

GRAMMAR / VOCABULARY

1. Choose the correct answer:

1. I **should / could** have joined you for a drink if my train hadn't been delayed.
2. She **should / might** have complained about the way he did her appraisal. He mustn't speak to people like that.
3. If I'd followed my mother's advice I **would / should** have become a doctor.
4. They still aren't here they **should / might** have decided to work late.
5. You **should / would** have waited to hear offers before accepting the first one you received.

____ / 5

2. Complete with the correct word:

Scale	criteria	tool	views	appraisal	performance	issue
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I had my half-yearly staff _____ last week. Some people don't like them, but I think they're a good development _____. Anyway, it was fine. We began by discussing the assessment _____ so I understood them. Then my boss allowed me to express my _____ on the way things had gone since I joined the company. We rated my skills and abilities using a _____ of 1 to 10. There was only one _____ we really needed to address. One of the people in my department had criticised me for using a new supplier. Actually, the criticism was probably fair, but I'm not sure about using my colleagues' comments as part of my _____ management. After all, what if they aren't true!

____ / 7

3. Match the words with the sentences.

Cautious	strict	liberal	collectivist	hierarchical	egalitarian
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1. In countries like Malaysia and Indonesia companies tend to be **organised in levels**.

2. I think the company would be more effective if the system was more **equal**.

3. You don't need to be so **careful**. Take a risk! _____
4. at meetings I don't feel comfortable with the way they are so **free** with their opinions.

5. In my culture, people like to be able to express their own views. It's individualistic rather than **one where everyone must agree as a group**. _____
6. When I first moved here, I found it very hard because all the rules were so **rigid and had to be obeyed**. _____

4. Complete with the correct form of Mixed Conditionals.

1. If you _____ (not eat) so much, you wouldn't be feeling sick now.
2. If we had money, we _____ (move) to a bigger house years ago.
3. If I were you, I _____ (act) differently. Your behaviour was unacceptable.
4. We are second now. We _____ (be) top of the league if we hadn't lost our last match.
5. If he weren't so lazy, he _____ (finish) the assignment when it was due.
6. I would be equally proud of you if you _____ (not achieve) so many things in your life.
7. If I didn't work so hard, I _____ (not get) the job I have.
8. If he had done anything wrong, we _____ (know) it by now.
9. He'd still be here if you _____ (not scare) him away.
10. I would have a better job if I _____ (go) to university.

____ / 10

5. Complete with the correct tense, past simple, past continuous or part perfect.

This story is based on true events that _____ (happen) many, many years ago in Scotland. One day, Mr Clark _____ (walk) home with a smile on his face. He _____ (carry) something very valuable in his hand: tickets for a long, long journey. After many years working and saving, Mr Clark _____ (save) all the money he needed to take all his family to the United States. Earlier that afternoon he _____ (buy) all the tickets that now he _____ (hold) in his hand. It was the opportunity of their lives. "The United States of America," he repeated aloud just to see how nice it _____ (sound) in his ears. A few days before their departure, Mr Clark's son _____ (play) in the street when a dog _____ (bite) him. The doctor _____ (go) to their home and _____ (treat) the child's wound. Then he _____ (hang) a yellow sheet on their front door. That yellow sheet meant that they _____ (just/be) quarantined. They _____ (have) to stay at home for two weeks because of the possibility of rabies. Five days later, Mr Clark was at the docks. He was upset because he _____ (watch) their ship leave to the United States without him or his family.

____ / 15

6. Transform the sentence is using reporting verbs: *admit, advise, complain, congratulate, insist, order, promise, remind, suggest, threaten, warn.*

1. "Yes, it was me who took your pen."
He _____ pen.
2. "Well done! You've passed the exam."
He _____ the exam,
3. "Finish the exercise right now!"
He _____ the exercise.

4. "I'll send you the photos."

He _____ the photos.

5. "I think you should pay them a visit."

He _____ them a visit.

6. "Don't bother I'll take them to school."

He _____ them to school.

7. "I'll call the police if you don't leave immediately."

He _____ immediately.

8. "Why don't we go on a picnic?"

He _____ on a picnic.

9. "Children! You mustn't touch that wire. It's live."

He _____ the wire because it was live.

10. "Why do I have to do the cleaning? It's not fair!"

He _____ to do the cleaning.

11. "Don't forget to give your mother a ring."

He _____ mother a ring.

_____ / 11

READING

Cultural behaviour in business

Much of today's business is conducted across international borders, and while the majority of the global business community might share the use of English as a common language, the **nuances** and expectations of business communication might differ greatly from culture to culture. A lack of understanding of the cultural norms and practices of our business acquaintances can result in unfair judgements, misunderstandings and breakdowns in communication. Here are three basic areas of differences in the business etiquette around the world that could help **stand you in good stead** when you next find yourself working with someone from a different culture.

Addressing someone

When discussing this topic in a training course, a German trainee and a British trainee got into a hot debate about whether it was appropriate for someone with a doctorate to use the corresponding title on their business card. The British trainee maintained that anyone who wasn't a medical doctor expecting to be addressed as 'Dr' was disgustingly **pompous** and full of themselves. The German trainee, however, argued that the hard work and years of education put into earning that PhD should give them full rights to expect to be addressed as 'Dr'.

This **stark** difference in opinion over something that could **be conceived as** minor and thus easily overlooked goes to show that we often attach meaning to even the most **mundane** practices. When things that we are used to are done differently, it could spark the strongest reactions in us. While many Continental Europeans and Latin Americans prefer to be addressed with a title, for example Mr or Ms and their surname when meeting someone in a business context for the first time, Americans, and increasingly the British, now tend to prefer using their first names. The best thing to do is to listen and observe how your conversation partner addresses you and, if you are still unsure, do not be afraid to ask them how they would like to be addressed.

Smiling

A so-called 'smile of respect' is seen as insincere and often regarded with suspicion in Russia. A famous Russian proverb even states that 'laughing without reason is a sign of idiocy'. Yet in countries like the United States, Australia and Britain, smiling is often interpreted as a sign of openness, friendship and respect, and is frequently used **to break the ice**.

In a piece of research done on smiles across cultures, the researchers found that smiling individuals were considered more intelligent than non-smiling people in countries such as Germany, Switzerland, China and Malaysia. However, in countries like Russia, Japan, South Korea and Iran, pictures of smiling faces were rated as less intelligent than the non-smiling ones. Meanwhile, in countries like India, Argentina and the Maldives, smiling was associated with dishonesty.

Eye contact

An American or British person might be looking their client in the eye to show that they are paying full attention to what is being said, but if that client is from Japan or Korea, they might find the direct eye contact awkward or even disrespectful. In parts of South America and Africa, prolonged eye contact could also be seen as challenging authority. In the Middle East, eye contact across genders is considered inappropriate, although eye contact within a gender could signify honesty and truthfulness.

Having an increased awareness of the possible differences in expectations and behaviour can help us avoid cases of miscommunication, but it is vital that we also remember that cultural stereotypes can be detrimental to building good business relationships. Although national cultures could play a part in shaping the way we behave and think, we are also largely influenced by the region we come from, the communities we associate with, our age and gender, our corporate culture and our individual experiences of the world. The knowledge of the potential differences should therefore be something we keep at the back of our minds, rather than something that we use **to pigeonhole** the individuals of an entire nation.

1. Match the highlighted words in the text with the definitions below.

subtle differences in meaning _____

to be useful to someone in the future _____

arrogant and self-important _____

extreme and obvious, often used with 'difference' or 'contrast' _____

to be thought of as _____

boring, uninteresting or ordinary _____

to do something that helps relieve the tension and get conversation going, especially between people meeting for the first time _____

to label someone and put them in a restrictive category _____

____ / 8

2. Read the text and choose the correct answer a, b, c or d.

1. The British trainee felt that the people who want to be addressed as 'Dr' must be ...

- a. hard-working.
- b. conceited and self-important.
- c. doing a medical degree.

d. from Germany.

2. If you are not sure how to address someone, you should ...

- a. use the title you see on their business card.
- b. make your decision based on cultural stereotypes about their country.
- c. address them the way you'd like to be addressed.
- d. ask them what they would like you to call them.

3. There might be a misunderstanding if an American smiles at a Russian business associate because the Russian might think that the American is ...

- a. being fake.
- b. challenging their authority.
- c. trying to break the ice.
- d. disrespectful.

4. The Japanese, South Koreans and Iranians might interpret a smiling face as being ...

- a. friendlier.
- b. less open.
- c. not as intelligent.
- d. dishonest.

5. Americans and British people sometimes use eye contact to show that they ...

- a. like the speaker.
- b. are really listening to what is being said.
- c. are honest and truthful.
- d. are attending to every need of the speaker.

6. The last paragraph warns the reader not to ...

- a. engage in international business.
- b. let national cultures shape the way we behave and think.
- c. let miscommunication damage our business relationships.
- d. overgeneralise using our knowledge of cultural stereotypes.

____ / 6

3. Read the text again and mark the sentences T (true) or F (false).

1. When doing business internationally, there is a possibility that we might misinterpret what each other is saying even though we are speaking the same language.

2. To the German trainee, having a PhD is equivalent to being a medical doctor.
3. Sometimes, the smallest things can trigger a huge emotional response in us, especially when they are things we are not used to.
4. In the research done on the perceptions of smiles, people from different countries were asked to rate photos of smiling faces and non-smiling ones.
5. Making eye contact can be interpreted in different ways in different cultures but is almost always a positive thing.
6. The writer recommends keeping possible cultural differences in the forefront of our minds when doing business with people from different cultures.

____ / 6

LISTENING

1. Listen and choose the correct answer a, b or c.

1. The project is important because ...
 - a. it will improve what the company is offering the customer.
 - b. it involves working with people from other departments.
 - c. the head office is closely following its progress.
2. Matteo is concerned about ...
 - a. communication in the team.
 - b. taking on work that they have little experience of.
 - c. not having time to work on the project.
3. Akiko is the best person to do the customer survey questionnaire because ...
 - a. she normally handles the company's marketing initiatives.
 - b. she has worked with John on similar tasks.
 - c. she has studied the subject.
4. Matteo initially asks for ...
 - a. paid overtime.
 - b. an assistant.
 - c. a reduction in his targets.
5. John's immediate response to Barbara's offer to help Matteo is ...
 - a. enthusiastic.
 - b. not entirely positive.
 - c. a definite no.
6. It's important that Matteo does the designs because ...
 - a. a client has asked specifically for him.
 - b. no one else knows how to do them.
 - c. he has the software to do them at home.

____ / 6

2. Listen and mark the sentences T (true) or F (false).

1. This podcast focuses on some of the downsides of innovation. ____
2. If they do not innovate, businesses will not survive. ____
3. There are three main types of innovation. ____
4. Incremental innovation involves a series of small changes. ____
5. Disruptive innovation involves introducing a change that has an impact on the existing market. ____
6. Architectural innovation relates to the complete restructuring of the market. ____
7. Dyson's move from vacuum cleaners to hairdryers is an example of radical innovation. ____
8. Radical innovation can lead to the death of existing markets. ____
9. The speaker suggests that you test your idea before you try to get support for it. ____
10. The evaluation stage is when you think about exactly how to implement your ideas. ____

____ / 10