow of the day should be lower than when you meet thereafter.

The Americans prefer to be casual and more informal than the Japanese, as illustrated by the universal “Have a nice day!” The British are cool and reserved. The great topic of conversation between strangers in Britain is the weather – unemotional and impersonal. In America, the main topic between strangers is the search to find a geographical link. “You really live in Ohio? I had an uncle who once worked there”.

Vocabulary

	слово	перевод
1	etiquette	этикет
2	rarely	редко
3	matter	дело
4	regard	рассматривать
5	behavior	поведение

6	reserved	сдержанный
7	conversation	беседа
8	casual	повседневный
9	link	связь
10	arrange	устраивать
11	colleague	коллега

Reading comprehension

Answer the questions

1. If you have arranged a meeting at four o'clock, what time should you expect your German business colleagues to arrive?
2. If you have arranged a meeting at four o'clock, what time should you expect your American business colleagues to arrive?
3. If you have arranged a meeting at four o'clock, what time should you expect your British business colleagues to arrive?
4. Are the British happy to have a business lunch and discuss business matters with a drink during the meal?
5. Do the Japanese prefer to work while eating?
6. What is lunch for the Japanese?
7. Do the Germans like to talk business after dinner?
8. Do the French like to talk first and eat afterwards?
9. What nation has the strictest rules of social and business behavior?
10. Which nation is considered to be reserved?

Analyze

1. Complete the sentences

1. When the first books giving advice on international etiquette appeared, the British thought this was a joke, because they ... that the understanding of their language meant a ... understanding of English customs.
2. Very soon they realized that they had a lot to learn about with their foreign business friends.
3. The British are happy to have a business lunch and discuss with a drink during the meal.
4. The Japanese ... not to work while eating.

5. Lunch is a time and get to know one another, and they ...drink at lunchtime.

6. The Germans like before dinner, the French like to eat first and talk afterwards.

7. Taking off your jacket and rolling up your sleeves is a sign of to work in Britain and Holland, but in Germany people ... it as taking it easy.

8. The Japanese have perhaps the ... rules of ... and business

9.... is very important, and a younger man should never be sent to ... a business deal with an older Japanese man.

10. The Americans prefer to be ... and more ... than the Japanese.

2. Choose the correct word or word combination

1. If you arranged a meeting with your German business colleagues, they will probably ...

a) be 15 minutes early

b) bang on time

c) be 15 minutes late

2. When the first books giving advice on international etiquette appeared, the ... thought this was a joke.

a) British

b) Japanese

c) Americans

3. The Japanese prefer not to ... while eating.

a) laugh

b) talk

c) work

4. A younger man should never be sent to ... a business deal with an older Japanese man.

a) discuss

b) start

c) complete

5. The first ... of the day should be lower than when you meet thereafter.

a) bow

b) kiss

c) hug

6. The British are cool and

- a) reserved
- b) strict
- c) pleasant

7. In America, the main topic between strangers is the

- a) weather
- b) geographical link
- c) political situation

3. Give the English equivalents

- 1. организовать встречу;
- 2. советы по международному этикету;
- 3. понимание английских обычаев;
- 4. вести себя правильно;
- 5. обсуждать дела бизнеса за обедом;
- 6. приступить к работе;
- 7. расслабиться ;
- 8. вы не должны ожидать;
- 9. “Хорошего дня!”.

4. Prove the following statements

- 1. The Japanese have perhaps the strictest rules of social and business behavior.
- 2. The Germans are very punctual and businesslike.
- 3. The Americans are very sociable.

5. Match the following English words with their definitions

1	colleagues	a	seldom, not often
2	strict	b	discussion
3	arrange	c	think, expect
4	etiquette	d	organize
5	assume	e	co-workers
6	conversation	f	severe, tough
7	similar	g	like, analogous
8	rarely	h	code, protocol

6. Match the words with their Russian equivalents

1	corresponding	a	незнакомцы
2	customs	b	обычаи
3	international etiquette	c	международный этикет
4	business deal	d	соответствующий
5	strangers	e	сделка
6	business matters	f	старшинство
7	rarely	g	появиться как раз вовремя
8	bang on time	h	редко
9	informal	i	дела бизнеса
10	seniority	j	непринужденный

Translate

1. Translate from Russian into English

1. На какое время Вы назначили встречу с зарубежными коллегами по бизнесу?
2. Предполагается, что высококвалифицированные инженеры должны иметь соответствующие знания физики и математики.
3. Они совсем не знают как вести себя с коллегами из африканских стран.
4. В Европе люди редко пьют алкогольные напитки в дневное время.
5. После долгих выходных очень тяжело приступить к работе.
6. В восточных странах старшинство имеет большое значение.
7. Правила социального поведения должны воспитываться в ребенке с раннего возраста.
8. Много лет назад американская непринужденность в поведении шокировала сдержанных британцев.

2. Translate from English into Russian

1. In France you shouldn't sit down in a café until you've shaken hands with everyone you know.
2. In Afghanistan you should spend at least five minutes saying hello.
3. In Pakistan you mustn't wink. It is offensive.

4. In the Middle East you must never use the left hand for greeting, eating, drinking or smoking.
5. Also, you should take care not to admire anything in your hosts' home.
6. They will think that they have to give it to you.
7. In Russia you must match your hosts drink for drink or they will think you are unfriendly.
8. In Thailand you should clasp your hands together and lower your head and eyes when you greet someone.
9. In America you should eat your hamburger with both hands and as quickly as possible.
10. You shouldn't try to have a conversation until it is eaten.

3. Translate the text into Russian

Doing Business in Russia

Business Mentality

- In Russia the type of business you are dealing with can usually range from a new-style entrepreneur to an old-school Soviet bureaucrat.
- It is difficult to do business in Russia without the help from a local “connection”. To help with this, small gifts are often a good idea when doing business in Russia. Presents symbolizing the stature of your company and the importance of the impending business deal, preferably an item characteristic of your local area or one that displays the company logo.
- Patience is important with Russians, negotiations can often be slow. As the Russian proverb states, do not ‘hurry to reply’, but ‘hurry to listen’.
- Avoid hard selling techniques and any sort of conflict or confrontation.
- Russians don't usually make an immediate decision in a meeting; usually a certain amount of deliberation is done in private afterwards.

Greetings

- For greetings – shake hands firmly and maintain direct eye contact. Avoid shaking hands and giving things across a threshold a house or room. It is best to cross the threshold completely before shaking a host's hand when arriving and leaving.

– Always remove gloves when shaking hands, it is considered rude not to.

– Never use first names unless invited to do so, as it is important to respect authority and formality. You can use ‘Gospodin’ (Mr.) or ‘Gospozha’ (Mrs.) plus their surname. However, if you know the person’s full name, it would be more appreciated if you use a combination of name and patronymic. The patronymic is the father’s name with the ending “-ich” for men and “-vna” for women, for example: Ivan Nikolaevich or Anna Arkad’evna.

– There are also two modes of addressing – using the formal form of ‘you’ – “vy” and the informal one “ty”.

The Art of Conversation

– Russians appreciate an interest from foreigners in the Russian language, so an attempt to learn or at least partially speak with them in their language is a good idea.

– Many Russians speak English as it is often taught at school.

– Russians tend not to speak too loudly in public.

– A good topic of conversation is usually the changes taking place in Russia – feel welcome to express your views, do not remain just a listener. Bringing up the subject of Russian culture and history will be an appreciated gesture. Russians are very affectionate towards children, so if you are a parent, do not hesitate to show photographs of your children.

– Avoid topics such as your complaints about Russia, the Holocaust, Czarism and monarchy, conflicts with ethnic minorities and comparing Russia to other developing countries.

Business Meetings and Meals

– Dress in formal, more conservative office clothes – for both men and women.

– There is a keen appreciation of punctuality, be on time if not early if you are meeting with Russians. However, don’t necessarily expect your Russian counterpart to be on time, this may be just an attempt to test your patience.

– The act of handing out business cards is quite a common and important action in Russia.

– On your business cards, always print one side in your language and the other in Russian.

– At dinner in Russia, people don't usually do something before the host does, for example beginning to eat or getting up from the dinner table.

– It is often appropriate to bring a small gift when attending a family's home for dinner.

– Drinking and toasting at gatherings is an important and common act. Going out for a drink when invited is highly recommended as it shows interest in strengthening the relationship and promoting good will.

Speaking

1. Work in pairs. Think of a foreign country you would like to visit. Find out about its traditions and etiquette rules. Prepare the presentation. Its purpose is to persuade your group mates to include this place into the list of destinations for cultural visits. Use the following plan.

1. Make an introduction.

2. The main body should include:

a) background information about location, population, climate and history;

b) peculiar features of etiquette;

c) three places to visit/main sights.

3. Make a conclusion.

Useful Phrases

Starting

Good morning everybody. I would like to talk to you today about...

Signaling Structure

The presentation is organized into three sections.

I will begin with ...

Next...

And lastly...

Moving on

Turning to the next point...

Let's now look at...

Summarizing

In conclusion I would like to say...

To summarize...

Inviting questions

Now if there are any questions, I will be happy to try and answer them.

Module 3. COMPANY STRUCTURE

Lesson 1. Understanding an Organizational Structure

Lesson 2. Types of Organizational Structures in Business

Lesson 3. Benefits of Organizational Structures

Lesson 1. UNDERSTANDING AN ORGANIZATIONAL STRUCTURE

Preview

Answer the questions. Then talk about your answers.

1. What is an organizational structure?
2. What can this structure include?
3. How does a decision flow go in a centralized structure?
4. What does having an organizational structure in place allow?

Reading

Read and translate the text

What is an Organizational Structure? Understanding an Organizational Structure

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities.

The organizational structure also determines how information flows between levels within the company. For example, in a centralized structure, decisions flow from the top down, while in a decentralized structure,

decision-making power is distributed among various levels of the organization.

Having an organizational structure in place allows companies to remain efficient and focused.

Key Takeaways

An organizational structure outlines how certain activities are directed to achieve the goals of an organization.

Successful organizational structures define each employee's job and how it fits within the overall system.

A centralized structure has a defined chain of command, while decentralized structures give almost every employee receiving a high level of personal agency.

Types of organizational structures include functional, divisional, flatarchy, and matrix structures.

Senior leaders should consider a variety of factors before deciding which type of organization is best for their business, including the business goals, industry, and culture of the company.

Understanding an Organizational Structure

Businesses of all shapes and sizes use organizational structures heavily. They define a specific hierarchy within an organization. A successful organizational structure defines each employee's job and how it fits within the overall system. Put simply, the organizational structure lays out who does what so the company can meet its objectives.

This structuring provides a company with a visual representation of how it is shaped and how it can best move forward in achieving its goals. Organizational structures are normally illustrated in some sort of chart or diagram like a pyramid, where the most powerful members of the organization sit at the top, while those with the least amount of power are at the bottom.

Not having a formal structure in place may prove difficult for certain organizations. For instance, employees may have difficulty knowing to whom they should report. That can lead to uncertainty as to who is responsible for what in the organization.

Having a structure in place can help with efficiency and provide clarity for everyone at every level. That also means each and every department can

be more productive, as they are likely to be more focused on energy and time.

Vocabulary

	СЛОВО	перевод
1	in order to	для того, чтобы
2	decision-making	принятие решений
3	to distribute	распределять
4	to achieve the goals	достигать целей
5	flatarchy	плоская иерархия
6	hierarchy	иерархия
7	uncertainty	неуверенность
8	to provide clarity	обеспечить ясность
9	efficiency	эффективность
10	to be focused	быть сфокусированным

Reading comprehension

Answer the questions

1. What does an organizational structure outline?
2. What do successful organizational structures define?
3. What does a centralized structure have?
4. Can you name the types of organizational structures?
5. What factors should senior leaders consider before deciding which type of organization is best for their business?
6. What does having an organizational structure in place allow?
7. How are organizational structures normally illustrated in some sort of chart or diagram?

Analyze

1. Complete the sentences

1. An organizational structure is a system that ... how certain activities are directed ... to achieve the goals of an organization.

2. In a ... structure, decisions flow from the top down, while in a ... structure, decision-making power is ... among various levels of the organization.

3. Having an organizational structure in place ... companies to remain efficient and

4. Successful organizational structures ... each employee's job and how it ... within the overall system.

5. A centralized structure has a ... chain of command, while decentralized structures give almost every employee receiving a ... of personal agency.

6. Types of organizational structures ... functional, divisional, ... , and matrix structures.

7. The organizational structure ... who does what so the company can meet its objectives.

8. Employees may have difficulty ... to whom they should report.

2. Give the English equivalents

1. иерархия;
2. плоская иерархия;
3. достигать целей организации;
4. право принятия решений;
5. определять круг обязанностей каждого сотрудника;
6. быть сфокусированным на энергии и времени;
7. обеспечить ясность;
8. плоская иерархия.

3. Match the following English words with their synonyms

1	overall	a	stay
2	goal	b	hardship
3	remain	c	prosperous
4	forward	d	target
5	difficulty	e	doubt
6	successful	f	ahead
7	uncertainty	g	supply
8	provide	h	comprehensive

4. Prove the following statements

1. Senior leaders should consider a variety of factors before deciding which type of organization is best for their business.
2. Businesses define a specific hierarchy within an organization.
3. Not having a formal structure in place may prove difficult for certain organizations.

Translate

1. Translate from Russian into English

1. Организационная структура компании определяет, каким именно образом идет поток информации.
2. Наличие организационной структуры позволяет бизнес компании оставаться сфокусированной на своих основных целях.
3. Наличие иерархии в компании позволяет наемным работникам понять, кому именно им следует докладывать о положении дел.
4. Централизованная структура имеет определенную субординацию.
5. Отсутствие четкой организационной структуры может привести к непониманию работниками круга обязанностей.

2. Translate from Russian into English

Организационная структура предприятия: виды и схемы

Организационная структура формируется в зависимости от целей деятельности предприятия и необходимых для этого подразделений. Именно подразделения осуществляют функции, которые составляют бизнес-процессы предприятия.

Что такое организационная структура предприятия?

Говоря об организационной структуре, мы имеем в виду концептуальную схему, вокруг которой организуется группа людей, основу, на которой держатся все функции. Организационная структура предприятия – это, по сути, руководство для пользования, которое объясняет, как организация выстроена и как она работает. Если говорить конкретнее, то организационная структура описывает, как в компании принимаются решения и кто является ее лидером.

Почему необходимо разрабатывать организационную структуру предприятия?

- Организационная структура дает четкое понимание того, в каком направлении движется компания. Ясная структура – это инструмент, с помощью которого можно придерживаться порядка в принятии решений и преодолевать различные разногласия.
- Организационная структура связывает участников. Благодаря ей люди, присоединяющиеся к группе, имеют отличительные черты. В то же время и сама группа обладает определенными особенностями.
- Организационная структура формируется неизбежно. Любая организация по определению подразумевает какую-то структуру.

Lesson 2. TYPES OF ORGANIZATIONAL STRUCTURES IN BUSINESS

Preview

Answer the questions. Then talk about your answers.

1. What types of organizational structures in business do you know?
2. What main characteristics does the functional structure have?
3. How does a multidivisional structure work?
4. What does flatarchy organizational structure allow?

Reading

Read and translate the text

Types of Organizational Structures in Business

Functional Structure

Four types of common organizational structures are implemented in the real world. The first and most common is a functional structure. This is also referred to as a bureaucratic organizational structure and breaks up a company based on the specialization of its workforce. Most small-to-medium-sized businesses implement a functional structure. Dividing the firm into

departments consisting of marketing, sales, and operations is the act of using a bureaucratic organizational structure.

Divisional or Multidivisional Structure

The second type is common among large companies with many business units. Called the divisional or multidivisional structure, a company that uses this method structures its leadership team based on the products, projects, or subsidiaries they operate. A good example of this structure is Johnson & Johnson. With thousands of products and lines of business, the company structures itself so each business unit operates as its own company with its own president.

Flatarchy Structure

Flatarchy, a newer structure, is the third type and is used among many startups. As the name alludes, it flattens the hierarchy and chain of command and gives its employees a lot of autonomy. Companies that use this type of structure have a high speed of implementation.

Matrix Structure

The fourth and final organizational structure is a matrix structure. It is also the most confusing and the least used. This structure matrixes employees across different superiors, divisions, or departments. An employee working for a matrixed company, for example, may have duties in both sales and customer service.

Vocabulary

	слово	перевод
1	implement	применять
2	bureaucratic	бюрократический
3	multidivisional	многофилиальный
4	subsidiaries	дочерние предприятия
5	flatarchy	плоская иерархия
6	hierarchy	иерархия

7	leadership	руководство
8	employee	наемный работник
9	superior	начальник, превосходящий
10	customer service	обслуживание клиентов

Analyze

1. Complete the sentences

1. The first and most common organizational structure is a ... one.
2. Functional structure breaks up a company based on the ... of its... .
3. Most ... businesses implement a functional structure.
4. A bureaucratic organizational structure divides the company into
5. Divisional or .. structure is common among ... companies with many business... .
6. Big businesses structure their ... team based on the products, projects, or ... they operate.
7. ... , a newer structure, is the third type and is many startups.
8. Companies that use ... have a high speed of
9. The most confusing and the least used organizational structure is
10. An employee working for a matrixed company may have duties in both ... and

2. Give the English equivalents

1. организационная структура предприятия;
2. бюрократическая организационная структура;
3. филиалы;
4. обслуживание клиентов;
5. дивизиональная структура;
6. руководство, управление;
7. матричная структура.

3. Match the following English words with their synonyms

1	leader	a	red tape
2	subsidiary	b	customer

3	bureaucratic	c	framework
4	client	d	branch
5	confusing	e	enterprise
6	employee	f	boss
7	project	g	clerk
8	structure	h	complicated

4. Prove the following statements

1. A divisional structure is suitable for big businesses.
2. Flatarchy gives employees a lot of autonomy.

Translate

1. Translate from English into Russian

Flat Hierarchies: a General Definition

Much media attention has focused on holacracies, but actually holacracy is just one type of flat hierarchy that became popular due to its adoption by well-known companies operating in Silicon Valley and the wider technology sector.

What holacracies and other forms of flat hierarchies have in common is a smaller-than-normal layer of middle management. Some flat hierarchies have *no* middle managers between staff and executives, with decisions made by self-organizing teams or rotating team leaders.

Others have fewer middle managers than you would normally expect in a traditional organization of the same size, with each one managing a much larger slice of the workforce. Overall, managers tend to have more responsibility and accountability in flat organizations. This is particularly true where there is only one layer between staff and the executive level.

1. Create the glossary to the text

1	media attention	
2	holacracies	
3	due to	

4	a smaller-than-normal layer	
5	executives	
6	slice	
7	workforce	
8	accountability	

2. Translate from English into Russian

What Can Make a Flatarchy Type of Organization More Efficient?

The advantage of the flatarchy is to use the best of two organizational structures. It takes the structure of the hierarchical organization, with its solid (but sometimes slow) process of validation. It also takes its job structure, quite robust, well documented, but sometimes lacking innovation. And it takes the advantages of flat organizations, with more concentrated and agile teams, able to work quickly, with limited resources to start, to create proof of concept or minimum viable products efficiently and to reinvent their model if needed. In some cases, the flat team are small incubators, sometimes internal start-up, that are working on new projects and that is exactly where they can be a game changer in our context.

3. Create the glossary to the text

1	advantage	
2	solid	
3	validation	
4	robust	
5	agile teams	
6	viable	
7	to reinvent	
8	internal	

4. Translate from English into Russian

Divisional Organizational Structure

In divisional organizational structures, a company’s divisions have control over their own resources, essentially operating like their own company within the larger organization. Each division can have its own marketing team, sales team, IT team, etc. This structure works well for large companies as it empowers the various divisions to make decisions without everyone having to report to just a few executives.

Depending on your organization’s focus, there are some variations to consider.

Market-Based Divisional Organizational Structure

Divisions are separated by market, industry, or customer type. A large consumer goods company, like Target or Walmart, might separate its durable goods (clothing, electronics, furniture, etc.) from its food or logistics divisions.

Product-Based Divisional Organizational Structure

Divisions are separated by product line. For example, a tech company might have a division dedicated to its cloud offerings, while the rest of the divisions focus on the different software offerings—e.g., Adobe and its creative suite of Illustrator, Photoshop, InDesign, etc.

Geographic Divisional Organizational Structure

Divisions are separated by region, territories, or districts, offering more effective localization and logistics. Companies might establish satellite offices across the country or the globe in order to stay close to their customers.

5. Create the glossary to the text

1	empower	
2	consumer goods company	

3	durable goods	
4	cloud offerings	
5	localization	
6	satellite offices	
7	in order to	
8	software offerings	

Lesson 3. BENEFITS OF ORGANIZATIONAL STRUCTURES

Preview

Answer the questions. Then talk about your answers.

1. Do you see any obvious advantages of having a definite organizational structure?
2. How can a company benefit from having an organizational structure?
3. What can be achieved by separating employees and functions into different departments?
4. Do you think that a very clear organizational structure helps employees somehow?

Reading

1. Read and translate the text

Benefits of Organizational Structures

Putting an organizational structure in place can be very beneficial to a company. The structure not only defines a company's hierarchy but also allows the firm to layout the pay structure for its employees. By putting the organizational structure in place, the firm can decide salary grades and ranges for each position.

The structure also makes operations more efficient and much more effective. By separating employees and functions into different departments, the company can perform different operations at once seamlessly.

In addition, a very clear organizational structure informs employees how best to get their jobs done. For example, in a hierarchical organization, employees will have to work harder at buying favor or courting those with decision-making power. In a decentralized organization, employees must take on more initiative and bring creative problem solving to the table. This can also help set expectations for how employees can track their own growth within a company and emphasize a certain set of skills—as well as for potential employees to gauge if such a company would be a good fit with their own interests and work styles.

Vocabulary

	слово	перевод
1	beneficial	выгодный
2	layout	макет, планировка
3	decide salary grades	определить уровень заработной платы
4	seamlessly	беспрепятственно
5	gauge	оценить
6	decision-making power	полномочия по принятию решений
7	set expectations	определиться с ожиданиями
8	decentralized organization	децентрализованная организация
9	take initiative	брать инициативу
10	track their own growth	отследить собственный рост

Analyze

1. Complete the sentences

1. Putting an organizational ... in place can be very ... to a company.
2. The structure ... a company's hierarchy.
3. The structure allows the firm to ... the pay structure for its
4. The structure makes operations more
5. The company can perform different operations at once by ... employees and ... into different

6. A very clear organizational ... informs ... how best to get their jobs done.

7. In a decentralized organization, employees must take on

8. Employees should bring creative to the table in a decentralized organization.

2. Give the Russian equivalents

1. potential employees;
2. to put an organizational structure in place;
3. to define a company's hierarchy;
4. to layout the pay structure;
5. to separate employees and functions into different departments;
6. to inform employees how best to get their jobs done;
7. to bring creative problem solving to the table;
8. a company is a good fit with somebody's interests and work styles.

3. Make up 8 sentences with the phrases above.

4. Put the words in the correct word order

1. an /organizational /is/ beneficial/ structure a/ to / company.
2. the /can/ salary/each/ firm/ decide/ grades /for / position.
3. the /company/ at/can /perform /different/ operations /once.
4. the /structure/ operations /also/ / more/ makes/ efficient.
5. employees / take /must /on / initiative/ more .
6. in/ a/ hierarchical /will/ organization/ to/ employees /have/ work /harder.
7. employees / track/ can/ their /own /within/growth/ a/ company.

5. Match the following English words with their synonyms

1	beneficial	a	to estimate
2	favor	b	to design
3	effective	c	wages
4	to gauge	d	benefit
5	to layout	e	to highlight

6	to emphasize	f	profitable
7	expectation	g	anticipation
8	salary	h	productive

Translate

1. Translate the text and create the glossary to it

	сЛОВО	перевод
1	facilitates	
2	attainment	
3	objective	
4	evaluate	
5	required adjustments	
6	jurisdiction	
7	solely	
8	traceability	
9	overlap	
10	duplication of work	
11	haphazard	
12	assign	
13	runarounds	
14	pinpoint	
15	equitable	
16	yearly increments	
17	expansion and contraction of facilities	
18	ambiguity	

10 Benefits of a Good Organizational Structure Explained

Some of the beneficial outcomes of optimally designed organizational structures are:

While there are many different structures that organizations can adopt, depending upon the type of organization including whether it is a service organization or a manufacturing organization, a well structured organization has many benefits.

1. A good organizational structure facilitates attainment of objectives through proper coordination of all activities:

It has a built-in system of “checks and balances” so that the progress towards the attainment of objectives is evaluated along the way so that any required adjustments can be made and any new decisions required can be taken.

2. In a good organizational structure, the conflicts between individuals over jurisdiction are kept to a minimum:

Since each person is assigned a particular job to perform, the responsibility of performing that job rests solely with him. It results in traceability of outcomes and the work interdependency of that particular task is reduced to a minimum.

3. It eliminates overlapping and duplication of work:

Duplication exists when work distribution is not clearly identified and the work is performed in a haphazard and disorganized way. Since a good organizational structure requires that the duties be clearly defined and assigned, such duplication of work is eliminated.

4. It decreases likelihood of “runarounds”:

The runarounds occur when we do not know who is responsible for what and we are not sent to the right people in the first instance for getting some work done. However, in a well organized company where the responsibilities are clearly established, this does not occur.

5. It facilitates promotions of personnel:

Since the organizational chart clearly pinpoints the positions of individuals relative to one another, it is easier to know as to which level a person has reached at any given time in the organizational hierarchy. Furthermore since each job is well described in terms of qualifications and duties, the promotional stages can be more clearly established.

6. It aids in wage and salary administration:

A fair and equitable wage and salary schedule is based upon the premise that the jobs with similar requirements should have similar benefits. If these requirements are clearly established and the yearly increments or the cost of living increments for each type of job are properly and clearly understood, then compensation administration policies are easier to implement.

7. Communication is easier at all levels of organizational hierarchy:

Since the lines of communication and flow of authority are clearly identified on the organizational chart, the intercommunication is both clearer and easier and it eliminates ambiguity.

8. A well-structured organization provides a sound basis for effective planning:

Since the goals are clearly established and resources clearly identified, both short term as well as strategic planning becomes more focused and realistic and such planning contains the provision to permit changes to be made in the right direction including expansion and contraction of facilities, operations and activities when it becomes necessary.

9. It results in increased cooperation and a sense of pride among members of the organization:

An employee is given sufficient freedom within the domain of his responsibility and his authority. Since the authority and the extent of exercise of such authority is known, it develops a sense of independence among employees which in turn is highly morale boosting.

10. It encourages creativity:

Because of a sense of belonging and high morale that a well-structured organization develops among employees and also because of clear-cut accountability, recognition of skill and appreciation for their contribution towards organizational growth, the employees develop their own initiative and a spirit of innovation and creativity.

Speaking

1. Make a plan of the text above and speak about 10 benefits of a good organizational structure.

2. Prepare the presentation about the structure of the company you like/ you would like to work for.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК

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