

**MEĐIMURSKO VELEUČILIŠTE U ČAKOVCU**

**Specijalistički studij**

**MENADŽMENT TURIZMA I SPORTA**

**ENGLISKI JEZIK U POSLOVNOJ KOMUNIKACIJI 1**

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**Contents:**

1. UNIT 1.....	4
2. UNIT 2.....	13
3. UNIT 3.....	18
4. UNIT 4.....	27
5. UNIT 5.....	35
6. UNIT 6.....	44

## UNIT 1

### What is management?

---

#### I Dictionary work

##### Manage (v)



##### **do something difficult (v)**

to succeed in doing something, especially something difficult

manage something

*In spite of his disappointment, he managed a weak smile.*

*I don't know exactly how we'll **manage it**, but we will, somehow.*

*Can you manage another piece of cake? (= eat one)*

manage (to do something)

*We managed to get to the airport in time.*

*He always manages to say the wrong thing.*

*They managed to find a place to stay.*

*We couldn't have managed without you.*

*'Need any help?' 'No, thanks. I can manage.'*

##### **deal with problems (v)**

to be able to solve your problems, deal with a difficult situation, etc.

**Synonym – Cope**

*She's 82 and can't manage on her own any more.*

manage with/without somebody/something

*How do you manage without a car?*

*I don't know how she manages on her own with four kids.*

##### **money/time/information**

manage (on something) to be able to live without having much money

*He has to manage on less than £100 a week.*

manage something to use money, time, information, etc. in a sensible way

*Don't tell me how to manage my affairs.*

*a computer program that helps you manage data efficiently*

manage something to be able to do something at a particular time

*Let's meet up again—can you manage next week sometime?*

### **business/team**

manage (something) to control or be in charge of a business, a team, an organization, etc

to **manage a factory/bank/hotel/soccer team**

to **manage a department/project**

*We need people who are good at managing.*

### **control**

manage somebody/something

to keep somebody/something under control;

to be able to deal with somebody/something

*It's like trying to manage an unruly child.*

*Can you manage that suitcase?*

(Advanced Oxford Dictionary)

### **Look up the following words:**

- management
- manager
- managerial

## **I What is managing?**

“My job is simple. I have to make sure that the company finds the customers in various sectors of the construction **industry, meets our production targets and makes a profit.**”

Tom is the general manager of a brick company

“Each season we create an innovative programme that will appeal to a broad range of audiences. We have **to set realistic prices** for tickets for each concert. We have to **cover our costs** within an **agreed annual budget.**”

Harriet is the Chief Executive of a national orchestra

“My job is to **pay attention to** every **detail** of every guest's stay with us.”

Dick manages a major hotel

They all work in different environments, with different **stakeholders**, that is, all the people who can be affected by their company actions, and different **key performance indicators** to **measure success**, but they share some general management responsibilities:

- **Identifying customers' needs**

- **Setting targets** and putting the necessary resources in place
- Planning and scheduling their own work and the team they manage
- Measuring performance and the outcomes achieved
- **Reporting on results**

## II Mintzberg

**Henry Mintzberg** (Canadian professor of management, 1939) has identified different roles in a manager's job and placed them in three categories:

- **Interpersonal rules**
- **Information roles**
- **Decision roles**



### Match !

1. A manager has responsibility for **spotting opportunities, allocating resources and dealing with conflict** or the day-to-day differences that can arise in any team or organisation.
2. A manager has to be an **effective communicator** as information constantly moves in, round and out of the organisation
3. A manager is the **figurehead**, providing **leadership** for the team, the department or the organisation and **liaising** with other stakeholders (both internal and external)

## III Management practice

**Three pieces of advice** when you move from studying management to the real – world environment in which we work:

**1st:** you need to be a **team player**. Our success comes from **collaborating with colleagues** to create feasible solutions when we are **interacting with clients**.

**2nd:** all the solutions that you recommend to our clients have to be practical rather than academic. You have to **integrate** what you have been learning and constantly **challenge your own assumptions**. You need to be able to **develop creative thinking skills** and **discuss complex issues** in the workplace from a “people perspective”.

**3rd:** if you do not know something, or if you are uncertain about how we do things here, please ask!

(McKeown A, Wright R., Professional English in Use, Management, CUP, 2011)

## Discuss!

1. Describe a team player.
2. How would you collaborate with colleagues?
3. Name some "complex issues" in the workplace.
4. How would you develop creative thinking skills?



## IV Mintzberg II

Henry Mintzberg identified ten roles in managerial work. The roles are divided into three subcategories:

- interpersonal contact (1,2,3),
- information processing (4, 5, 6)
- decision making (7, 8, 9, 10).

Each of the roles is different and consists of behaviours and activities the manager has to perform:

- (1) **Figurehead** – as the head of organization the manager performs all social, legal and ceremonial duties, like receiving visitors. Therefore, the manager is seen as symbol of prestige and authority;
- (2) **Leader** – creates proper work atmosphere and motivates subordinates through overseeing their progress, promoting and encouraging their development;
- (3) **Liaison** – maintains information links in and outside the organization, develops and maintains a network of external contacts to gather information and build knowledge bases;
- (4) **Monitor** - gathers internal and external information important to the organization, deals with assessing internal operations as well as problems and opportunities which may arise, scans papers and reports, maintains interpersonal contacts;
- (5) **Disseminator** – transmits factual and value-based information to subordinates, sends memos, makes phone calls;
- (6) **Spokesman** – represents the organization in speeches and reports to stakeholders, keeping them informed;
- (7) **Entrepreneur** – recognizes opportunities and areas of business development, initiates new projects, empowers and supervises teams in the development process;
- (8) **Disturbance handler** – resolves conflict within the organization, takes corrective steps in case of company crisis, deals reasonably with external changes;
- (9) **Resource Allocator** – is responsible for allocating and supervising financial, material and personnel resources;

(10) **Negotiator** – defends interests of the department, represents the company during negotiations with unions and suppliers.

According to Mintzberg's theory, the role of a manager is greatly diverse and it often requires complexity of behaviours to cope with several individual situations within the organization. In managerial work the ten roles constantly overlap and the manager must find the right balance between them. Therefore, the ten roles can be utilized in any managerial position as evaluation criteria for assessing the performance of a manager in his/her role.



(<http://www.insidebusiness360.com/index.php/mintzberg-management-managers-roles-ten-roles-of-manager-mintzbergs-management-roles-3732/>)



### Task!

Look at Mintzberg's ten managerial roles. Which ones do you identify in your current job or in a job you would like to have in the future? Why?

#### ➤ Match the words from two groups to make a meaningful phrase

allocate	cover	identify	set	make	measure	meet
	pay attention to	report on	spot			
<hr/>						
a profit	costs	prices	detail	needs	opportunities	
performance		prices	resources	results	targets	

#### ➤ Match one of Mintzberg's 10 Managerial Roles from the box with its definition below.

Disseminator	Disturbance handler	Entrepreneur	Figurehead	Leader
Liaiser	Monitor	Negotiator	Resource allocator	Spokesperson

- Performing symbolic duties as a representative of the organization
- Collecting all types of information that are relevant and useful to the organization
- Developing and maintaining business networks
- Spotting opportunities, being innovative and championing change in products, services or business processes
- Dealing with unexpected challenges and crises
- Negotiating with individuals and dealing with other organizations
- Communicating information from inside the organization to outsiders



- Deciding on the most appropriate use of the organization's resources
- Communicating information from outside the organization to relevant groups inside the organization
- Establishing the organizational culture and motivating the staff

*(Professional English in Use, Management)*

- **Look at Mintzberg's ten managerial roles. Which ones do you identify in your current job or in a job you would like to have in the future? Why?**



## V Management in different sectors Part I

1. Name as many sectors as you can you think of.
2. How in your opinion management in these sectors differs?

P \_ \_ \_ \_ \_

“The company is under private ownership. Our founder was an entrepreneur who spotted an opportunity to provide high-quality conference facilities for the growing number of trade shows and industrial exhibitions attracted to the region. Part of the equity is still in the hands of the family; a minority of the shares is held by a number of institutional investors. We also have strategic partnerships with local, national and international airlines and tour operators. In all that we do our mission is strictly commercial; we have to generate a profit for the family and for the institutional shareholders.

The customer service team works closely with managers and staff in every part of the customer experience, so that every guest receives an excellent level of service at each stage of their stay with us. The company operates within a very competitive business. If we don't keep our customers satisfied, we won't survive.”

P \_ \_ \_ \_ \_

“Our mission is simple; we exist to serve the public by ensuring that health is not put at risk by unsafe food. This mission is then developed into a series of strategic and operational plans that are discussed and approved each year by the council's senior management team.

Members of the team make regular visits to restaurants and other places where food is prepared and sold to the public. We also visit food-processing factories to monitor standards like cleanliness, general hygiene and cold storage. We are not profit seeking, rather, we have to make sure we can provide services within the budget agreed and endorsed for each year.

My own job involves:

- Planning and scheduling the work done by the members of the team
- Ensuring that adequate resources are in place to support their work
- Monitoring the regular inspections (including any recommendations for preventative and correct action required) so that I can provide regular reports to my own line manager

N \_ \_ \_ \_ \_

“A social enterprise is a business with primarily social objectives, so we do not focus on making a profit from our activities. Any financial surplus we can generate is re-invested in the business or in the community. We do not have to maximise profits for owners or shareholders.

There are many different kinds of social enterprise but they are all accountable to their shareholders such as employees, clients, local community groups or other users. Our mission is to make life better in this community by creating income and employment for local people. We do this by taking in donations of furniture, repair it if necessary and clean it for resale to our customers,

Like other non-profit organisations, we have a triple bottom line:

- We minimise any negative effects on the environment
- We have to be aware of the needs of our staff
- We have to make enough profit or surplus to provide a sustainable business.

It is never easy to balance all three of these but it is very satisfying work.”



## Management in different sectors    Part II

The difference between public/non-profit sector management and private sector management is supported by two arguments which represent real differences in how public programs and private businesses strive to **meet their objectives**. First, public organizations do not always operate with objectives which can be clearly measured like in the private sector, which operates in a model of **economic efficiency**.

For example, a toy manufacturer is able to clearly **set a goal** of how much product to manufacture and sell, as well as establish a clear **bottom line**. This is not always possible in the public sector, where the goals aren't so straightforward and there is no clear bottom line. So if a presidential directive calls for **reducing poverty** and the mission objectives include reducing “powerlessness” and “**apathy**”, any measure of the success of this **endeavour** and the programs implemented along with it are going to be general and not easily identifiable. Traditional business or private sector methods of measuring success cannot be used in this instance. The end-result cannot be easily measured based on the establishment of one particular program or managerial factor.

One of the most influential people to have approached this question is Herbert Simon. In Simon's highly regarded discussion on fact and value, Simon claims that public and private sector management, while sharing similarities in management methods, aren't entirely similar. By accepting that the **means of administration** (the facts) are different than the ends (the values), one can assert that the values of the public sector differ from that of the private sector. The public sector values the **public interest** and **political compromise**, while the private sector values profit.

The second argument is that **accountability** differs largely between public and private organizations. Managers in public organizations are accountable to a much greater number of people and in turn are subjected to greater influence by those they are accountable to. This is

will play a significant role in their decision making process as **public administration** is constantly under **public scrutiny**. The public manager will attempt to appease as many people as possible while achieving results. This adds to the complexity of their position as manager. Moreover, research supports the notion that **organizational commitment** is weaker in the public sector, so this will also influence public manager's accountability.

The private sector operates without the checks and balances of the public sector. They are accountable to shareholders and their focus remains on maximizing the bottom-line. Yes, there is a **blurring** of the public and private sector, and the business man is certainly more subjected to public scrutiny than in the past, but on the whole, the private managers maintain accountability to far fewer people than the public managers do. Private organizations are also far less **transparent** than public organizations as there is less demand for "**sunset clauses**" and other mechanisms to ensure public organizations do not become too powerful and **overshadow** the abilities of the private sector to function as needed.

With varying objectives and degrees of accountability, managing a public organization will differ greatly from private sector management.



(<http://management.yoexpert.com/management-general/how-is-private-sector-management-different-from-pu-36799.html>)



### **Task!**

#### **1. Find the expressions that have the same meaning in the text above:**

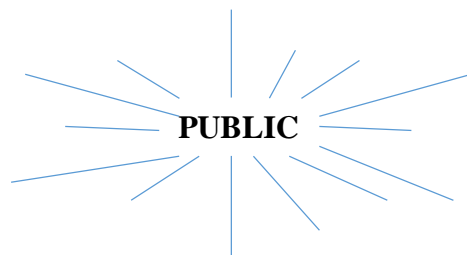
1. the most important fact in a situation
2. an economic state in which every resource is optimally allocated to serve each individual or entity in the best way while minimizing waste and inefficiency.
3. fulfil goals
4. a set of measures, both economic and humanitarian, that are intended to permanently lift people out of poverty
5. the arrangements and tasks needed to control the operation of a plan or organization
6. strength of the feeling of responsibility that an employee has towards the mission of the organization
7. a common concern among citizens in the management and affairs of local, state, and national government.
8. close or minute examination

9. making a deal between different parties where each party gives up part of their demand.
10. obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property.
11. part of a law or contract that states when it will end, or the conditions under which it will end

## 2. Match

- |                       |  |
|-----------------------|--|
| 1. <b>apathy</b>      | <b>a</b> it is ...if you can see through it very clearly                 |
| 2. <b>endeavour</b>   | <b>b</b> something that you cannot see, remember or understand clearly   |
| 3. <b>overshadow</b>  | <b>c</b> showing no interest or energy, unwilling to take action         |
| 4. <b>blur</b>        | <b>d</b> an attempt to do something                                      |
| 5. <b>transparent</b> | <b>e</b> cause someone or something to seem less important or less happy |

## 3. Find as many compounds as possible of the word PUBLIC



## 4. Summarise the text. Write 80-100 words

## UNIT 2

### Teamwork

---

#### Dictionary work

##### ***team* (n)**

a number of people or animals who do something together as a group:

*a basketball/hockey/netball team*  
*a team of investigators*

##### ***teamwork* (n)**

the ability of a group of people to work well together:

*Great teamwork and old fashioned grit got the team a last minute point.*  
*Her determination, teamwork skills and leadership capabilities convinced us that she was perfect for the job.*

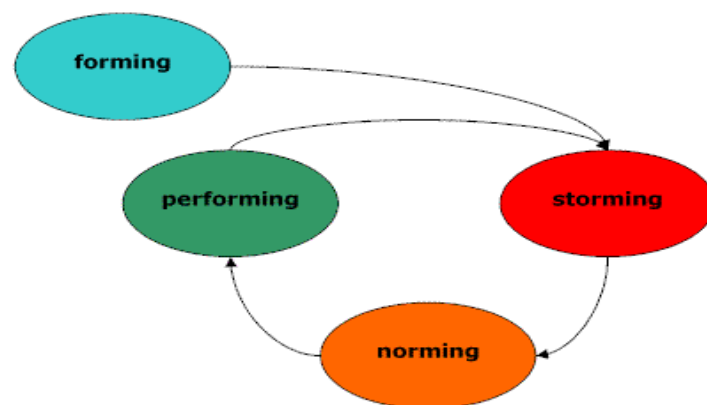
##### ***team building*(n)**

the process of encouraging members of a group to work well together, for example by having them take part in activities or games:

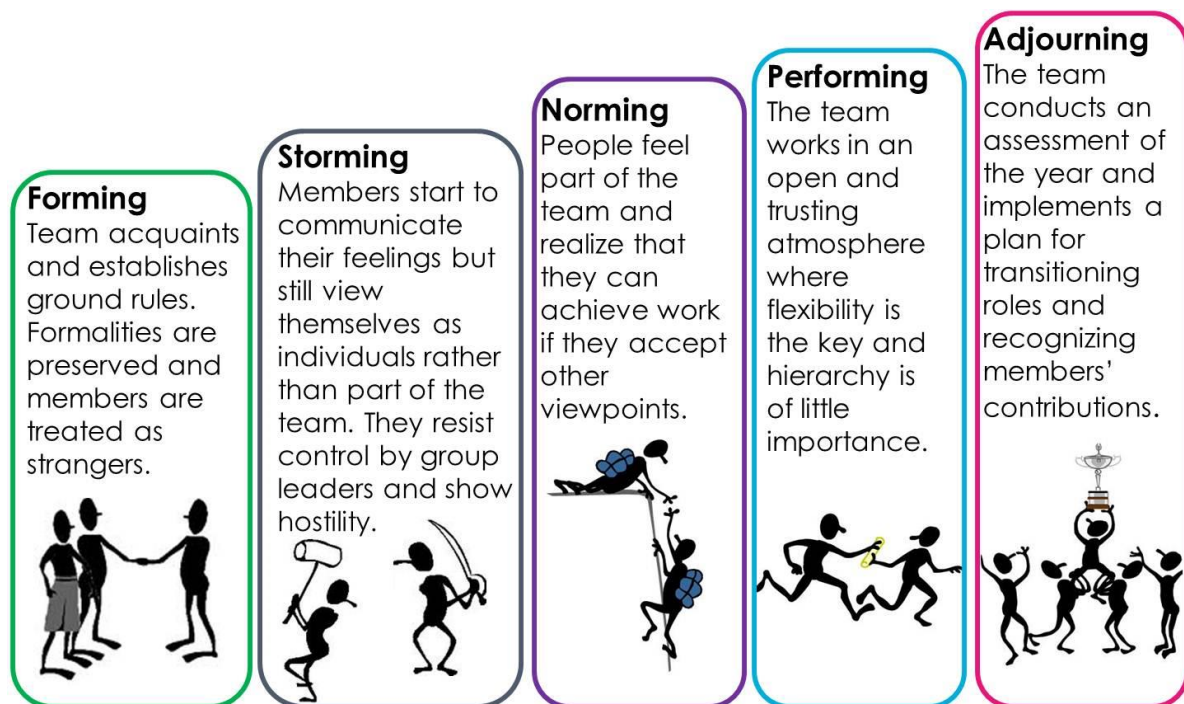
*The company puts a lot of emphasis on cooperation and team building.*  
*a team-building exercise/course*



### I Bruce Tuckman's FORMING, STORMING, NORMING & PERFORMING TEAM DEVELOPMENT MODEL



\*1977 Tuckman, jointly with Mary Ann Jensen, added a fifth stage



### 1. Match the following with the appropriate stage of team development:

- \_\_\_\_\_ Group members work productively together.
- \_\_\_\_\_ Individuals test their strengths and approaches to the task facing the group disagreements and conflicts may arise and have to be resolved.
- \_\_\_\_\_ The group becomes more cohesive, with clearly established roles and working procedures.
- \_\_\_\_\_ The group dissolves as the project ends.
- \_\_\_\_\_ The early encounters between the individual members, when people do not yet know the others well.

### 2. Vocabulary exercise:

- |                 |  |
|-----------------|--|
| 1. disagreement | a. tending to unify, harmonize, or be consistent.            |
| 2. strength     | b. to dismiss, to bring to an end by or as if by breaking up |
| 3. cohesive     | c. capacity or potential for effective action                |
| 4. dissolve     | d. a meeting   |
| 5. encounter    | e. to come into being; originate                             |
| 6. resolve      | f. a conflict or difference of opinion                       |
| 7. arise        | g. to find a solution to; solve                              |

➤ Read the complete paper on the following website:



[http://www.performancecoachtraining.com/resources/docs/pdfs2/BruceTuckman\\_Team\\_Development\\_Model.pdf](http://www.performancecoachtraining.com/resources/docs/pdfs2/BruceTuckman_Team_Development_Model.pdf)



## II TEAM MEMBERS



➤ **What is your opinion about the following statements?**

1. The team leader should be the most intelligent person in the team
2. In a good team you need lots of creative people with original ideas.
3. The best teams are the ones where team members have similar personalities.
4. There are some people who cannot work well in a team.
5. Poor team players do not reach high positions in business.

➤ **Read the presentation. According to the speaker which of the above statements are true and which are false?**

...So if we all agree that good teamwork is the key to success, we need to ask what makes a good team? Because we all know, of course, that you can't be sure that people are going to work well together, however talented they might be as separate people.

First of all a team needs a good leader. The team leader needs to be someone who is committed to the team and its aims, someone who trusts their team members and listens to them. Their leader doesn't have to be the most intelligent member of the team, in fact, it's often best if they're not. Very intelligent team leaders sometimes use arguments that other team members don't understand and they can also dominate the situation. A team leader who is of average intelligence, but has the right personality, is better. Most teams need someone who can think of new ideas and new ways to solve problems. This is the creative, original thinker, a very important team member. But it's a mistake to think that teams with lots of people like this will do well. In fact, you'll probably get a lot of fights and arguments that way because creative, imaginative people are not good at understanding or working with other people's creative ideas. Ideally, you need just one person like this and different types of people for the rest of the team.

This brings me on to the most important principle about building a team. You need a balance of different personalities. Just think about when you're launching a new product. You need the creative thinker or designer who has first thought of the idea. You need the enthusiastic salesperson with great communication skills who can go out there and sell it. But you also need the careful, thoughtful person who pays attention to all the details, who makes sure all the checks and tests are done and the product really is ready for the market.

It would be nice to think, wouldn't it, that if teams need all these different types of people, that everyone could be a good team member of some type. Unfortunately, studies suggest that



this isn't true. There are some people who just don't work well in any team. Something in their personality is against it...is against team spirit. What is more, people who can't fit into any team sometimes reach quite high positions in business.

So, how can we use this knowledge we have about team work? Firstly, when choosing someone to join a management team, we need to think about the balance or mix of the team as a whole. It's a mistake just to choose someone similar to the people you already have because that probably won't make the most effective team. Secondly, people often get jobs because of their previous experience. They're given a job just because they've done something like it before, even if they weren't very good at it. I would argue in favour of using a personality test and choosing the right person from the results of this, rather than just looking at previous experience. If you look at your handouts, you'll see an example of the kind of test that I mean....(Business Benchmark, CUP)

**1. Make questions to which the answers can be found in the text above:**

- 1.
- 2.
- 3.
- 4.
- 5.

**2. Role play –There is a project – you need to make a team of 5 / 4 students to decide how to put it into practice through a few steps**

### **III Team building**

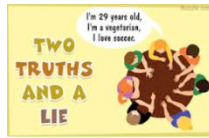


➤ **Discuss the following:**

1. What is team building?
2. Describe the pictures.
3. Name some other team building activities.



➤ **Practice the following team building activities:**



### **Two Truths and a Lie**

Two truths and a lie is a short team-building exercise played with a small group of three to 10 participants. It allows team members to learn little-known facts about each other while having fun. Each team member writes down two truthful statements and one lie about themselves on a piece of paper. Then each person takes turn reading the three statements and the other team members must guess the incorrect statement. To make the game more interesting, team members should write down subtle statements as the incorrect one. It makes it more difficult for people to guess the right answer, which provides for a more interesting exercise.



### **Chinese whisper**

A lack of communication can hinder workplace efficiency. If you think your workers simply aren't communicating as effectively as they should be, a simple game of telephone may help get your point across. Prepare for this game by writing down a humorous message on an index card and making several copies. Start the game by dividing your employees into teams. Have each team form a circle. Give one member of the team a copy of the card with the phrase. Ask employees to spread the message around the circle, taking turns whispering it into the ear of the person to their left. After the message has moved around the circle, allow the final recipient in each team to share the message with the group. In all likelihood, this message will have changed much from its original version. As employees laugh at the bumbled new message, they will likely learn an important lesson in the value of communication.

**TOGETHER**

**EVERYONE**

**ACHIEVE**

**MORE**

## UNIT 3

### Meetings

---

#### Dictionary work



**meeting** - an event at which people meet to discuss and decide things

have/hold a meeting

go to/attend a meeting

be in/at a meeting

call a meeting (=decide there will be a meeting)

(*Oxford Advanced Dictionary*)

**e.g.**

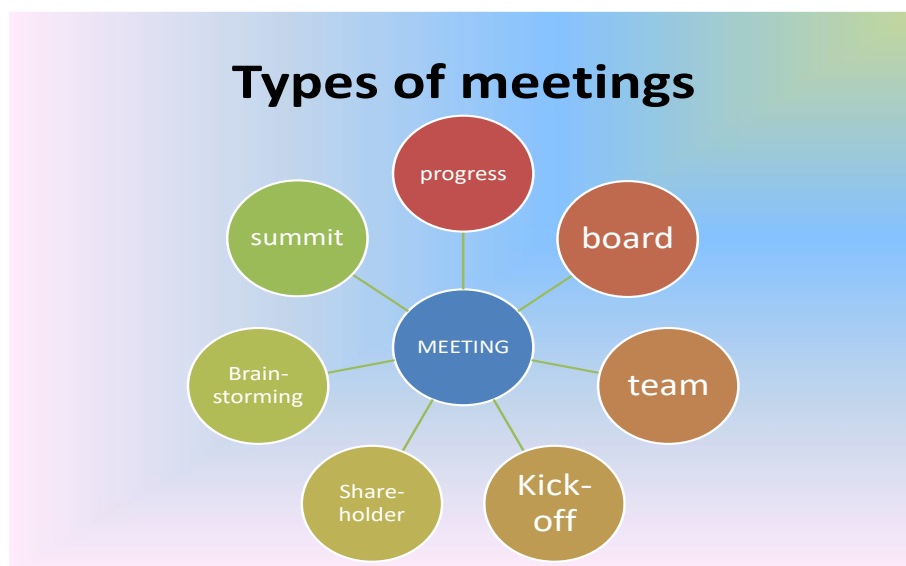
The meeting will be \_\_\_\_\_ in the school hall.

The mayor \_\_\_\_\_ a meeting to discuss the problem.

I have to \_\_\_\_\_ a meeting tomorrow morning.

You have to be well prepared when \_\_\_\_\_ to a meeting.

➤ **Think of some more examples to use the word *meeting***



➤ **Match the type of a meeting with the correct description.**

- \_\_\_\_\_ It is a meeting of heads of state or government.
- \_\_\_\_\_ People who work in the same department have this type of meeting regularly.
- \_\_\_\_\_ This is a meeting of a company's most senior managers.
- \_\_\_\_\_ If you need new ideas, you have this type of meeting.
- \_\_\_\_\_ This is a meeting for company investors.
- \_\_\_\_\_ A meeting where you talk about what has been accomplished on a project.
- \_\_\_\_\_ This type of meeting is held at the beginning of a project.

## I Small talk

“Being able to connect with others through small talk can lead to big things”

“The ability to connect with people through small talk is an acquired skill.”

(Debra Fine, "The Fine Art of Small Talk")

### 1. What is small talk?

- Useless and unnecessary conversation attempted to fill the silence in an awkward situation.  
(<http://www.urbandictionary.com/define.php?term=small+talk>)
- an informal type of discourse that does not cover any functional topics of conversation or any transactions that need to be addressed.  
([http://en.wikipedia.org/wiki/Small\\_talk](http://en.wikipedia.org/wiki/Small_talk))
- light conversation for social occasions  
(<http://www.thefreedictionary.com/small+talk>)
- polite conversation about ordinary or unimportant subjects, especially at social occasions (Advanced Oxford Dictionary)

### 2. Why small talk?

- You feel uncomfortable
- You are not used to getting to know new people
- Making new contacts is the essential first step in communication
- At business events people want to meet new people

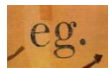


### 3. When small talk?

- Business meetings
- Conferences, workshops, seminars...
- “Networking”

### 4. Small talk topics

Sport \_\_\_\_\_  
Going out \_\_\_\_\_  
Free time activities \_\_\_\_\_  
Places you have visited \_\_\_\_\_



#### Sample small talk conversation

Josh: "Hi. My name is Josh. It's a pleasure to meet you."  
Peter: "Hi Josh. I'm glad to be here."  
J: "Did you have any problems finding this place?"  
P: "I didn't have any problems. I found directions on the internet so it was pretty easy to find. However, the traffic was not that great."  
J: "Traffic is never good around here."  
P: "I agree. It would be great if there was a train or a subway line that went through here."  
J: "That would be so great. I would definitely take the train if they had it."  
P: "Trains are great because you can read a book or get a little rest instead of having to fight the traffic."  
J: "Very true. Well, let me begin by telling you about our company..."

#### ➤ Continue the conversations:

So, have you  
ever been to  
Italy?

Do you enjoy  
going to the  
theatre?

Is this weather  
typical for the  
time of the  
year?

Do you  
play tennis?

#### ➤ Practice small talk conversations:

1) The receptionist in your law firm has just telephoned to say that a client has arrived for a meeting at the office and is waiting in the reception area. You have never met this client before. You must go down to the reception area to meet the client and escort him or her to the meeting room office.

2) You are introduced to an important new client at a company drinks party. Your boss has hastily introduced you and left you to chat with the client.

3) You are interviewing a candidate for a job at the firm. The candidate has just arrived slightly late, dripping wet due to a sudden rainstorm outside and slightly flustered. Unless you are a very hard interviewer you will want to put the candidate at their ease before starting the interview proper.

4) On the way to an important conference entitled 'Deepening international cooperation between European law firms', you get stuck in the lift with the senior partner of one of the foreign law firms with which your firm frequently cooperates on international cases. He or she becomes highly nervous and agitated because the lift is inexplicably stuck.

### Small talk – video clips



<https://www.youtube.com/watch?v=OcMOkMHhoZI>

<https://www.youtube.com/watch?v=jYeX5oEw0h8>

<https://www.youtube.com/watch?v=FhVjtk0oOQ>



## II Networking

Networking is the process of making business contacts through meeting people. It can be a good way of finding clients or new staff or even a new job.

➤ **Find more information about the process.**



### Task

---

You are attending a meeting of BNI and have to give a one-minute speech to introduce your company. Students in work should talk about their own company. Students who are still studying should think of an imaginary company they work for. In addition to your company's main activities, decide which of the following you should include in your speech: staffing needs, examples of satisfied clients, future projects.

---

### III Meetings usually involve several steps:

- Calling a meeting
- Writing an agenda
- Opening a meeting
- Following the agenda
- Closing the meeting

#### 1. Calling a meeting

There are a number of ways that you may call or be called to a meeting: by e-mail, on bulletin boards, at the end of another meeting, etc., which should always include the date, location, time, length, and purpose of the meeting



##### Sample E-mail:

To: jane@paristours.com  
cc: kana@paristours.com; thomas@paristours.com; nolan@paristours.com  
From: pierre@paristours.com  
Subject: Meeting

Hi Everyone,

We will be having a meeting next Friday from 2:00 PM-4:00 PM in Room 3. All supervisors are expected to attend. The purpose of the meeting is to discuss the upcoming tourist season. As you probably have heard, this could be our busiest season to date. There are already twenty bus tours booked from Japan, and fifteen walking tours booked from North America. We are also expecting Korean and Australian tours in late summer. Please make arrangements to have other staff members cover your duties during the meeting.

Thank you,  
Pierre

#### 2. Writing an agenda

**Agenda** - a list of items to be discussed at a formal meeting



##### Sample agenda:

1. Welcome
2. Minutes from previous meeting
- 3.
- 4.
- 5.
6. Questions/Closing remarks/Reminders
7. AOB

**Minutes** - a summarized record of the proceedings at a meeting

**AOB**- any other business

### 3. Opening a meeting

Once everyone has arrived, the chairperson\* should formally welcome everyone to the meeting and thank the attendees for coming.

\* chairperson is a person who presides over a meeting, committee, etc., or heads a board or department.



### 4. Following the agenda

**A** The minute-taker should review the following:

- The minutes from previous meeting
- All of the names of the attendees (if possible)
- The items on the agenda

**B** One of the most difficult things about holding an effective meeting is staying within the time limits. A good agenda will outline how long each item should take. A good chairperson will do his or her best to stay within the limits.

**C** It is easy to get off topic when you get a number of people in the same room. It is the chairperson's responsibility to keep the discussion focused. Here are some expressions to keep the meeting centred on the items as they appear on the agenda.

**D** When issues cannot be resolved or decisions cannot be easily made, they are often put to a vote. Most votes occur during meetings.

**E** During the meeting, participants will comment, provide feedback, or ask questions.

### 5. Closing the meeting

**A** There are different reasons why a meeting comes to an end. Time may run out, or all of the items in the agenda may be checked off. Some meetings will end earlier than expected and others will run late.

**B** The end of the meeting is also the time to thank anyone who has not been thanked at the beginning of the meeting, or anyone who deserves a second thank you.

**C** In the closing remarks, the chairperson, or participants may want to discuss the date and time for the next meeting, when the minutes will be available, or when a decision should be made by.

*Whether you are holding a meeting or attending a meeting, which is usually a formal situation, it is important that you understand key English phrases and expressions related to meetings*

#### **IV Meetings – Useful phrases**

##### **Welcome**

- *Hello, everyone. Thank you for coming today.*
- *I think we'll begin now. First I'd like to welcome you all.*
- *Thank you all for coming at such short notice.*
- *I really appreciate you all for attending today.*

##### **Introductions**

- *I'd like to take a moment to introduce our new tour coordinator.*
- *Stella, would you like to stand up and introduce yourself?*

##### **Opening**

- *Ladies and Gentlemen, I declare the meeting open.*
- *I would like to open this meeting*
- *Let's get down to business, shall we?*

##### **The Minutes**

- *May I read the minutes?*
- *Has everyone seen the minutes?*

##### **The Agenda**

- *Has everyone received a copy of the agenda?*
- *The first item on the agenda today is ...*
- *I would like to add an item to the agenda.*
- *Could we delete item 5 from the agenda?*

##### **The Subject**

- *The purpose of today's meeting is ...*
- *The first problem we have to consider is ...*
- *Perhaps we should first look at ...*

##### **Giving the Floor**

- *I'd like to give the floor to Mr/Miss/Mrs Brown.*
- *Mrs Williams, would you like to say something about this?*
- *Mr White, I think you know something about this problem/matter/issue.*
- *Have you got anything to say, John?*
- *What are your views on this, Anne?*

##### **Asking for Opinion**

- *What do you think about this?*
- *Let's hear from ...*
- *How do you feel about ...?*
- *What's your opinion / view?*



**Taking the Floor**

- *Excuse me, Mr Chairman, may I say something please?*
- *With the Chair's permission, I'd like to take up the point about ...*
- *Could I just make the point about ...?*
- *Could I say something here, please?*

**Giving Opinion**

- *I think .../I believe .../In my opinion .../From my point of view ...*
- *I don't think ...*

**Expressing Agreement**

- *(It's) fine with me / I agree / That's a good idea / OK*
- *Absolutely / Exactly.*

**Expressing Disagreement**

- *Yes, but .../ I don't agree / I don't think that will work*
- *I see/know what you mean, but ...*
- *I'm afraid I can't agree.*

**Making Suggestions**

- *I propose that we .../ I would like to suggest that ...*
- *I think we should ...*
- *How about ...?*
- *Why don't we ...? Maybe / perhaps we could ...*

**Proposing**

- *With the Chair's permission, I move that .../put forward for a vote.*
- *Mr Chairman I'll second that motion.*
- *I would like to propose the motion that ...*
- *Would anyone like to second the motion?*

**Moving to a Vote / Calling for a Vote**

- *Perhaps we should take a formal vote on this.*
- *Can I ask for a show of hands?*
- *Could we take a vote on it?*

**Voting**

- *Those for the motion, please?*
- *Those against? / Anyone against?*
- *Any abstentions?*
- *The motion is carried unanimously.*
- *The motion has been rejected by 6 votes to 5.*

**Any Other Business (A.O.B.)**

- *Is there any other business?*
- *Any further points?*
- *Is there anything else to discuss?*

**Closing**

- *I declare the meeting closed. Thank you, Ladies and Gentlemen.*
- *That concludes our business today. Thank you.*
- *That's all for today. The meeting will resume tomorrow. Thank you.*



## **Task**

### **Read & Discuss**



- **Read this advice for chairpeople about running meetings effectively. Which piece of advice do you think is the most important?**

### **Five golden rules for chairpeople**

Time is god in meetings. Don't let a discussion run on unnecessarily. If an issue can't be resolved in this meeting, cut the discussion off and continue it in a later meeting. But if you and your colleagues have to reach a decision today, be honest and tell them that they'll have to sit there until the job is done.

Don't call meetings outside office hours. You want participants to be enthusiastic about being at your meeting, so never schedule meetings for evenings or weekends.

Meetings are for business, not socializing. A certain amount of small talk at the beginning and end of a meeting definitely helps to create a friendly atmosphere and build team spirit. But time is money. Make sure that participants get down to business after a few minutes of pleasantries. Also make sure that business is concluded before someone changes the subject to football again.

Give people enough time to prepare for a meeting. It's surprising how many chairpeople call meetings at short notice and then complain that the participants haven't prepared properly. With advance notice, participants will come to your meeting having thought about your agenda, read through the background papers, prepared presentations, and come up with solutions to problems.

Meetings should be democratic in approach and spirit. The only point in bringing people together for a meeting is to let them discuss an issue. If you want to announce decisions that have been made, don't do it in a meeting but find another way of communicating it. Your meetings should have a creative and open atmosphere so that your people can make interesting contributions to the discussion.

- **Do you agree with the advice given here? In which order of importance would you put the five golden rules? What other pieces of advice can you give to chairpeople?**

## UNIT 4

### Product presentation

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#### Dictionary work

##### marketing (n)

a job that involves encouraging people to buy a product or service:

*a career in marketing*

*Our marketing people have come up with a great idea for the launch of the new model.*

##### product (n)

something that is made to be sold, usually something that is produced by an industrial process or, less commonly, something that is grown or obtained through farming:

*They do a range of skin-care products.*

*The product is so good it sells itself.*

*I'm trying to cut down on dairy products.*

##### service (n)

a government system or private organization that is responsible for a particular type of activity, or for providing a particular thing that people need:

*the postal service*

*US the National Park Service*

*UK the National Health Service*

*UK the ambulance/prison service*

*I've worked in public health services throughout my career.*



#### I What is marketing?

- the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the 4 P's of marketing:

- (1) identification, selection and development of a **product**,
- (2) determination of its **price**,
- (3) selection of a distribution channel to reach the customer's **place**, and
- (4) development and implementation of a **promotional strategy**.

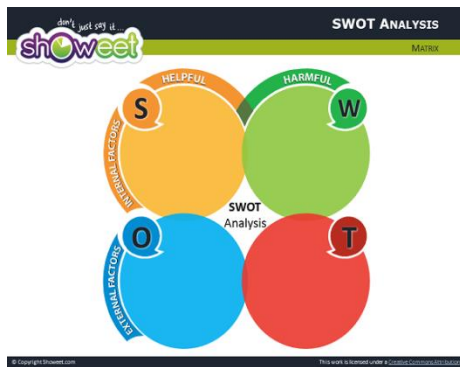
Marketing is based on thinking about the business in terms of customer needs and their satisfaction. Marketing differs from selling because (in the words of Harvard Business School's retired professor of marketing Theodore C. Levitt) "Selling concerns itself with the tricks and techniques of getting people to exchange their cash for your product. It is not concerned with the values that the exchange is all about. And it does not, as marketing invariably does, view the entire business process as consisting of a tightly integrated effort to discover, create, arouse and satisfy customer needs." In other words, marketing has less to do with getting customers to pay for your product as it does developing a demand for that product and fulfilling the customer's needs.



(<http://www.businessdictionary.com/definition/marketing.html>)

## II SWOT analysis

SWOT analysis is a framework for identifying and analyzing the internal and external factors that can have an impact on the viability of a project, product, place or person.



snage \_\_\_\_\_

slabosti \_\_\_\_\_

prilike \_\_\_\_\_

prijetnje \_\_\_\_\_

<hr/> <ul style="list-style-type: none"> <li>• Advantages of proposition?</li> <li>• Capabilities?</li> <li>• Competitive advantages?</li> <li>• USP's (unique selling points)?</li> <li>• Resources, Assets, People?</li> <li>• Experience, knowledge, data?</li> <li>• Financial reserves, likely returns?</li> <li>• Marketing - reach, distribution, awareness?</li> <li>• Innovative aspects?</li> <li>• Location and geographical?</li> <li>• Price, value, quality?</li> <li>• Accreditations, qualifications, certifications?</li> <li>• Processes, systems, IT, communications?</li> <li>• Cultural, attitudinal, behavioural?</li> </ul>	<hr/> <ul style="list-style-type: none"> <li>• Disadvantages of proposition?</li> <li>• Gaps in capabilities?</li> <li>• Lack of competitive strength?</li> <li>• Reputation, presence and reach?</li> <li>• Financials?</li> <li>• Own known vulnerabilities?</li> <li>• Timescales, deadlines and pressures?</li> <li>• Cashflow, start-up cash-drain?</li> <li>• Continuity, supply chain robustness?</li> <li>• Effects on core activities, distraction?</li> <li>• Reliability of data, plan predictability?</li> <li>• Morale, commitment, leadership?</li> <li>• Accreditations, etc?</li> <li>• Processes and systems, etc?</li> <li>• Management cover, succession?</li> </ul>
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<hr/> <ul style="list-style-type: none"> <li>• Market developments?</li> <li>• Competitors' vulnerabilities?</li> <li>• Industry or lifestyle trends?</li> <li>• Technology development and innovation?</li> <li>• Global influences?</li> <li>• New markets, vertical, horizontal?</li> <li>• Niche target markets?</li> <li>• Geographical, export, import?</li> <li>• Market need for new USP's?</li> <li>• Market response to tactics, e.g., surprise?</li> <li>• Major contracts, tenders?</li> <li>• Business and product development?</li> <li>• Information and research?</li> <li>• Partnerships, agencies, distribution?</li> <li>• Market volume demand trends?</li> <li>• Seasonal, weather, fashion influences?</li> </ul>	<hr/> <ul style="list-style-type: none"> <li>• Political effects?</li> <li>• Legislative effects?</li> <li>• Environmental effects?</li> <li>• IT developments?</li> <li>• Competitor intentions - various?</li> <li>• Market demand?</li> <li>• New technologies, services, ideas?</li> <li>• Vital contracts and partners?</li> <li>• Obstacles faced?</li> <li>• Insurmountable weaknesses?</li> <li>• Employment market?</li> <li>• Financial and credit pressures?</li> <li>• Economy - home, abroad?</li> <li>• Seasonality, weather effects?</li> </ul>
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### Example

#### ➤ Cafe Italia, a UK coffee retail outlet – SWOT analysis

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Cafe Italia is a UK coffee brand **built upon the reputation** for fine products and services. This **global retailer** is a respected employer That values its workforce. The organisation has **strong ethical values** And an ethical mission statement.

---

Opening new locations and branches to leisure  
**Exploit market development** while **expanding its range**.  
**Co-branding** with other manufacturers of food and drink and **brand franchising** to manufacturers of other goods and services **have potential**.  
Cafe Italia should consider **extending its market presence** into Asia.

---

Some of the company's personnel still lack essential skills.  
The company is **over-dependent** On the retailing of coffee, and should consider **diversifying**.

---

Another type of beverage or activity may replace coffee in the Future.  
Cafe Italia is **exposed to** rises in the cost of coffee.  
The success of Cafe Italia has led To the **market entry** of many **copy-cat brands** that now pose a Potential threat.

### ➤ Task

Use a SWOT analysis to identify the strengths, weaknesses, opportunities and threats relative to a product or a company.

## III Marketing mix



The marketing mix refers to the key activities used in marketing an organization's products or services. It is frequently referred to as the four Ps:

- **Product** - the features and benefits of the product or service provided
- **Price** - the costs of production, prices charged by the competitors and customers' expectations
- **Promotion** - how to promote and advertise the product or service, i.e. how to communicate with customers
- **Place** - how to distribute the product and make it available for consumers, e.g. through retail outlets or via the Internet

Some people argue that three other Ps should be added to the marketing mix, especially for organizations that provide intangible services that are generally consumed at the time of purchase and may depend on significant human input rather than tangible products:

- **People** - those involved in the delivery of services to consumers; for example, staff serving in a restaurant are as important as the food on the plate.
- **Process** - how will you deliver the services offered?
- **Physical evidence** - what premises (such as factories and offices), or other tangibles do you need?

Senior managers can control the elements of the marketing mix to keep ahead of competition. The marketing mix can vary at different times throughout the product life cycle.

## IV Product life cycle

Some products have a very long lifespan, requiring a series of different marketing mixes. For example, the price may be reduced or advertising might be increased at times when sales are declining. Other items go out of fashion quickly. The product life cycle is the path of a product from the very beginning through to withdrawal from the market, with six separate stages:

- **Research and development (R&D)** - market research is carried out and the product's technical feasibility tested, before the product is put on the market.
- **Introduction or launch** - emphasis is placed on promotion to build up product awareness, encouraging interest in its features and benefits and creating a desire to buy it.
- **Growth** - sales grow rapidly as most customers are aware of the product, many have tried it and are starting to develop customer loyalty.
- **Maturity** - sales levels are maintained and the product has an established place in the market. Competition may become very intense.
- **Saturation** - supply is plentiful and it is difficult to find new customers.
- **Decline** - sales of the product have fallen. They are not covering the manufacturing costs and the product is therefore unprofitable. The well-prepared business will have a second product ready for introduction to the market to replace the declining product.



## III Market research

Market research is a key part of developing your marketing strategy. It's about collecting information to give you an insight into your customers' mind so that you understand what they want, how they gather information and where they come from. You can also do market research to get a better idea of market trends and what is happening in your industry sector.

The information you gather and analyse builds the foundation of good business decisions whether it's deciding what product or service you'll offer, where your business should be located, how to distribute your products or how you communicate with consumers.

### 1. Why do market research?

Regardless of whether you're starting or growing a business, ongoing research will help you keep up with market trends and maintain a competitive edge. You can identify customers, understand consumers, set targets. Business owners conduct research for many reasons:

*Identify potential customers* - Who is going to use your product/service? How old are they? Are they male or female? Are they married, single or divorced? Do they have children? Where do they live? What is their level of education? and so on.

*Understanding your existing customers* - Why do customers choose your product over competitors? What do they value? Is it service, product quality or the prestige associated with consuming your product/service? Who influences their buying decision? What magazines do they read? What websites do they visit? What do they enjoy doing?

*Set realistic targets* - From the information you collect you'll be able to set realistic targets for areas such as growth, sales and the introduction of new products/services.

*Develop effective strategies*- From your research you'll be able to make informed marketing decisions about how to price your product/service, how to distribute your product/service, which media channels to use (eg: newspaper, radio or direct marketing) or whether to develop a new product/service. It will also help you make an informed decision about starting, building, consolidating, diversifying or reducing business activity.

*Examine and solve business problems* - If you've identified a business problem, research will help you work out what is happening. For example, if your sales have fallen you might discover that brand awareness has also fallen, or that a new competitor has entered the market or a substitute product has become available.

*Prepare for business expansion* - Research will help you identify areas for expansion and test the market's readiness for a new product/service. For example you could be looking to open a new retail store and you need to find the right location or you could plan to make changes to your distribution channels (eg: from home parties to retail) and need to determine how that will affect your customer base.

*Identify business opportunities* - Your research could identify new business opportunities. You may find an un-serviced or under-serviced market. You could identify changing market trends such as population shifts, increasing levels of education or leisure time which bring new opportunities.

## **2. Set your research objectives**

Before you get started it is essential to define your objectives. This is the most important part of the process and will avoid wasting time and effort in later stages. Ask yourself these three questions:

What is the purpose of the research?  
What information is being sought?  
How will the information be used?

Four stages of research study:

- ✓ checking if the same or similar research has been carried out in the past;
- ✓ reviewing any existing relevant data;
- ✓ determining when the information is needed and how much you can spend to obtain it; and
- ✓ deciding how the data will be used, and by whom.

If your research will help you to make a significant decision (for example, introducing a new product or starting a business), then it's a good idea to think about employing a professional



market research organisation or consultant. A research expert will have the knowledge and experience to get information which is reliable.

If the cost is prohibitive you should buy at least a few hours of professional research time to get advice in conducting your own market research. This could help you avoid obtaining flawed data which will produce misleading and potentially costly conclusions.

### 3. Find out what information already exists

Before conducting your own research look at other resources which may save you time and money.

There are two types of data: *primary and secondary*.

**Primary data** - collection of new data, the information you gather through specialised surveys or group discussions.

**Secondary data** – existing information (for example census statistics) official (information gathered and published by federal, state and local government agencies) and non-official (the internet, newspapers, magazines...)

### 4. Do your own research through surveys

Surveys can be categorised as either observation or interview surveys.

- |                    |   |
|--------------------|---|
| Observation        | - a visit to your competitors                         |
|                    | - listening to what people say about your competitors |
|                    | - studying the websites of your competitors etc.      |
| Personal interview | - face-to-face surveys                                |
|                    | - group interviews (focus groups)                     |
|                    | - post or mail surveys                                |
|                    | - online surveys                                      |
|                    | - survey samples.                                     |

### 5. Analyse and act on the results

Once you've finished your survey it's time to analyse the responses and get the answers to the questions you asked at the beginning. Keep an open mind and be objective. Avoid doing research to simply prove your preconceived ideas.

If your research shows that a proposed business venture has a high probability of failure it would be unwise for you to proceed, unless you're able to obtain additional information which will change this assessment.

Where possible, keep a record of the people surveyed. If they are supportive you can contact them as prospective customers should you proceed with your plans.

If you are in business already, use the information you have obtained to develop your strengths, eliminate your weaknesses and create new opportunities.

Above all, remember that market research, like any tool, must be used correctly to achieve a satisfactory result.



(<http://www.smallbusiness.wa.gov.au/step-4-do-your-own-research-through-surveys>)

➤ **Exercises**

**1. Answer the questions:**

2. What is market research?
3. Why do we do market research?
4. Which are four stages of the research study?
5. What are primary/secondary data?
6. What kind of survey is observation/personal interview?
7. What do we do when the survey is finished?

**2. Find the meanings of the following words/expressions:**

1. insight
2. gather
3. competitive edge
4. effective
5. diversify
6. brand awareness
7. un-serviced/under-serviced
8. flawed
9. census
10. business venture

## UNIT 5

### Hospitality

- the friendly and entertainment of strangers



generous reception and guests, visitors, or

(*Oxford dictionaries*)

1.friendly and generous behaviour towards visitors and guests, intended to make them feel welcome

*We were delighted by the wonderful hospitality of the local people.*

*Just a note to thank you for your hospitality.*

2.food, drink, and entertainment given to customers by a company or organization

*a hospitality suite/room/tent*

*the hospitality industry (=hotels, restaurants etc)*

(*Macmillan Dictionary*)

Hospitality is the business relationship transmission between the visitor, guest, customer, and host. This includes private dinner parties, hotel chains, restaurants, and casinos. This industry makes billions each year from disposable income.



### Hotel vocabulary quiz

(<http://www.englishclub.com/english-for-work/hotel-vocabulary-quiz.htm>)



### I Hospitality

Hospitality is also known as the act of generously providing care and kindness to whoever is in need. Traditionally, it refers to opening one's home and comfort to guests, visitors and strangers.



For Ancient Greeks hospitality was of utmost importance. A stranger passing outside someone's house could be invited inside the house by the family. The host would wash the stranger's feet, offer him/her food and wine and only after all that would ask the guest to tell his/her name.

In Celtic societies, the concept of hospitality was extremely valued, especially in terms of protection. Hosts would not only provide food and shelter to their guests, but were also expected to make sure their guests did not come to harm while under their care.

In the western world today, hospitality is mainly associated with etiquette and entertainment and not so much with protection and/or survival. It involves showing respect for one's guests (friends and strangers alike), providing for their needs.

However, if we talk about hospitality today, we mostly refer to the hospitality service industry which includes hotels, other types of lodging, event planning, amusement parks, restaurants, cafes, pubs, casinos, cruise ships and any other service position that deals with tourists.

Over the centuries hospitality evolved, from opening the door of your house to a stranger, sharing a meal and offering them a roof over their head, to a several-billion dollar industry.

The hospitality industry is divided into sectors (e.g. accommodation, food and beverage, meeting and events, gaming, entertainment and recreation, tourism services and visitor information).

Most hospitality units (e.g. hotels, restaurants, amusement parks etc.) involve a wide variety of professions like receptionists, waiters, room-maids, porters, bartenders, kitchen staff, maintenance staff and management (e.g. sales, marketing, human resources, accounting, bookkeeping and finance). They are run like the majority of other businesses.



One of the most lucrative and profitable hospitality business today is definitely catering. The demand for catering has increased tremendously over the years. Social caterers have become one of the fastest growing segments of the restaurant industry. A job in catering is very dynamic and interesting, but also very demanding. It requires excellent interpersonal and communication skills, ability to work under pressure, flexibility, imagination and stamina.

Small businesses, companies, corporations, charities, event organizers and individuals call on caterers to host on- and off- premises for lunches, cocktail parties, dinner meetings or other events. Traditional wedding parties, with family and friends preparing food days in advance, seem to be the thing of the past. Even birthday and graduation parties are handled by caterers these days. Many working mothers prefer enjoying the occasion to toiling in the kitchen.

Many restaurants offer catering services as even the concept of eating out is being changed. Instead of going out to a restaurant to have a good meal (and a day-off kitchen duties!), families call on a caterer and have the same great food in the privacy and comfort of their home.

And that somehow brings us back to the old concept of hospitality.

## ➤ Exercises

### 1. True or False?

- |  |   |   |
|--|---|---|
| 2. Ancient Greeks were reluctant to host strangers.                                      | T | F |
| 3. Celts provided not only food and lodging for their guests,<br>but protection as well. | T | F |
| 4. Catering is a low-profit business.  | T | F |
| 5. A job in catering offers stability and routine.                                       | T | F |
| 6. Cooking at home for wedding parties is still very popular.                            | T | F |
| 7. Restaurants do not offer catering services.   | T | F |
| 8. Modern families eat only home-made food at home.                                      | T | F |
| 9. The hospitality industry is divided into many sectors.                                | T | F |

### 2. Discuss the strengths and weaknesses of a catering business.

strengths \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ .....

weaknesses \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ .....

### 3. Match

1. Shelter	a. (especially of a business, job or activity) producing a lot of money
2. Maintenance	b. to give someone something that they need
3. stamina	c. the land and buildings owned by someone, especially by a company or organisation
4. lucrative	d. a organisation or the organisations that give money or help to people who need them
5. toil	e. the physical and/or mental strength to do something which might be difficult and which will take a long time
6. charity	f. the work that is necessary to keep something in good condition
7. provide	g. protection from bad weather or danger
8. premises	h. Hard work, especially that which is physically tiring

## II A Hotel ...



is a commercial establishment providing lodging, meals, and other guest services.

In general, to be called a hotel, an establishment must have a minimum of six letting bedrooms, at least three of which must have attached (ensuite) private bathroom facilities.

Although hotels are classified into 'Star' categories (1-Star to 5-Star), there is no standard method of assigning these ratings, and compliance with customary requirements is voluntary. A US hotel with a certain rating, for example, is may look very different from a European or Asian hotel with the same rating, and would provide a different level of amenities, range of facilities, and quality of service.

### 1. Match the X-star hotels with their descriptions

*1-Star hotel      2-Star hotel      3-Star hotel      4-Star hotel      5-Star hotel*

- has more spacious rooms and adds high-class decorations and furnishings and color TV. It also offers one or more bars or lounges.
- is much more comfortable and larger, and provides excellent cuisine (table d'hote and a la carte), room service, and other amenities.
- offers most luxurious premises, widest range of guest services, as well as swimming pool and sport and exercise facilities.
- provides good accommodation and better equipped bedrooms, each with a telephone and attached private bathroom.
- provides a limited range of amenities and services, but adheres to a high standard of facility-wide cleanliness.

### Hospitality Classifications Systems



(<http://prezi.com/k-ykwnufarwo/the-classifications-and-standards-in-the-hospitality-industry/>)



### Additional reading - *Capsule hotels*

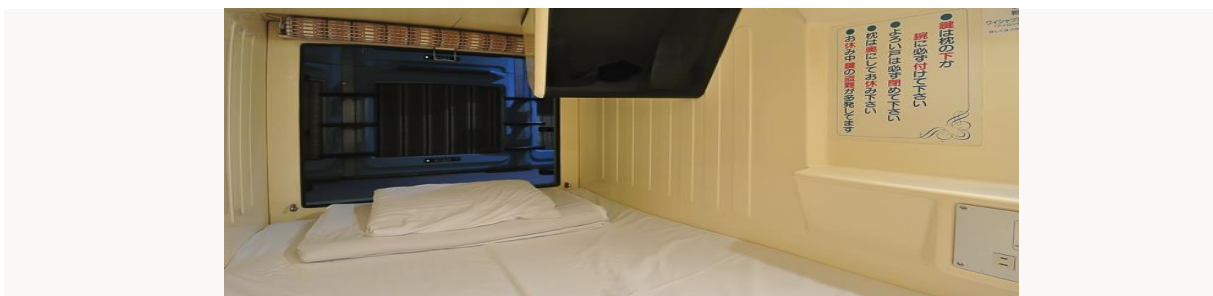
## Capsule Hotels

1. Do you know what a capsule hotel is?
2. What is your opinion about them?
3. Where are they usually built? Why?



Capsule hotels (カプセルホテル) are one of Japan's best known and unique types of lodging. They are usually found around major train stations in large cities and target individuals looking for a low budget, single night's stay. Capsule hotels provide their guests with private, enclosed beds and basic amenities for less money than regular or business hotels. They usually charge between 3000 and 4000 yen per night. Recently a few premium and themed capsule hotels have been opening around Tokyo, Kyoto and Osaka with slightly higher prices.

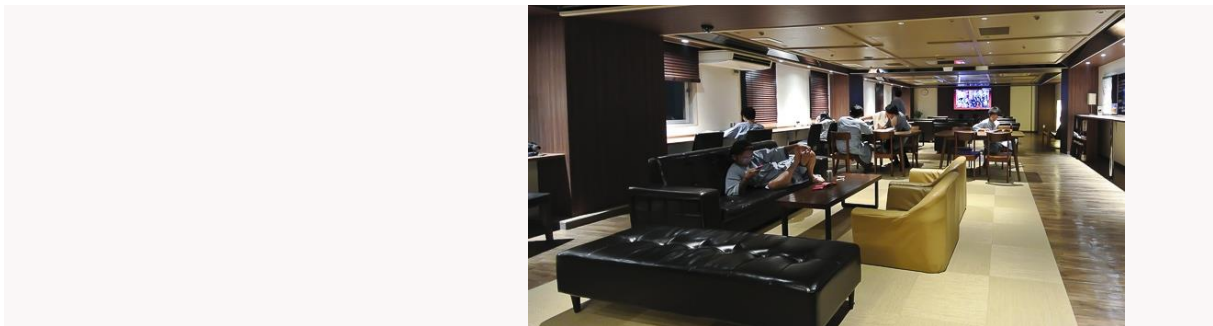
While capsule hotels traditionally cater mostly to business men, these days many places also accept female guests and offer gender segregated sleeping floors or separate buildings for men and women. Capsule hotels are also popular with foreign travelers and are increasingly offering English websites and booking systems.



The typical capsule includes a TV and wifi internet inside, and a privacy curtain or door to cover the entrance

The standard capsule is a fiberglass unit built around a single size futon mattress, measuring roughly 1.2 meters wide, two meters long and one meter high. They are usually stacked two units high and lined up side by side along the corridor. Sheets, blankets and pillows are provided, and each capsule also comes outfitted with a light, alarm clock, TV and radio unit built in. A curtain or door can be closed in front of the entrance for privacy. In addition, most places provide power outlets and free wifi internet inside the capsules.

All of the other facilities at the capsule hotel, such as washrooms, toilets and showers, are shared among the guests. Many capsule hotels also commonly provide large communal baths where you can enjoy a soak before bed. In addition, they may also have restaurants, vending machines, laundry facilities, internet kiosks, lounges, entertainment rooms, game rooms or manga libraries within the facilities.



The procedure to stay at a capsule hotel may seem intimidating at first, but it is essentially the same at most capsule hotels and only differs slightly from other types of accommodations in Japan. Some places even provide English check-in instructions at the counter or may have English speaking staff. It typically goes as follows:

1. Remove your shoes and place them into a locker. Take the key to the check-in counter.
2. When checking into a capsule hotel, you are assigned a capsule number and given a key to a corresponding locker where you can store your belongings. The lockers are not usually very large, so most places have an additional luggage room or coin lockers to store suitcases and other large items. Do not store valuables inside of your capsule unattended as they usually cannot be locked.
3. Most people start with a bath and then change into a fresh set of clothes. Shampoo, soap, towels and other toiletries are usually provided. Sometimes yukata or other nightwear are also provided.
4. Many capsule hotels offer lounges, restaurants or other entertainment areas where you can relax by yourself or spend time with friends. Eating and smoking are generally not allowed inside of the capsules.
5. Once you retire to your capsule, close the curtain or door for privacy.
6. Check out in the morning. While it is possible to stay for consecutive nights, most capsule hotels require you to check out and remove all of your belongings from the hotel during the day.



### III Hospitality industry in the UK

In the United Kingdom the hospitality industry is divided using the Standard Industrial Classification (SIC). The industry is classified under **division 5 of the services industry, class 55: Accommodation and class 56: Food and beverage service activities.**

*Standard Industrial Classification of the hospitality industry (2007)*

ACCOMMODATION AND FOOD SERVICE ACTIVITIES	
Group	Sub Class
<b>Division 55</b>	<b>Accommodation</b>
55.1	Hotels and similar accommodation
55.2	Holiday and other short-stay accommodation
	55.20/1 Holiday centres and villages
	55.20/2 Youth hostels
	55.20/9 Other holiday and other short-stay accommodation
55.3	Camping grounds, recreational vehicle parks and trailer parks
55.9	Other accommodation
<b>Division 56</b>	<b>Food and beverage service activities</b>
56.1	Restaurants and mobile food service activities
	56.10/1 Licensed restaurants
	56.10/2 Unlicensed restaurants and cafes
	56.10/3 Take away food shops and mobile food stands
56.2	Event catering and other food service activities
	56.21 Event catering activities
	56.29 Other food service activities
56.3	Beverage serving activities
	56.30/1 Licensed clubs
	56.30/2 Public houses and bars

Source: Office for National Statistics, 2007

(Fic A. 2013)

## 1. The Accommodation sector – Inns and B&Bs

“\_\_\_\_\_ is „... a sort of hybrid between a luxury hotel and a private home, embodying the best of both worlds. A \_\_\_\_\_ is generally a small establishment with four to ten guest rooms instead of the 50 to 100 or more found at most hotels.“ (Kimball, 2007:2)

„\_\_\_\_\_, as a house for accommodating travellers, probably appeared in the 12th or 13th century. .... Early \_\_\_\_\_ provided accommodation and drink for guests, and stabling for their horses. (Brandwood et al, 2011:12)”



An inn refers to an establishment providing accommodations, food, and drink, especially for travelers. It can also mean a restaurant or bar, typically one in the country, in some cases providing accommodations. Inns are buildings where travelers can seek lodging and, usually, food and drink, located in the country or along a highway.

A bed and breakfast (B&B) is generally known as a private home where a guest is provided a place to stay for the night. In some cases, the bathroom provided for the guest is shared with the family or another guest -- although the majority of guests now expect (or demand) a private bathroom (usually en suite, or "in the room"). Breakfast is usually included with the price of the room.

## 2. The Food Service sector

### Public houses - PUBS

Pubs or public houses are establishments licensed for the „sale of drinks for consumption generally on the premises.“ (Central Statistical Office, 1992) They make a very common and popular part of British culture and tradition.

#### What is a pub?

The word pub is short for public house. There are over 60,000 pubs in the UK One of the oldest pubs, Fighting Cocks in St. Albans, Herts, is located in a building that dates back to the eleventh century.



## Pubs are popular social meeting places

Pubs are an important part of British life. People talk, eat, drink, meet their friends and relax there. Pubs often have two bars, one usually quieter than the other, many have a garden where people can sit in the summer. Children can go in pub gardens with their parents.



## Drinks served in a pub

- different kinds of beer served in "pints" for a large glass and "halves" for a smaller one
- in the West of England, cider made from apples, is very popular. Like wine, it is described as sweet or dry, but is drunk in beer glasses and can be stronger than beer.

Although most people think pubs are places where people drink alcohol, pubs in fact sell soft drinks (non alcoholic) drinks too.



## Opening Hours

British pubs are required to have a licence, which is difficult to obtain, and allows the pub to operate for up to 24 hours. Most pubs are open from 11 to 11.



## Pub Food

Nearly all pubs sell pub lunches. One of these is the Ploughman's Lunch which is a great wedge of Cheddar cheese, some bread, some pickle, and an onion. Other typical pub foods are scampi (kind of shellfish) and chips (fried potatoes), pie and chips, and chicken and chips.



## Pub Names

Pubs have traditional names which date back over 600 years. People often refer to the pub by its name when giving directions: Turn left at the Rose and Crown. There is usually a sign outside the pub showing the pub's name with a picture



## Task

**Find** some typical pub names and their origin (e.g. The Chequers, The White Swan, The Crown, The King's Arms, The Red Lion and The White Horse....)



## UNIT 6

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### Finance / Money



#### Quizz

**1. How much cash do you have with you at the moment? Do you:**

- a. know exactly?
- b. know approximately?
- c. not know at all?

**2. Do you normally check:**

- a. your change?
- b. your bank statements and credit card bills?
- c. restaurant bills?
- d. your receipts when shopping?
- e. prices in several shops before you buy something?

**3. Do you:**

- a. give money to beggars?
- b. give money to charities?
- c. give away used items, such as clothing?

**4. If you go for a meal? with someone you don't know well, do you:**

- a. offer to pay the whole bill?
- b. suggest dividing the bill into equal parts?
- c. offer to pay the whole bill but expect them to pay next time?
- d. try to avoid paying anything?

**5. What do you think about people who do not pay the correct amount of tax? Is this:**

- a. a serious crime?
- b. morally wrong but not a crime?
- c. excellent business practice?

**6. If you lend a colleague a small amount of money and they forget to pay it back, do you:**

- a. say nothing?
- b. remind them that they owe you money?
- c. arrange to go for a drink with them and say you've forgotten your wallet or purse?

➤ **Match the opposites**

generous  
spendthrift  
luxury  
brand new  
hard up  
deposit (v)  
save  
in the black  
debt  
tight-fisted  
income  
worthless  
beggar  
profit

waste  
second-hand  
well off  
loss  
stingy  
expenditure  
overdrawn  
penny-pincher  
withdraw  
extravagant  
priceless  
millionaire  
necessity  
loan

➤ **Reading**

**THE WALL STREET CRASH**



The stock market crash in the United States in 1929 was huge and it led to a severe and lasting economic crisis in the world. Many bankers and industrialists lost their money and reputations. Some went to prison and others committed suicide.

Share prices on the New York stock exchange had begun rising in 1924, and in 1928 and 1929 they rocketed to unbelievable levels. In spring 1929 there was a break in the rising prices when the Federal Reserve Bank said it might raise interest rates to slow down the boom. However, a major bank, the National city bank, assured investors that it would continue to lend money to them at affordable rates.

Soon, the market took off again. People could buy stock for 10% of its value and borrow the remaining 90%. The lending rate varied from 7% to 12%. Almost everyone was optimistic.

One economist, at the peak of the boom, said that people generally agreed „stocks are not at present overvalued.“

It all ended on 21 October 1929. The market opened badly and there was heavy selling. Confidence in the market disappeared. There was a rumour that the big bankers were getting out of the market. Share prices fell dramatically and kept on falling. The boom was over. But its consequences would last for years to come.

➤ **Answer the questions:**

1. Where did it happen?
2. When did it happen?
3. Who was involved?
4. What happened?
5. Why did it happen?
6. What were the consequences?

➤ **Find words or phrases in the text similar in meaning to the definitions below:**

1. A powerful business person controlling large companies
2. Went up very fast
3. A change for a short period of time
4. Become very active
5. Highest point
6. Sold at too high price
7. Selling all of their shares

## ➤ Financial statement

- **Balance Sheet report:** Provides a snapshot of the value of assets, liabilities and equity at any point in time
- **Profit & Loss report:** Summarises income, expense and net profit over a specified period of time
- **Statement of Cash Flow:** Examines the cash flows in and out of a business

### Balance Sheet

<b>Example Company</b> <b>Balance Sheet</b> <b>December 31, 2012</b>			
<u>ASSETS</u>		<u>LIABILITIES</u>	
Current assets		Current liabilities	
Cash	\$ 2,100	Notes payable	\$ 5,000
Petty cash	100	Accounts payable	35,900
Temporary investments	10,000	Wages payable	8,500
Accounts receivable - net	40,500	Interest payable	2,900
Inventory	31,000	Taxes payable	6,100
Supplies	3,800	Warranty liability	1,100
Prepaid insurance	1,500	Unearned revenues	1,500
Total current assets	<u>89,000</u>	Total current liabilities	<u>61,000</u>
Investments	<u>36,000</u>	Long-term liabilities	
Property, plant & equipment		Notes payable	20,000
Land	5,500	Bonds payable	400,000
Land improvements	6,500	Total long-term liabilities	<u>420,000</u>
Buildings	180,000		
Equipment	201,000	Total liabilities	<u>481,000</u>
Less: accum depreciation	(56,000)		
Prop, plant & equip - net	<u>337,000</u>		
Intangible assets		<u>STOCKHOLDERS' EQUITY</u>	
Goodwill	105,000	Common stock	110,000
Trade names	200,000	Retained earnings	229,000
Total intangible assets	<u>305,000</u>	Less: Treasury stock	(50,000)
Other assets	<u>3,000</u>	Total stockholders' equity	<u>289,000</u>
Total assets	<u>\$ 770,000</u>	Total liabilities & stockholders' equity	<u>\$ 770,000</u>

The notes to the sample balance sheet have been omitted.

## Profit & Loss Statement

**For the years ended December 31**

(in millions per share amounts in dollars)

	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Revenues</b>			
Sales of goods	\$80,746	\$78,847	\$74,387
Sales of services	4,384	4,267	5,925
Other income	<u>1,212</u>	<u>1,434</u>	<u>1,228</u>
<b>Total revenues</b>	<b>86,342</b>	<b>84,548</b>	<b>81,540</b>
<b>Costs and expenses</b>			
Cost of goods sold	28,659	27,498	25,728
Cost of services sold	4,112	4,255	5,601
Interest and financial charges	8,518	8,855	8,645
Insurance losses and policyholder and annuity benefits	10,372	10,137	9,928
Provision for losses on financing receivables	4,374	4,561	4,612
Other costs and expenses	16,811	16,735	14,480
Minority interest in net earnings of consolidated affiliates	<u>215</u>	<u>188</u>	<u>195</u>
<b>Total costs and expenses</b>	<b>73,061</b>	<b>72,229</b>	<b>69,189</b>
<b>Earnings before income taxes and accounting changes</b>	<b>13,281</b>	<b>12,319</b>	<b>12,351</b>
Provision for income taxes	<u>(3,547)</u>	<u>(3,188)</u>	<u>(3,441)</u>
<b>Earnings before accounting changes</b>	<b>9,734</b>	<b>9,131</b>	<b>8,910</b>
Cumulative effect of accounting changes	<u>0</u>	<u>(212)</u>	<u>0</u>
<b>Net earnings</b>	<b>\$9,734</b>	<b>\$8,919</b>	<b>\$8,910</b>
<b>Per-share amounts</b>			
Per-share amounts before accounting changes			
Diluted earnings per share	\$1.22	\$1.16	\$1.13
Basic earnings per share	\$1.23	\$1.17	\$1.14
Per-share amounts after accounting changes			
Diluted earnings per share	\$1.22	\$1.13	\$1.13
Basic earnings per share	<u>\$1.23</u>	<u>\$1.14</u>	<u>\$1.14</u>
<b>Dividends declared per share</b>	<b>\$0.49</b>	<b>\$0.046</b>	<b>\$0.45</b>

### UK

Balance Sheet  
Profit and Loss Statement  
shareholder  
stock

### USA

Statement of Financial Position  
Statement of Earnings  
stockholder  
inventory etc.



➤ **Match the items from the balance sheet and profit and loss account with the definitions:**

*fixed assets*

*interest payable*

*stocks*

*dividend payable*

*production costs*

*assets and liabilities*

*share capital*

*turnover*

*bank overdrafts and loans*

*depreciation*

1. What the company owns and what it owes
2. Things that permanently belong to the company
3. Money they have to pay the bank for their loans
4. Money borrowed to meet day-to-day running expenses
5. Money supplied by shareholders
6. Money owed to shareholders
7. The company's total sales
8. Costs incurred in buying raw materials and producing goods
9. the loss in value of equipment... due to use or age
10. inventory



([http://www.veleri.hr/files/datoteke/nastavni\\_materijali/k\\_poduzetnistvo\\_s1/3\\_-\\_Bilanca\\_i\\_RDG.pdf](http://www.veleri.hr/files/datoteke/nastavni_materijali/k_poduzetnistvo_s1/3_-_Bilanca_i_RDG.pdf))