

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ОДЕСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ імені І. І. МЕЧНИКОВА
ФАКУЛЬТЕТ РОМАНО-ГЕРМАНСЬКОЇ ФІЛОЛОГІЇ

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БІЗНЕС КУЛЬТУРА: МОВНИЙ АСПЕКТ

ПРАКТИКУМ З ЧИТАННЯ ЗА ФАХОМ
для здобувачів першого (бакалаврського) рівня вищої освіти

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Навчальне видання розроблене для здобувачів першого (бакалаврського) рівня вищої освіти спеціальності 292 Міжнародні економічні відносини для опанування англomовного автентичного матеріалу лінгвокультурологічного напрямку та вивчення основ міжкультурної комунікації у рамках практичних занять та самостійного виконання завдань. Оволодіння практичними навичками ефективної міжкультурної комунікації англійською мовою може стати в нагоді здобувачам інших спеціальностей на першому рівні вищої освіти, а також здобувачам, які готуються до проходження міжнародних іспитів (аспект Читання, на рівні B2, B2+).

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PREFACE

English as a Foreign Language (EFL) is one of the major subjects in conformity with Curriculum design for Bachelor's degree students specializing in *International Economic Relations*, 292.

The objective of *English as a Foreign Language (EFL)* course is to develop the students' communicative competence necessary for communication in familiar / typical situations that occur in general and professional contexts.

Understanding multifaceted linguistic and cultural problems as well as the basics of intercultural communication underlies the development of this competence, so that the prospective Bachelor's degree students could act appropriately in culturally diverse professional and academic situations.

Practice for ESP Reading has been designed to meet the intended Syllabus learning outcomes, namely

PH 5 To possess the skills of self-analysis (self-control), to be understandable to representatives of other business cultures and professional groups of different levels (with specialists from other fields of knowledge / types of activity) on the basis of valuing diversity, multiculturalism, tolerance and respect for them.

PH21 To understand and have skills in dealing with business protocol and etiquette in the field of international economic relations, taking into account the peculiarities of intercultural communication at the professional and social levels, both in Ukrainian and foreign languages.

Language is an important constituent of successful communication. Effective communication also requires understanding of different working situations and awareness of different communication styles, especially when working across cultures. In *Practice for ESP Reading* we refer to the development of *Business Intercultural Communication* skills and *EFL Reading* skills. Every Unit has a lesson these two areas:

- *Business Intercultural Communication* skills mean a hard skill that is every student studying International Economic Relations needs to work effectively with people whose personality and culture may be different from Ukrainian. This section includes texts on Japanese, Chinese, Indian, Canadian and Islamic business culture as well as American company's culture.
- *Reading* skills (B2, B2+ level) indicate the practical skill students need to develop continuously to do well in EFL and their majors as well as to prepare for international exams such as IELTS. There are different types of interactive exercises that train the reading skills the students need within the framework of EFL course to improve their understanding of the professional language and build a proper vocabulary.

In order to reflect the real world as closely as possible the content of *Practice for ESP Reading* is based on authentic articles, texts and videos.

The *Practice for ESP Reading* course has been developed in such a way that both students and ESP teachers could adapt it to their own needs. Each unit works independently, so the students can focus on the topic which is most relevant to them.

Students can use the additional material as the self-study activities to work in more depth on the aspects that are important for them, e.g. making oral reports, delivering PowerPoint presentations, compiling surveys, writing summaries, etc.

ПЕРЕДМОВА

Іноземна мова (англійська) (EFL) є одною з основних дисциплін відповідно до навчального плану для здобувачів першого (бакалаврського) рівня спеціальності 292 Міжнародні економічні відносини.

Метою курсу «Іноземна мова (англійська)» є формування у здобувачів комунікативної компетентності, необхідної для спілкування у знайомих / типових ситуаціях, які зустрічаються в загальному та професійному контекстах.

В основі розвитку цієї компетентності лежить розуміння багатогранних мовних і культурних проблем а також засад міжкультурної комунікації для того, щоб майбутні студенти бакалаврату могли діяти належним чином у культурно різноманітних професійних та академічних ситуаціях.

Даний практикум було створено для досягнення запланованих результатів навчання за освітньо-професійною програмою, а саме:

РН 5 Володіти навичками самоаналізу (самоконтролю), бути зрозумілим для представників інших бізнес-культур та професійних груп різного рівня (з фахівцями з інших галузей знань/видів діяльності) на засадах цінування різноманітності, мультикультурності, толерантності та поваги до них.

РН 21 Розуміти і мати навички з ведення ділового протоколу та ділового етикету у сфері міжнародних економічних відносин, враховуючи особливості міжкультурного спілкування на професійному та соціальному рівнях, як державною, так і іноземними мовами.

Мова – найважливіша складова успішного спілкування. Ефективне спілкування також вимагає розуміння різних робочих ситуацій і усвідомлення різних стилів спілкування, особливо під час взаємодії в різних культурах. Представлений практикум має на меті розвиток навичок як із міжкультурного спілкування, так і з читання автентичних текстів та їх аналізу, а саме:

- Навички ділової міжкультурної комунікації становлять складну навичку, тобто кожен студент, який вивчає міжнародні економічні відносини, повинен ефективно працювати з людьми, особистість і культура яких можуть відрізнятися від української. Цей розділ містить автентичні англійські тексти про японську, китайську, індійську, канадську та ісламську бізнес-культури, а також культуру американських компаній.
- Навички читання (рівень B2, B2+) спрямовані на розвиток практичних знань, які студенти повинні постійно удосконалювати щоб успішно вивчати іноземну мову та спеціальність, а також готуватися до міжнародних іспитів, наприклад, IELTS. Різні типи інтерактивних вправ націлені на покращення розуміння мови загального професійного реєстрів та поширення відповідного словникового запасу.

Для точного відображення картини реального світу, зміст практикуму базується на автентичних статтях і відео.

Практикум з читання був розроблений таким чином, щоб як студенти, так і викладачі англійської мови могли адаптувати його до власних потреб. Практикум складається з 7 розділів та додаткового матеріалу. Студенти мають можливість використовувати додатковий матеріал для самостійного навчання, щоб більш глибоко опрацювати важливі для них аспекти, наприклад: складання усних доповідей, PowerPoint презентацій, складання опитувань, написання конспектів тощо.

UNIT 1

READING PASSAGE 1

WHY COMPANY CULTURE MATTERS

A “If I ask you what is common between Nokia and Kodak, you will probably say that they were once the biggest and the best in mobile phones or photography. Sadly, there is another fact they share, they both fell victim to the same prey – their dysfunctional company cultures. The same culture that took them to the top *turned out* to be the cause of their *downfall*. Did you know the first digital camera was invented by an engineer in Kodak? The same invention that the Kodak leaders ignored, transformed the photography market so much that their world-dominating products were outdated in no time. Both companies’ leadership failed to look outside the box and adapt to changing market and client needs, and by the time they reacted, it was already too late. History is full of companies ignoring their incompatible culture and paying a price for it they couldn’t afford. There is a reason why Peter Drucker concluded that your culture eats your strategy for breakfast. Your company culture matters, and it matters a lot. Whether you are trying to improve your productivity, become more innovative, acquire new companies, become more customer-oriented, or attract top talent in the market, your company culture will play a big role in the outcome. In this article, we will discuss why leaders should pay more attention to this seemingly soft item on their agenda because when it hits, it can hit very hard.

B Let’s start by defining what we mean by Company Culture. In simple words, company culture is the mindset of your workforce. How does someone in your company relate to their role, their colleagues and to the outside world? It is this mindset that dictates how an employee approaches and handles their task, clients, innovation, information, leadership, teamwork, communication, processes, rewards, work-life balance, learning and every other aspect of planning and running the business. All the way from your logo to unconscious business practices, behaviours, and values.

‘If culture is the mindset of the people, we should look at how our minds work. There are a couple of things that all our minds share, irrespective of the company or the country we belong to. People are social beings, meaning we influence and get influenced by other people around us, mostly unconsciously. When new employee joins the company, they tend to get their orientation and instructions about what is expected from them and what company values to follow as a good employee. But in reality, what most employees do is that they observe others around them and try *to figure out* what makes a good employee in that workplace. How are decisions made, what are the meeting protocols, is everyone following the process, what makes a good leader, what is the preferred communication style and so on? In other words, they see which behaviours are rewarded and sanctioned,

and try to replicate those in their own role. Most companies tend to pass on their existing culture and mindset to the next generation without planning.

And secondly, we are all creatures of habit. This is our survival mechanism; habits take less effort and allow us to save our attention for managing ‘new things’ in our lives. The same applies to the workforce in your company. New employees are very conscious and aware of their behaviours and actions, but over time most business practices are more habits than conscious actions. Everyone goes about their day with the same business practices as everyone else. They are rarely challenged. And even if someone new in the company tries to bring their new ideas with them, they are quickly *put in line*”¹(Global Business Culture, 2023).

C “If left alone, your company culture tends to sustain and replicate itself. And this is OK as long as your culture works *in your favour*. But what happens when the company needs to evolve in this ever-changing landscape? Clients, market, technology, society, etc. are always evolving and leadership has the task of ensuring that the company is moving in the right direction to cater for the change. We have experienced unforeseen events like the COVID-19 pandemic that changed the rules and norms overnight, giving companies no time to act or even react. Many companies are still struggling with the challenges of the *Great Resignation* or *Hybrid teams*². Employees measure and rank companies on different criteria now. Money alone is not enough to attract the right talent anymore. *Salary packages* or *remote working* is losing ground due to a concern about the culture and ways of working in many companies and sectors now. Leadership style, role compatibility, openness, *flexible working*, employee vs. work focus, learning opportunities, inclusiveness, *belongingness* etc. are becoming more and more important in deciding the key issues such as retention or attracting talent in companies.

Even when two successful companies come together, the new entity is not guaranteed to succeed. In fact, we see over 80% of Mergers and Acquisitions deals fail to achieve the intended outcome. *Cultural incompatibility*³ between the two entities is a leading contributor to that. Daimler-Benz and Chrysler, Sprint and Nextel, and Alcatel and Lucent are a few examples of failed *M&A* deals where company cultural clashes were too big to handle. In many cases, the two sides do not assess their cultural compatibility before the merger, and the resources and processes can end up working against each other. These clashes between two entities often lead to employees not executing the planned post-integration plans. Successful mergers and acquisitions need to measure and

¹ <https://www.globalbusinessculture.com/cultural-awareness/why-company-culture-matters/>

² <https://www.linkedin.com/pulse/companies-continue-struggle-remotehybrid-work-office-adam-bartrom/>

³ <https://www.linkedin.com/pulse/cultural-incompatibility-key-factor-ma-failures-kasia-horsten-szemro/>

assess the workplace cultures of both sides and add it as an integral part of due diligence. This could save a lot of effort, time, money and *frustration* for both sides⁴. But culture is not only a cause of challenges and headaches for an organisation's leadership. We also see companies using their culture as their greatest asset. Companies like Netflix⁵ and Spotify are redefining how companies should be run. Their *agile approach* to running a business is even copied by more traditional sectors like banking. ING Bank did just that by transforming its entire organisation to adopt the *Agile philosophy*⁶. Great company culture is turning out to be a big leverage for companies competing for top talent across the globe. It can be seen more and more organisations investing time and effort in discovering and managing their culture and reaping the rewards that come with it.

D A great strategy and plan need a careful compatibility assessment with the existing culture in the company and if needed, a culture transformation plan that goes hand in hand with your strategy implementation. Your company culture dictates how easy or difficult it will be to bring in new ways of thinking and working.

Can the current *mindset*⁷ in the company take the new direction in its stride or do you need to assess and fill the gap first? It is imperative that the leadership teams should be aware of the culture in their organisation, and its impact on their existing and future plans.

Why not ask yourself now, what is the culture in my company? You may be surprised how wrong your perception of your culture can be. Unfortunately, one of the issues with most leaders is that they are unaware of the actual culture in their companies. They work with what they think they have, which we call 'perceived culture'. Luckily for some, their perceived culture can be close to the actual culture, and their plans seem to work out anyway. But we have seen leadership teams getting it totally wrong when their plans clash with their actual culture. Culture is not just a good-to-know item, it is a must-know, especially if you are going through challenges or planning a strategic company-wide initiative. Leaders cannot afford to ignore their company culture anymore. After all your culture may make or break your company"¹ (Global Business Culture, 2023).

⁴ <https://www.globalbusinessculture.com/company-culture/>

⁵ <https://hbr.org/2014/01/how-netflix-reinvented-hr>

⁶ <https://www.agilealliance.org/agile101/12-principles-behind-the-agile-manifesto/>

⁷ <https://www.linkedin.com/pulse/mindset-first-why-shifting-perspectives-key-company-alicia/>

Questions 1-4

Reading Passage 1 of UNIT 1 has four parts, **A-D**.

Choose the correct heading for paragraphs **A-D** from the list of headings below.

Write the correct number in the Table below as well as on your answer sheet, two headings shouldn't be used.

List of Headings

1. Company Culture needs to be managed.
2. Organisation's leadership faces a lot of challenges except for Company Culture.
3. What is Company Culture?
4. We are all creatures of habit.
5. The role of company's culture in the outcome: historical background.
6. Culture and Strategy go hand in hand

Questions 1	Paragraph A	
Questions 2	Paragraph B	
Questions 3	Paragraph C	
Questions 4	Paragraph D	

Questions 5-15

Do the following statements reflect the claims of the writer in Reading Passage, UNIT 1?

In boxes 5-15 on your answer sheet, write:

TRUE if the statement agrees with the information;

FALSE if the statement contradicts the information;

NOT GIVEN if there is no information on this.

- Q5 The first digital marketing was invented by an engineer in Kodak.
- Q6 Your company culture might play a big role in the outcome if you want to gain new companies and meet your clients' needs.
- Q7 At the first glance company culture can be perceived as a seemingly soft item on the agenda.
- Q8 Company Culture can be defined as unconscious business practices, behaviours, and values.
- Q9 The majority of experienced employees in their daily routine try to follow rules and demonstrate conscious actions rather than habits at work.
- Q10 Few companies are still struggling with the challenges of the Great Resignation or Hybrid teams.
- Q11 A merger occurs when two separate entities combine forces to create a new, joint organization, thus the larger company's culture should be followed by all employees.
- Q12 Netflix's nimble way of managing in some sectors was used by big corporations.
- Q13 Company culture and the strategy of its practical realization should be combined together.
- Q14 Compatibility assessment is a thorough comparison and contrast of the existing culture with the desired one.
- Q15 Company's culture should be carefully examined by employees rather than company's authorities.

Questions 16-22

Chose a word which is **not** a contextual synonym to a word given in italics.

Q16. *to figure out*

- a) calculate b) think c) understand d) solve

Q17. *to turned out*

- a) prove to be the case b) occur c) happen d) leave

Q18. *downfall*

- a) a heavy fall of rain or snow b) a loss of prosperity c) crash d) failure

Q19. *to put in line*

- a) in accordance with common practice b) to keep under control c) to wait for one's turn

Q20. *frustration*

- a) punishment b) disappointment c) fiasco d) disillusionment

Q21. *flexible working*

- a) to make a report every week
b) to choose the times to work
c) to work in the office or at home
d) to allow time off for illness (without a sick-list given by GP)

Q22. *to go hand in hand*

- a) closely associated or connected
b) to demonstrate a mark of affection
c) closely related to
d) to happen at the same time

Questions 23-30 Match the collocations (23-30) to their definitions (a-j)

Q23	world domination	a) the amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy
Q24	customer-oriented	b) to get something, usually something good, as a result of your actions or other people's actions
Q25	work-life balance	c) the detailed examination of a company and its financial records, done before becoming involved in a business arrangement with it
Q26	reap the rewards	d) paying great attention to the needs and opinions of customers
Q27	workforce	e) relating to or affecting the whole of a company
Q28	company-wide	f) power to influence people and get the results you want
Q29	leverage	g) one country or entity is seeking to exert significant control or influence over the entire world
Q30	due diligence	h) the group of people who work in a company, industry, country, etc.

Questions 31-38

Fill in the gaps with proper collocations (31-38)

Q31		a	customer-oriented
Q32		b	world domination
Q33		c	work-life balance
Q34		d	reap the rewards
Q34		e	workforce
Q35		f	company-wide
Q36		g	leverage
Q37		h	due diligence

Q31. After the war came the realisation of what is, perhaps, their sinister purpose; their idea of _____.

Q32. Most passengers would probably cheerfully pay more once they had a modern, frequent, reliable and _____ service.

Q33. If the United Nations had more troops in the area, it would have greater _____.

Q34. The CEO is to make a rare _____ announcement next week.

Q35. For those investing in start-up companies the _____ becomes more complex because of the lack of a track record.

Q36. Half the _____ was laid off.

Q37. Smart employers know that workers who have a good _____ are more dependable, loyal, and productive.

Q38. Do poorer countries _____ of technology developed in richer nations?

Question 39

Look at paragraph A. Choose the correct answer to the question.

Find the initial reason in 'cause-effect' sequence.

The Kodak's world-dominating products became obsolete because the company's management:

- a) couldn't look outside the box;
- b) couldn't adapt to changing market;
- c) ignored Kodak's engineer invention;
- d) ignored their clients' needs;
- e) couldn't transform the market.

Questions 40-41

Look at paragraph B.

What types of behaviour are typical for newcomers to the company? Choose two options.

- a) to copy the behaviours of the most experienced colleagues;
- b) to generate new ideas;
- c) to try to improve the communication style in the company;
- d) to observe the stuff around them analysing what is praised and what is punished;
- e) to pass on their mindset to the next generation of employees.

Questions 42

What was the main reason of unsuccessful M&A for a great deal of companies:

- a) Mergers and Acquisitions;
- b) cultural incompatibility;
- c) working against each other;
- d) lack of due diligence;
- e) frustration for both sides.

Questions 43-44

*Look at paragraph C. Elicit two company's criteria that are **not considered** by employees any more as the key ones:*

a	leadership style
b	role compatibility
c	salary packages
d	remote working
e	openness
f	flexible working
g	learning opportunities
h	inclusiveness
i	belongingness
j	retention
k	attracting talent

Question 45

Look at paragraph C. What did ING Bank do to enhance its management style?

- a) It implemented some policy which caused headaches for an organisation's leadership.
- b) It turned out to be a big leverage for other banks.
- c) It invested time and effort in new subsidiaries.
- d) It launched Agile philosophy replicating it from Netflix and Spotify.

Questions 46-48

Look at paragraph D.

Find contextual antonyms to the expressions.

Question 46	perceived culture	
Question 47	must-know	
Question 48	break your company	

Question 49-55 (for C1 level only).

Read and analyse information, match the Texts1-7 with the following concepts described:

- a) Organizational Culture (OC)
- b) Belongingness in the workplace
- c) Mergers and acquisitions
- d) The Agile philosophy
- e) Great Resignation
- f) Hybrid team
- g) World domination

Question 49	Text 1	
Question 50	Text 2	
Question 51	Text 3	
Question 52	Text 4	
Question 53	Text 5	
Question 54	Text 6	
Question 55	Text 7	

Reading Passage 2

Text 1. It typically refers to the concept of one country or entity seeking to exert significant control or influence over the entire world. This could involve political, economic, military, or cultural domination⁸.

Countries defend against potential world domination through a variety of means, including:

Alliances⁹: Forming alliances with other countries to create a collective defense against potential aggressors.

Diplomacy: Engaging in diplomatic efforts to promote peace, resolve conflicts, and build mutually beneficial relationships with other nations.

Military Defence: Maintaining a strong military capability to deter potential aggressors and defend against potential threats.

International Organizations: Participating in international organizations such as the United Nations¹⁰, which provide a platform for dialogue, negotiation, and conflict resolution¹¹.

⁸ <https://study.com/academy/lesson/unilateralism-definition-international-relations.html>

⁹ <https://study.com/academy/lesson/diplomacy-of-world-war-one-secret-agreements-diplomatic-arrangements.html>

¹⁰ <https://study.com/academy/lesson/the-united-nations-history-role-in-international-politics.html>

¹¹ <https://study.com/academy/lesson/international-trade-organizations-and-trade-agreements.html>

Economic Strength¹²: Building a strong and resilient economy to withstand external pressures and maintain independence.

Overall, countries work to maintain a balance of power and prevent any single entity from gaining unchecked influence over the world.

Text 2. The concept refers to the pattern of values, norms, beliefs, attitudes and assumptions may not be articulated through verbal language. However, it shapes the way people behave and the way things get done in an organization. The management of organizational culture is increasingly viewed as necessary part of health system reform. Major cultural transformation of an organization must be secured alongside structural and procedural changes in order to achieve desired quality and performances improvements in health systems. It is therefore essential to understand organizational culture, job satisfaction level of the health workers and the link between them.

Text 3. The term describes the trend of the mass voluntary exit of employees from their employment obligations¹³. The term was brilliantly coined by Anthony Klotz, a management professor. Many believe that this trend of workers voluntarily quitting their jobs began in early 2021 due to the Covid-19 pandemic, but in actuality, the pandemic may have simply exacerbated an already occurring, if not yet overwhelmingly pervasive problem. According to Fuller and Kerr (2022), the great resignation really started before the pandemic as employees were increasingly resigning at least ten years prior to Covid.

“However, the coronavirus epidemic, with its complications (e.g., disagreements over restrictions and mandates, health and death fears/scares, perceived disrespect of essential workers, school closures that warrant at home parents etc.), work opportunities (e.g., increased alternative work arrangements that allow flexibility), and personal opportunities (e.g., reflecting on and rethinking what’s really important in life), helped facilitate a perfect opening for employees to leave. Nevertheless, the ‘Great Resignation’¹⁴ is the term generally used to describe the pandemic’s effect on the workplace, particularly relating to employee-decided resignations during the pandemic.”

“There are a plethora of reasons behind the Great Resignation and workers’ priorities play a significant role in their decision to resign. Older employees may have

¹² <https://homework.study.com/explanation/what-are-the-two-main-and-basic-factors-that-determine-the-strength-of-an-economy.html>

¹³ <https://homework.study.com/explanation/economic-growth-unemployment-and-inflation-discuss-the-three-primary-concerns-in-macroeconomic-analysis-growth-unemployment-and-inflation.html>

¹⁴ <https://study.com/blog/a-high-performing-employee-wants-to-resign-here-s-how-to-make-them-stay.html>

used the pandemic as their opportunity to retire and as a result, protect their health and life, and spend more quality time with family and friends. Younger employees who are not as susceptible to Covid and its menacing outcomes if contracted may have heard and observed the daunting stories, images, and videos of sickness and death, and decided that they have one life to live and they want to live it to the fullest. Living life to the fullest usually does not include a job where one feels unappreciated (or underappreciated) and/or a job that inhibits their ability to do the things that really matter to them.

Text 4. A hybrid team is a combination of both office-based staff and remote employees. It could also mean that employees split their time between the office and their homes. A hybrid work model can allow employees to choose how and when they work most effectively and open up new kinds of talent to employers¹⁵.

As technology improves, there are more opportunities for businesses to include remote employees and make their processes more flexible. This can be an ideal option for companies that rely on freelance professionals, but can also allow extensive collaboration between team members. Hybrid teams can help employees find ways of working that match their needs while allowing company leaders to meet their goals in new ways.

Text 5. Mergers and acquisitions (M&A) is a generally used term to describe the process of combining companies through various types of transactions. The most popular one is an acquisition, where one company buys another and transfers ownership. You can do two kinds of acquisitions; a stock sale and an asset sale.

Text 6. The word ‘philosophy’ can be simply defined as a way of thinking about the world, the universe and society. In effect, to ‘be agile’ involves adopting a new way of thinking or mindset that is based on agile values and principles.

This philosophy or mindset then guides your holistic approach to agile. The agile mindset¹⁶ needs to be internationalized (e.g. welcoming change, delivering frequently) and it should steer the selection and implementation of agile practices. Being agile isn’t about simply applying tools and techniques or following a methodology. Applying agile philosophy¹⁷ and principles to how you use agile methods changes not only the approach, but also the overall effectiveness (and success) of the practices.

¹⁵ <https://study.com/academy/lesson/hybrid-work-challenges-overview-examples-solutions.html#quiz-course-links>

¹⁶ <https://vimeo.com/565877358>

¹⁷ <https://study.com/academy/lesson/what-is-an-agile-company-definition-example.html>

Twelve Agile principles¹⁸

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software. Hint: It is all about the customer and delivering value early.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage. Hint: Embrace change. Be flexible, continuously update and prioritise changes into the backlog of work.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale. Hint: Deliver frequently. Early feedback is invaluable and delivering within a short timeframe keeps the customer engaged.
4. Business people and developers must work together throughout all work. Hint: Work with the business – it's not us versus them. It is about working collaboratively.
5. Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done. Hint: Motivate and empower people. Give people the autonomy to organise and plan their work. It is not about micromanagement.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation. Hint: Face-to-face communications where possible. Successful communication is not all about emailing!
7. Working software is the primary measure of progress. Hint: What gets measured gets done. Measure working solutions and results.
8. Agile processes promote sustainable delivery. The sponsors, developers, and users should be able to maintain a constant pace indefinitely. Hint: Maintain a sustainable pace, otherwise people get 'burnt out'. Work-life balance is important.
9. Continuous attention to technical excellence and good design enhances agility. Hint: Keep the design clean, efficient and open to changes.
10. Simplicity – the art of maximising the amount of work not done – is essential. Hint: Keep it simple. Seek the simplest thing that could possibly work.
11. The best architectures, requirements, and designs emerge from self-organising teams. Hint: To get the best from people, allow them to self-organise. It should be all about the team.
12. At regular intervals, the team reflects on how to become more effective and then tunes and adjusts its behaviour accordingly. Hint: Reflect and adjust regularly. It's about continuous (and applied) learning.

Test 7. Belonging in the workplace is an employee's sense that their uniqueness is accepted and even treasured by their organization and colleagues. Belonging is an

¹⁸ <https://study.com/academy/lesson/principles-of-the-agile-manifesto.html>

accumulation of day-to-day experiences that enables a person to feel safe and bring their full, unique self to work.

Belonging is not simply that employees feel appreciated for the work they do or the role they play in the organization – belonging runs deeper.

Employees who feel treated as an “insider,” and are encouraged to retain their uniqueness within the workgroup, feel a high level of belonging.

This means valuing the various components of an employee’s identity, such as being a parent, being of a particular race or being of a particular sexual orientation. In this sense, belonging is a close cousin to diversity and inclusion.

Belonging is an employee’s sense that their uniqueness is accepted and even treasured by their organization and colleagues.

Diversity is being invited to the party, inclusion is being asked to dance and belonging is dancing like nobody’s watching, because that’s how free you feel to be yourself. Belonging at work builds on the work of psychologist Abraham Maslow and his hierarchy of needs. For Maslow and other researchers, the need for belonging and love sits in the middle of the pyramid of human needs, above basic physical needs but required before reaching the peak human need of “self-actualization.”

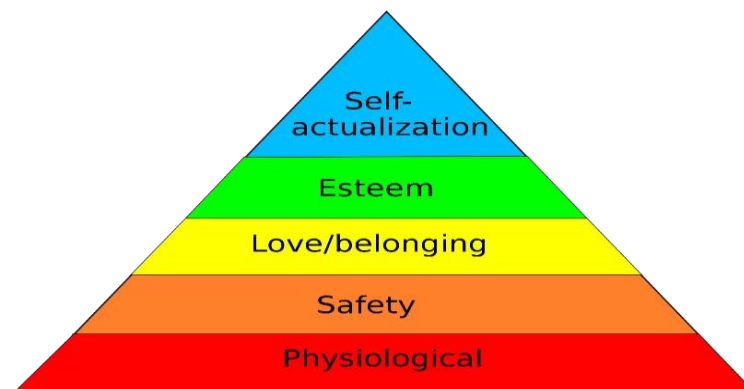


Fig. 1 Maslow's Hierarchy of Needs and Belonging in the Workplace¹⁹

Why is a sense of belonging at work important? Belonging in the workplace matters because it impacts business performance and employee well-being. Belonging is necessary for bringing out the best of everyone at work.

If employees don’t experience a sense of belonging, they are more likely to feel insecure about their place in the organization and feel less freedom to be their authentic selves. And that insecurity – that fear – undermines their performance, their creativity and their ability and willingness to collaborate.

¹⁹ <https://edition.cnn.com/world/maslows-hierarchy-of-needs-explained-wellness-cec/index.html>

UNIT 1 Reading Answer Sheet									
Q1		Q12		Q23		Q34		Q45	
Q2		Q13		Q24		Q35		Q46	
Q3		Q14		Q25		Q36		Q47	
Q4		Q15		Q26		Q37		Q48	
Q5		Q16		Q27		Q38		Q49	
Q6		Q17		Q28		Q39		Q50	
Q7		Q18		Q29		Q40		Q51	
Q8		Q19		Q30		Q41		Q52	
Q9		Q20		Q31		Q42		Q53	
Q10		Q21		Q32		Q43		Q54	
Q11		Q22		Q33		Q44		Q55	

Additional tasks for individual study for UNIT 1.

1. Write the 50-word definition / 100-word summary for each of the above concepts described in Texts 1-7:

- a) Organizational Culture (OC);
- b) Belongingness in the workplace;
- c) Mergers and acquisitions;
- d) The Agile philosophy;
- e) Great Resignation;
- f) Hybrid team;
- g) World domination.

2. Watch five videos and take notes of the most helpful and interesting to you lecture.

<https://news.companymatch.me/english/5-inspiring-ted-talks-corporate-culture/>

UNIT 2

TEXT 1 JAPANESE BUSINESS CULTURE AND ETIQUETTE²⁰

Religions

“Japan’s unique culture has been shaped by trends and forces from within and outside the country. An understanding of these and how they have shaped Japanese society will help you in *dealings* with Japanese people, businesses and society in general.

The Japanese have been very effective at adapting religions and schools of thought from outside the country. Confucianism and Buddhism came to Japan through China and Korea, with the Japanese taking these teachings and adapting them to local conditions and *sensibilities*. Following more than two centuries of self-imposed exclusion, the Japanese did the same again with Western ideas and institutions from the 1860s onwards with great success. Modern Japanese culture can be seen as the mutual reinforcing of ancient Shinto, Buddhist and Confucian traditions overlaid with modern institutions.

For many foreign businesses seeking to launch in the Japanese market, it is crucial to gain an understanding of some fundamental Japanese cultural practices, particularly as they apply within the business context²¹.

Age and status

Respect for age and status is very important in Japanese culture, with hierarchy affecting all aspects of *social interactions*. The Japanese are most comfortable interacting with someone they consider their equal. Status is determined by a combination of someone’s role in an organisation, which organisation they work for, which university they went to and their marital status.

Business cards²²

The exchange of business cards (*meishi*) is an essential part of initial meetings in Japan and follows a strict protocol. It allows the Japanese to quickly determine their *counterpart*’s all-important position, title and rank. While still standing, you should politely hand a business card over with two hands, and receive one in return. A slight bow as a form of respect when exchanging is usually performed. Do not simply drop the card into a pocket; instead take a few seconds to review names and titles, commenting on them if time permits. If you are sitting down, place it on the table in front of you for the duration of the meeting. If possible, place the most senior counterpart’s card at the top with their *subordinates*’ below or to the left.

Japanese names

As in many parts of Asia, Japanese family names come first, and are followed by the given name. For example, if someone is introduced as Tanaka Hiroshi, Tanaka is the

²⁰ <https://mai-ko.com/travel/culture-in-japan/japanese-culture-1/>

²¹ <https://asialinkbusiness.com.au/japan/business-practicalities-in-japan>

²² <https://edamamejapan.com/meishi/>

family name and Hiroshi is the given name. It is usual to address someone by their family name followed by the honorific san, Tanaka-san for example. While san is similar to Mr, Mrs and Ms in English, san is more versatile in that it can be used for both genders and goes perfectly well with a family name or given name. But do not use san when referring to yourself. While doing business in Japan, it should be taken in consideration that the family name followed by san will usually be sufficient. Always address people by their family name until you have been invited to call them by their given name.

Bowing and handshakes

Bowing is an important part of everyday life in Japan, including in the business context. Japanese bow to those senior to them both as a greeting and a show of respect. The junior person initiates the bow, bending from the waist to an angle of between 30 and 45 degrees from vertical. Men keep their arms by their sides and women may cross their hands or fingers at thigh height. A less accentuated bow, usually about 15 degrees, is returned as acknowledgment from the more senior person. It is considered bad manners and aggressive to hold eye contact with someone when you are bowing to them; this is usually done by competitors in *martial arts*²³ before they fight. Greet the highest-status individual first, followed by the oldest when meeting a group of Japanese. For European business people, extending a simple handshake when greeting and taking leave is fine; just don't shake hands and bow at the same time. Choose one and stick with it.

Building relationships

Japan is a more relationship-oriented culture than European, particularly when it comes to doing business. Japanese want to know and trust someone before they do business with them. Relationships are developed through informal social gatherings and generally involve a considerable amount of eating and drinking.

Dress code

Appearance is very important, and Japanese people tend to dress more formally than Europeans and Americans. Business *attire* is conservative, with an emphasis on conformity rather than individual expression. Men should wear dark-coloured business suits with ties and white shirts. Jewellery for men should be kept to a minimum – a watch and a wedding ring would be fine. Women should also dress conservatively and in subdued colours.

Modesty

Japanese culture values modesty and *humility*. Speaking in a quiet tone and not gesticulating too much will go some way towards giving a modest, calm and humble impression²⁴.

²³ <https://interacnetwork.com/japanese-martial-arts-guide/>

²⁴ <https://asialinkbusiness.com.au/japan/conducting-business-in-japan/>

Questions 1-7

*Read Text1 of UNIT 2. Choose the option which is **not correct** definition of a word given in italics.*

Q1 *dealings*

- a) business activities; the relations that you have with somebody in business;
- b) taking responsibility;
- c) a way of doing business with somebody;
- d) buying and selling.

Q2 *sensibilities*

- a) the ability to tell the truth in the face;
- b) the ability to perceive or feel as well as to appreciate and respond to complex emotional or aesthetic influences;
- c) a person's feelings, especially when the person is easily offended or influenced by something;
- d) a quality of delicate sensitivity that makes one liable to be offended or shocked.

Q3 *social interactions*

- a) an exchange between two or more individuals;
- b) a building block of society;
- c) an understanding of yourself;
- d) a dynamic sequence of social actions between individuals (or groups) who modify their actions and reactions due to actions by their interaction partner(s).

Q4 *counterpart*

- a) a person who has the same position in a different organization;
- b) a thing that has the same purpose or use as another one in a different place;
- c) a fierce, cruel, or wildly passionate woman.

Q5 *subordinate*

- a) a person having less power or authority than somebody else in a group or an organization;
- b) a thing which is less important than something else;
- c) secondary;
- d) of poor quality.

Q6 martial arts

- a) military trainings;
- b) various sports, which originated chiefly in Japan, Korea, and China as forms of self-defence or attack;
- c) karate, judo, kung fu, and aikido.

Q7 attire

- a) clothes, especially of a particular or formal type;
- b) clobber;
- c) apparel;
- d) pliers.

Q8 humility

- a) the quality of not being proud because you are aware of your bad qualities;
- b) the feeling or attitude that you have no special importance that makes you better than others or lack of pride;
- c) the quality of not thinking that you are better than other people; the quality of being humble;
- d) behaving in an unfriendly way towards other people because you think that you are better than them.

Questions 9-12

*Choose the action which you **should not do** in Japan knowing the business etiquette. Select **two options** which are **incorrect**.*

Q9 What you shouldn't do when a Japanese counterpart gives you a business card:

- a) take it with your both hands and a slight bow;
- b) thank your Japanese colleagues and shake hands with them;
- c) give your own business card with a bow;
- d) put the card into your pocket and get down to business at once;
- e) read names and titles thoroughly.

Q10 What is an inappropriate way of applying to your colleague, Yoshimoto Arisu, in Japan:

- a) Ms. Arisu, can you call me back, please?
- b) Dear Yoshimoto, will you pls. call me back?
- c) Yoshimoto-san, can you pls. call me back?

Q11 What you shouldn't do while being introduced to the colleagues with higher rank in Japanese firm:

- a) to give the deep bow first;
- b) to greet them by stretching out your hand first;
- c) to give the slight bow while smiling and looking at your colleague's eyes;
- d) to greet the boss of the company first, the chief of your department and then your counterparts.

Q12 What you shouldn't do when communicating with your partners:

- a) After signing the contract you refused to accept the invitation to the local restaurant because firstly you don't like Japanese food and secondly you have a night flight to Kyiv (so you'd better sleep before it).
- b) You got to know your colleagues well, you managed to earn a lot together, they are nice guys and very sociable, so you started to apply to them by their first names by evening since they had given their permission.
- c) It is your last day at Japanese office because your business trip has come to the end; you had struck a beneficial deal with them, yet a day before yesterday you bought a really gorgeous night dress in Kobe as well as a diamond ring, so you've made up your mind to put them on today at the office. You wanted to leave a really positive impression on your counterparts.
- d) You spent a lot of time in an Italian subsidiary and became accustomed to speaking loudly and use some gestures to express yourself²⁵²⁶; now you have arrived at Osaka's office and your local colleague recommended you to change your communication addictions; firstly it was difficult for you to act differently but subsequently you had to make a drastic change in both your manners and behaviour.

Questions 13-20 Match the words a-h with their definitions Q13-Q20.

Q13 a system of organizing people into different ranks or levels of importance, for example in society or in a company (noun)	a) launch
Q14 to start or set in motion an activity or enterprise (verb)	b) marital status
Q15 to lie on top of a surface or to add something, especially a feeling or quality, to something else so that it seems to cover it (verb)	c) versatile
Q16 moving forward; in a continuing forward direction (adverb)	d) hierarchy
	e) acknowledgment
	f) subdued
	g) onwards
	h) overlay

²⁵ https://www.youtube.com/watch?v=M0n4Vw6twKo&ab_channel=NadasItaly

²⁶ https://www.youtube.com/watch?v=DW91Ec4DYkU&ab_channel=PastaGrammar

<p>Q17 a person's state of being single, married, separated, divorced, or widowed (collocation)</p> <p>Q18 the quality of a person - able to do many different things; the quality of a thing – having many different uses (adjective) versatile</p> <p>Q19 the action of showing that one has noticed someone or something or the action of expressing or displaying gratitude or appreciation for something (noun)</p> <p>Q20 (of light or colours) not very bright (adjective)</p>	
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Questions 21-28 *Fill in the gaps Q21-Q28 with appropriate words a-h.*

<p>Q21 Most marriage certificates contain information such as the date of the wedding and the previous _____ of both partners.</p> <p>Q22 He's a _____ actor who has played a wide variety of parts.</p> <p>Q23 The _____ of Russia as a terrorist state and Putin as a war criminal is the important step for EU countries.</p> <p>Q24 The updated website will be officially _____ at the conference in April.</p> <p>Q25 Like most other American companies with a rigid _____, workers and managers had strictly defined duties.</p> <p>Q26 The place was _____ with memories of his childhood.</p> <p>Q27 From that day _____ my nicotine addiction was healed and never came back.</p>	<p>a) launched</p> <p>b) marital status</p> <p>c) versatile</p> <p>d) hierarchy</p> <p>e) acknowledgment</p> <p>f) subdued</p> <p>g) onwards</p> <p>h) overlaid</p>
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TEXT 2 THINGS YOU DIDN'T KNOW ABOUT JAPANESE CULTURE

A. “For a country with so many strict etiquette rules, it comes as a shock to many Westerners that slurping noodles or soups while eating is perfectly acceptable in Japan. In fact, slurping isn’t just acceptable – it’s actually encouraged.

Japan values good manners highly, but when it comes to chowing down on bowlfuls of noodles, there’s only one way to eat: noisily. Slurping is a sign of enjoyment and also cools down the noodles as you eat. It’s considered to be a sign that the food is delicious, and it’s a compliment to the cook. It makes it easier to eat the noodles quickly while they’re still hot, which is said to be the best way to appreciate their flavour.

Get your chopsticks in one hand and lean over your bowl. Bibs are sometimes provided for foreigners, but by the time you leave, you should be able to polish off a bowl in a white top and walk out spotless.

B. Plenty of Japanese people celebrate Christmas, but the festive fare isn’t what you might expect. In Japan, it’s traditional to head to your local KFC on Christmas Eve. An estimated 3.6 million Japanese feast on the KFC Christmas Dinner and hours of queuing and ordering weeks in advance is expected. Some say turkey and chicken wasn’t widely available for the Christmas-curious Japanese, so Colonel Sanders stepped in to answer the demand...

C. Japan’s big-name stars are its densely populated cities, and it’s not a country you’d think of as a scarcely populated, mountain wilderness. However, around 70% of Japan is made up of forest and mountains that aren’t suitable for farming or living in. There are over 100 active volcanoes, and its tallest mountain is the famed Mount Fuji, with its elevation of 3,776 feet (approximately 1.15 km).

D. Japan is made up of nearly 7,000 islands. The little island of Okunoshima in the Inland Sea is best-known for its curious, big-eared population. The island was used to test chemical weapons during World War II, and it’s said the test subjects roamed free after the war. Either way, the numbers flourished in a predator-free environment (dogs and cats are banned from entering), and today Okunoshima is a popular spot for cuddle-bunny tourists.

E. The number four (‘shi’) is widely avoided in Japan since it sounds too similar to the Japanese word for death. Keep an eye out in Japan and you’ll notice buildings don’t have

a fourth floor, items are sold in sets of three or five and special care is taken to avoid encountering the number in daily life²⁷.

F. Japan is well-known for its non-stop festivals, but Hadaka Matsuri²⁸ must be one of the most bizarre. Thousands of Japanese men strip naked in public to secure a fortune-filled year, with the biggest *matsuri* taking place in Okayama, where an estimated 9,000 men get down to their *fundoshi*.

G. The average delay of Japanese trains is 18 seconds. What makes them so punctual? Drivers are trained in ultra-realistic simulators and drive one train line only – many don't even need a speedometer to know how fast they're going. Competition is also fierce between rail companies, so lagging behind won't do – they work hard to keep hold of Japan's huge numbers of train commuters, whatever it takes (even if it means building fancy department stores in the stations...).

H. Eel flavoured ice cream and Green Tea Kit Kats are just two of the weird and wonderful flavours you can come across in Japan. Kit Kats are the most popular confectionary ('Kit Kat' sounds similar to 'kitto katsu', a Japanese saying meaning 'good luck.')

You can try edamame, wasabi and ginger ale flavoured Kit Kats, too.

I. In Japan, people don't have signatures – they have their own seal. Known as *Hanko*²⁹, the seal is typically your name translated into Kanji characters, and are made from silk or plant-based paste. Adults will often have three *Hankos*; one for signing off letters and personal matters, a bank seal and an identity seal. They're not necessary for tourists, but foreigners living in Japan can have one handmade in small, local shops.

J. During the feudal period, wealthy Japanese lords built homes with deliberately squeaky floors (known as Nightingale Floors) as a defence measure against Ninjas. The highly trained, legendary mercenaries of feudal Japan were so steeped in myth and folklore, they were said to be capable of walking on water, turning invisible and controlling natural elements. That's got to be motivation to put down some new flooring.

**Colonel Sanders - the man who began the Kentucky Fried Chicken restaurants.*

²⁷ <https://theculturetrip.com/asia/japan/articles/12-things-you-didn-t-know-about-japanese-culture>

²⁸ https://www.youtube.com/watch?v=7M9u-gM4Gk&ab_channel=NHKWORLD-JAPAN

²⁹ <https://tokyocheapo.com/shopping-2/hanko-japanese-personal-seals/>

Questions 29-39

TEXT 2, UNIT 2 has ten parts, A-J. Choose the correct heading for paragraphs A-J from the list of headings below. Write the correct number in the Table below as well as on your answer sheet, two headings shouldn't be used.

List of Headings

1. The number four is extremely unlucky.
2. Everyone has their own seal.
3. Anti-Ninja floors are a thing.
4. The Japanese love wacky flavours.
5. There's a Rabbit Island in Japan.
6. The traditional Christmas Eve meal is KFC.
7. It's good manners to slurp your noodles.
8. Japan is not all about the cities.
9. There's a bizarre naked festival.
10. Japanese trains are some of the most punctual in the world.
11. Leave your shoes at the back of the door.
12. Traditional Japanese food.

Question 29	Paragraph A	
Question 30	Paragraph B	
Question 31	Paragraph C	
Question 32	Paragraph D	
Question 33	Paragraph E	
Question 34	Paragraph F	
Question 35	Paragraph G	
Question 36	Paragraph H	
Question 37	Paragraph I	
Question 38	Paragraph J	
Question 39	Paragraph K	

Questions 40-45

Decide whether these statements are true or false.

Q40 You should eat soup silently without any noises at Japanese restaurants.

Q41 'Polish off a bowl' means to wash the dish after eating.

Q42 The floor № 4 is absent in Japanese office building so you should lift to the fifth one or go down to the third.

Q43 Japanese trains are not very punctual since they had to carry a great deal of passengers every day.

Q44 In Japan you can try the dishes with a very extrinsic and bizarre taste.

Q45 Japanese nobles preferred creaking floors because they were afraid of the Ninjas sent by their enemies.

Questions 46-50

Find Japanese expressions in paragraphs E, F and I that refer to the following description:

<p>Q46 A personal seal that is traditionally used in lieu of a handwritten signature in Japan.</p> <p>Q47 A solemn festival celebrated periodically at Shinto shrines in Japan.</p> <p>Q48 A traditional Japanese undergarment for males and females, made from a length of cotton.</p> <p>Q49 A person skilled in ninjutsu, a Japanese martial art characterized by stealthy movement and camouflage.</p> <p>Q50 The number four or the word meaning “to die”, there is even a superstition where buildings and other places in Japan as well as China will not use the number four due to it being pronounced the same as the word for “death”.</p>	
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UNIT 2 Reading Answer Sheet

Q1		Q12		Q23		Q34		Q45	
Q2		Q13		Q24		Q35		Q46	
Q3		Q14		Q25		Q36		Q47	
Q4		Q15		Q26		Q37		Q48	
Q5		Q16		Q27		Q38		Q49	
Q6		Q17		Q28		Q39		Q50	
Q7		Q18		Q29		Q40			
Q8		Q19		Q30		Q41			
Q9		Q20		Q31		Q42			
Q10		Q21		Q32		Q43			
Q11		Q22		Q33		Q44			

Additional tasks for individual study for UNIT 2.

1. Read and analyse Text 3 prepare an oral report on one of the tradition you find the most unusual or interesting.

TEXT 3

There are cues for your shoes. You might know that it's polite to take your shoes off when entering someone's home in Japan. But it can be difficult to tell if you're supposed to take them off in many other buildings, such as temples, shrines and restaurants. Fortunately, there are a few cues to look for – if slippers are set around the entrance, it's a clear indication that guests should take their outdoor shoes off and put the slippers on instead. Additionally, if the floor is raised at the entrance, it means guests should take their shoes off in the doorway before stepping inside and onto the raised surface.

Japanese women used to blacken their teeth. For centuries, tooth blackening, known as *ohaguro*³⁰, was a common practice for Japanese women, particularly married woman and geishas. In addition to being considered attractive, this practice was also believed to help protect the teeth against decay and other dental issues. Women would apply various substances to their teeth, such as mixtures of tooth wax and ink, to maintain their black appearance. The practice was banned in the late 19th century, in an effort to modernise Japan and make its culture more appealing to Westerners.

It's rude to eat or drink while walking. It's pretty common to see someone eating a bag of chips or sipping coffee while walking down the street in Western countries, but this is not the case in Japan. While it isn't considered quite as rude as it used to be, eating or drinking while walking is still looked upon as poor manners. When most Japanese people buy food or drink from a vending machine on the street, for example, they'll consume the whole thing while standing beside the machine to avoid walking.

Baseball is extremely popular. Sumo may be the national sport, and the one most often associate with the country, but baseball is actually the most watched and played sport here. It was introduced to the country during the Meiji Period and gained huge popularity thanks to the heavy American presence in Japan after World War II. Japan has two professional baseball leagues, as well as countless high school and university leagues across the country. Japanese baseball games are particularly notable for their fervent cheering sections, with people singing fight songs and participating in organised cheers continuously throughout most games.

³⁰ https://www.youtube.com/watch?v=9lg6ef_Gw0o&ab_channel=IWANTTOKNOW

Eating horse meat is common³¹. Horse meat has been consumed in Japan since the late 16th century. Its use in cooking increased significantly in the 1960s, as the role of horses in agriculture and transport diminished. Raw horse meat, known as *basahi*, is commonly served in restaurants. It is typically eaten with grated ginger and sweet *shoyu*. It's nicknamed *sakura niku* (cherry blossom meat) for its pale pink colour.

Chopstick positions have meaning³². When you're dining in Japan, it's important to never stick your chopsticks into your food to rest them when you're not eating. This actually resembles a ceremony performed at funerals in Japan, and it's considered a bad omen. For the same reason, it's also taboo to share food with others by passing it from chopsticks to chopsticks. If you want to share, use your chopsticks to place the food on the other person's plate.

The first geisha were men. Geisha³³ actually means 'person of the arts' and the first geisha were men, who advised feudal lords in addition to entertaining the court with various artistic performances and stories. Female geishas began entertaining in the late 18th century and were originally known as *onna geisha* (woman artist). Female geishas became extremely popular, outnumbering males less than 25 years after their first appearance.

Everyone pours for each other. When groups are drinking together and sharing a bottle, such as sake, at the table, it's polite for people to refill each other's glasses rather than pouring their own drinks. Wait for someone else to top up your glass when it's empty, and keep an eye on everyone else's glasses, because they'll be waiting for you to refill them. If you don't want to drink any more, then simply leave your glass full.

There's a proper way to appreciate bonsai³⁴. You may know that bonsai are potted miniature trees that are artistically styled to be aesthetically pleasing while mimicking how the tree might look in a larger form in nature. It is, therefore, unsurprising that after looking at the bonsai's overall appearance, viewers are meant to lower their line of sight to the same level as the tree. To properly appreciate bonsai, viewers should try to imagine themselves being small as they look at the tree, so they can imagine how it might look in its natural environment.

³¹ <https://www.japaniverse.com/4-controversial-japanese-foods/>

³² <https://www.japanlivingguide.com/living-in-japan/culture/chopstick-etiquette/>

³³ <https://doyouknowjapan.com/geisha/>

³⁴ https://www.youtube.com/watch?v=1CfUts-M1r8&ab_channel=WAORYU%21ONLYinJAPAN

2. Write and present *Guidelines on Japanese culture to the colleagues going on business to Japan*; describe some national peculiarities which were not mentioned in the TEXTS 1-3, use the links to the videos below or your own findings:

Why does Japan work so hard?

https://www.youtube.com/watch?v=9Y-YJEtxHeo&ab_channel=CNBCInternational

The Rules that Rule Japan:

https://www.youtube.com/watch?v=8j6cueDgjIU&ab_channel=LifeWhereI%27mFrom

Japan's Culture and Tradition:

https://www.youtube.com/watch?v=3cR2YYFCB9U&ab_channel=FaridHaq

Japanese Mindset: https://www.youtube.com/watch?v=ZDo3xNr2smg&ab_channel=CarlRosa

Japanese Philosophies for life:

https://www.youtube.com/watch?v=LZ5NCgAfLLQ&ab_channel=RedFrostMotivation

<https://asialinkbusiness.com.au/country>

UNIT 3

AMAZING GOOGLE'S CULTURE: 10 SECRETS ABOUT AMERICAN COMPANY'S CULTURE TO GET INSPIRED FROM

Test 1 "A place where bean bags double as boardroom chairs, where the cafeteria serves gourmet food for free, and where employees *zip around* on scooters. Google is not just a workspace that revolutionized search and the online advertising industry but a playground for innovative minds.

Now, you might be thinking, "What's the *secret sauce* that makes working at Google's culture so unique?" Well, it's a blend of innovation, creativity, and a dash of quirkiness.

At tech giant Google, it's not uncommon to see engineers, designers, and even the CEO, Sundar Pichai, engaged in Nerf gun battles or taking a break to play ping pong.

It's not a usual formal corporate environment, but something where creativity flourishes, and brilliant ideas are born on napkins in the middle of brainstorming sessions.

In this blog, we will dive deep into Google's amazing culture and understand what makes it that way.

Why Google has the best company culture?

Google's claim to having the best company culture isn't just a tagline; it's a result of a carefully cultivated environment that *sets the bar* for organizations worldwide. It isn't just about bean bags and free food; it's a result of their commitment to innovation, inclusivity, employee well-being, and transparent communication.

This unique blend of elements creates an environment where employees thrive and continue *to push the boundaries* of what's possible.

It's no wonder Google's workplace culture is a model for companies worldwide striving to improve their own corporate cultures.

What are Google's values and culture?

Google's core values and culture are the cornerstone of the company's identity and have played a pivotal role in shaping its success. They can be summed up in several key principles:

1. **Focus on the user:** Google's primary goal is to create products and services that serve the best interests of its users. This focus on user experience is fundamental to its culture and drives product development and innovation.
2. **Innovation:** Innovation is in Google's DNA. They encourage their employees to think creatively, take risks, and explore new ideas. The company's "*moonshot thinking*" philosophy pushes the boundaries of what's possible with computer software.

Google's culture places innovation at its core. The company's founders, Larry Page and Sergey Brin, established a policy known as "20% time," encouraging employees to dedicate a fifth of their workweek to pursuing their own creative projects. This culture of innovation has led to ground-breaking products like Gmail and Google Maps.

Google fosters a culture where innovation is not just encouraged but celebrated; gives the employees time and space to explore new ideas, experiment, and take calculated risks; encourages creative thinking in every department.

3. **Organizational transparency:** Google values transparency. They share information widely with employees and actively encourage open and honest communication. Regular town hall meetings and Q&A sessions with top executives foster a culture of transparency and trust.
4. **Inclusivity and diversity:** Google is committed to creating an inclusive and diverse workforce. They strive to reflect the global diversity of their users and believe that a broad range of perspectives fuels creativity and innovation.
5. **Work-life balance:** Google employees understand the importance of maintaining a healthy work-life balance. This is reflected in the numerous employee benefits, including flexible work hours, on-site amenities, and support for personal and family needs.
6. **Environmental responsibility:** Google is deeply committed to sustainability and reducing its environmental impact. The company aims to operate using 100% renewable energy and has *set* ambitious sustainability *goals*.
7. **Don't be evil:** While this motto has evolved to "Do the Right Thing," it's still a foundational principle. Google emphasizes ethical decision-making and strives to have a positive impact on the world. They aim to make the internet a safer and more accessible place.
8. **Continuous learning and growth:** Google promotes a culture of continuous learning. They offer various training and educational opportunities for employees, and managers are encouraged to be mentors, supporting personal and professional growth.
9. **Feedback and accountability:** Instead of relying on traditional annual performance reviews, Google encourages ongoing, real-time feedback and accountability. This helps employees understand their strengths and areas for improvement.
10. **Embrace failure:** The company's management style acknowledges that failure is a part of innovation. They view failure as a learning opportunity and an essential step toward success.

Google's values and culture are not just slogans on the wall; they guide the company's day-to-day operations, influence product development, and shape how employees interact and innovate. They have been integral to Google's ability to remain at the forefront of technology and maintain a distinctive, creative, and inclusive company culture³⁵.

³⁵ <https://www.culturemonkey.io/employee-engagement/googles-culture/>

Google culture and benefits

Beyond its cutting-edge technology and innovative projects, Google is celebrated for its distinctive corporate culture and exceptional employee benefits. Let's *take a closer look* at how Google's culture translates into some amazing perks and advantages for its workforce:

- **Diverse and inclusive environment:** Google is committed to building a diverse and inclusive workplace. This culture of acceptance and belonging ensures that employees from all backgrounds can thrive.
- **Incredible workspace:** Google's offices are more than just places to work; they're creative hubs. You'll find colourful interiors, nap pods, and even indoor slides. These unique spaces are designed to stimulate creativity and make the workplace enjoyable.
- **Gourmet dining:** Hungry? Google's got you covered. Employees enjoy access to gourmet, free meals at the company cafeteria. Whether you're craving sushi or a classic burger, you'll find it here.
- **Flexible work arrangements:** Google values work-life balance and offers flexible work arrangements. Whether it's remote work options or flexible hours, they understand that life happens.
- **Professional development:** The company invests heavily in employee growth. From in-house workshops to tuition reimbursement, Google supports its employees' professional development and continuous learning.
- **Health and wellness:** Google's commitment to employee well-being is evident through its on-site physicians, fitness centres, medical services, and stress-reduction programs. They want employees to be physically and mentally healthy.
- **Family-friendly policies:** Google understands the importance of family and offers generous parental leave, childcare support, and even "Baby Bonding Bucks" to help new parents.
- **Travel opportunities:** Google's culture encourages exploration and learning. Employees can participate in the "Googlegeist" program³⁶, which allows them to visit different offices worldwide.
- **Financial security:** Competitive salaries, stock options, and 401(k) matching are some of the ways Google ensures its employees' financial security.
- **Philanthropy and giving:** Google is deeply committed to philanthropy and encourages employees to volunteer and contribute to social causes. They even match employee donations to charitable organizations.
- **Transportation perks:** Google provides transportation benefits, including shuttle services, electric vehicle charging stations, and commuter subsidies.

³⁶ <https://d3.harvard.edu/platform-peopleanalytics/submission/googlegeist-an-inconvenient-truth/>

- **Data-driven decision-making:** Google's data-centric culture extends to employee benefits. They use data insights to continually enhance their offerings, ensuring they meet employee needs and preferences.
- **Career progression:** Google encourages internal promotions and supports employees in advancing their careers within the company.
- **Sustainability initiatives:** Google's commitment to sustainability extends to its workplaces, with eco-friendly designs and energy-efficient buildings.

Is Google's culture the right culture for any organization?

Google's culture is undoubtedly remarkable, but it might not be the perfect fit for every organization. It thrives on innovation, inclusivity, and employee well-being, making it ideal for tech-driven companies and those who want to foster creativity and attract top talent. However, the scale and uniqueness of Google's perks might not be practical for smaller businesses or those in different industries. While aspects of Google's culture can *serve as inspiration*, it's crucial for organizations to define their unique culture based on their values, industry, and goals. What works for Google's organizational culture may not align with the priorities of a manufacturing company, for example. So, while elements of Google's culture can be adapted, it's essential for each organization to create a culture that aligns with its specific needs, objectives, and workforce.

Conclusion

Google's culture sets a high bar for innovation, inclusivity, and employee well-being, but it may not be a one-size-fits-all solution. Each organization should adapt and create a unique culture aligned with its goals and workforce. Google's principles can inspire, but a tailored approach is essential to success.

Questions 1-7

Do the following statements agree with the information given in Reading section, Text 1?

Write TRUE if the statement agrees with the information
 FALSE if the statement contradicts the information
 NOT GIVEN if there is no information on this

1. The Google's employees can move at high speed inside the building on scooter back and forth.
2. Google's CEO can play computer games or table tennis with his subordinates if they need to relax.
3. Google's key values and organizational culture became the key to the company's success.
4. Innutrition is part of the Google's DNA.
5. Amazing perks and advantages are provided merely to the employees who implemented cutting-edge technology and innovative projects.
6. Google is planning to use energy from nuclear plants to cover all needs of the company and its subsidiaries all over the world.
7. Google sells its shares to the employees at a discount or at a stated fixed price.

Questions 8-13

Complete the summary below. Choose *NO MORE THAN TWO WORDS* from the passage for each answer. Write your answers in spaces 8-13.

Unlike other companies who usually entitle parents to have 13 weeks' (8) _____ in order to look after their children, Google offers generous family policies.

Google is deeply committed to (9) _____ demonstrating a desire to promote the welfare of others, expressed by the generous donation of money and motivates employees to (10) _____ and contribute to social causes.

Google's commitment to sustainability extends to its workplaces; the company uses furniture which is less harmful to the environment than other similar items thus promoting (11) _____ designs; Google also makes (12) _____ buildings which use relatively little energy to provide only the power the premises need.

Google supports its employees' professional development and continuous learning, for instance, a company compensates a worker for classes that he or she has previously paid for, this practice is called (13) _____.

Questions 14-19 Choose definitions among a – f for the notions Q14-19.

Q14	Perks	a) special benefits that are given to people who have a particular job or belong to a particular group;
Q15	Training and employee development	b) these programs are designed to improve employee skills, knowledge, and performance in their respective roles, making them better equipped to handle any challenges that may come their way;
Q16	Baby Bonding Bucks	c) Google’s employees receive \$500 to use toward things like takeout or delivery meals, housecleaning or diaper services after the arrival of a new baby in the family;
Q17	401(k) plan	d) retirement savings strategy offered by many American employers that has tax advantages for the saver. It is named after a section of the U.S. Internal Revenue Code (IRC). The employee who signs up for agrees to have a percentage of each paycheck paid directly into an investment account;
Q18	Stress reduction Program	e) the training course designed to help individuals to develop and implement effective strategies in dealing with anxiety at the personal or organisational level and manage tension in the workplace effectively.
Q19	A charitable organization	f) a foundation the primary objectives of which are philanthropy and social well-being (e.g. educational, religious or other activities serving the public interest or common good).

Questions 20-29

What are the characteristics of Google's culture and perks Q20-29? Write the correct letter a-j next to Questions 20-29.

Q20 Career progression	a) preferment inside the company
Q21 Incredible workspace	b) commuter subsidies
Q22 Flexible work arrangements	c) competitive salaries
Q23 Family-friendly policies	d) energy-efficient buildings
Q24 Transportation perks	e) Baby Bonding Bucks
Q25 Financial security	f) nap pods
Q26 Travel opportunities	g) on-site physicians
Q27 Sustainability initiatives	h) remote work options
Q28 Health and wellness	i) in-house workshops
Q29 Professional development	j) 'Googlegeist' program

Questions 30-39

Choose the better contextual explanation (a, b or c) for idioms, metaphors and collocations Q30-39:

Q30 to zip around

- a) to compress a file so that it takes less space in storage;
- b) move at high speed;
- c) fasten with a zipper.

Q31 a secret sauce

- a) a special feature or technique kept secret by an organization and regarded as being the chief factor in its success;
- b) a sauce that is believed to give a special flavour to food, made from ingredients that are kept secret;
- c) a sauce created by French chef Lucien Olivier for traditional salad.

Q32 to push the boundaries

- a) to advertise a new product on the market;
- b) to force into an awkward situation
- c) to attempt to go beyond what is allowed or thought to be possible

Q33 moonshot thinking

- a) participation in *Space X* program in order to launch a spacecraft to the Mars or to the Moon;
- b) a weird and unusual approach to the problem solving;
- c) an approach of choosing a huge, seemingly insurmountable problem and proposing a radical solution to that problem using disruptive technology.

Q34 to take a closer look

- a) to investigate something in greater detail;
- b) to analyse the employee's appearance and manners;
- c) to stare at the employee lying in the nap pod.

Q35 organizational transparency

- a) to have glass walls in the office;
- b) the staff's abilities and skills to plan and arrange the work-life balance in the office;
- c) the practice of sharing information regarding the organization's operations to its people with the intent to create clarity, trust, and accountability.

Q36 in-house workshop

- a) a seminar, program, or training session presented by a lecture invited from one of the leading US Universities;
- b) the activity of training employees carried out by internal staff, the training refers to the teaching of work-related skills or knowledge to employees with the aim of improving their efficiency and productivity and the organization as a whole;
- c) practical work on a particular subject in which a group of people share their knowledge or experience.

Q37 employee wellbeing

- a) prosperity and material welfare of the whole company;
- b) the ability to successfully handle life's stresses and adapt to change and difficult times;
- c) a professional's holistic state of mental, emotional, and physical health.

Q38 to align with

- a) to make (someone) feel isolated or estranged;
- b) to cause a colleague to become indifferent, unfriendly, or hostile;
- c) to agree with a person or an organization and work with them or support their ideas.

Q39 one-size-fits-all

- a) policies or approaches that are standard and not tailored to individual needs;
- b) a piece of clothing is designed to fit a person of any size;
- c) suitable for everyone or for every purpose

Questions 40-50

Find an antonym to the adjectives:

Q40 innovative

- a) advanced b) obsolete c) groundbreaking d) original

Q41 cultivated

- a) tactless b) educated c) refined d) aesthetic

Q42 cutting-edge

- a) modern b) progressive c) old-fashioned d) high-tech

Q43 **generous**

- a) unstinting b) philanthropic c) avaricious d) open-handed

Q44 **crucial**

- a) decisive b) insignificant c) critical d) urgent

Q45 **remote**

- a) nearby b) distant c) retired d) secluded

Q46 **essential**

- a) basic b) indispensable c) fundamental d) incidental

Q47 **uncommon**

- a) extraordinary b) general c) remarkable d) occasional

Q48 **flexible**

- a) supple b) pliant c) adaptable d) intractable

Q49 **numerous**

- a) scarce b) multiple c) abundant d) copious

Q50 **honest**

- a) sincere b) deceitful c) frank d) candid

UNIT 3 Reading Answer Sheet									
Q1		Q12		Q23		Q34		Q45	
Q2		Q13		Q24		Q35		Q46	
Q3		Q14		Q25		Q36		Q47	
Q4		Q15		Q26		Q37		Q48	
Q5		Q16		Q27		Q38		Q49	
Q6		Q17		Q28		Q39		Q50	
Q7		Q18		Q29		Q40			
Q8		Q19		Q30		Q41			
Q9		Q20		Q31		Q42			
Q10		Q21		Q32		Q43			
Q11		Q22		Q33		Q44			

Additional tasks for individual study for UNIT 3.

1. Read and analyse Text 2, prepare an oral report on one of the topics discussed.

Text 2. Five Google's culture initiatives you should know and practices in 2024

“Here are 5 cultural initiatives and practices that you should know about Google in 2024:

1) Hybrid work model

Google has embraced the hybrid work model, allowing employees to combine remote and on-site work. This initiative reflects the growing trend of flexibility in work arrangements among tech companies, catering to employees' preferences while maintaining a strong company culture.

2) Focus on mental health

In 2023, Google has continued its commitment to employee well-being by prioritizing mental health support. They've implemented a range of programs and resources to help employees manage stress, foster resilience, and maintain a healthy work-life balance.

3) Sustainability efforts

Google has intensified its sustainability initiatives by striving to achieve even higher environmental standards. They've set ambitious goals to reduce their carbon footprint, promote eco-friendly practices in the workplace, and inspire employees to adopt sustainable behaviours in their daily lives.

4) Distributed teams and global collaboration

With a global workforce, Google has fine-tuned its practices for effective collaboration among distributed teams. They've leveraged technology, cloud computing, and communication tools to ensure seamless global collaboration, fostering a culture where distance is not a barrier to productivity and innovation.

5) Data privacy and security training

Given the increasing importance of data privacy and security, Google has launched comprehensive training programs to educate employees on these critical matters. This initiative ensures that every employee is well-informed and vigilant about protecting user data and the company's reputation³⁷.

2. Prepare and carry out a survey among your group mates concerning their wellbeing at the University and/or work (only for those who are presently employed). Use the ideas from Google surveys (see the links below).

<https://www.culturemonkey.io/employee-engagement/how-to-build-and-sustain-a-strong-hybrid-culture/>

<https://www.culturemonkey.io/employee-engagement/distributed-workforce/>

<https://www.culturemonkey.io/employee-engagement/mental-health-survey-questions/>

<https://www.culturemonkey.io/employee-engagement/employee-survey-templates-questions-for-crisis-management-employee-wellbeing/>

³⁷ <https://www.linkedin.com/pulse/innovation-starts-google-how-build-culture-luciana-paulise/>

UNIT 4. HOW UNDERSTANDING CHINESE CULTURE BREAKS DOWN BARRIERS AND UNLOCKS BUSINESS OPPORTUNITIES

Let the states of equilibrium and harmony exist in perfection, and a happy order will prevail throughout heaven and earth, and all things will be nourished and flourish.

Confucius

A “The path into Chinese commerce can be more of a slippery slope. The various digital platforms and different sales channels are loaded with their own particular idiosyncrasies. But your foray into the world of Chinese commerce is going to be a lot smoother if you work to gain an understanding of their culture.

As China opens itself up to the world, adherence to cultural norms is becoming less rigid, particularly among young Chinese people working for international companies in China. But when looking to do business in China, it’s safer to stick to the more traditional rules of etiquette.

The political and philosophical history of China has led to a society unlike any other in the world. If you don’t understand the nuances of relationships, social structures or body language, then you risk looking crass or offending people, which could potentially derail an advantageous partnership.

The Facebook case

Even larger organisations aren’t immune to a cultural faux pas. It’s no secret that Facebook have been looking to expand their operations into China and have been seen attempting to woo the Chinese government. Over the course of their courtship, CEO Mark Zuckerberg has learnt Mandarin and the Facebook team have developed tools that can suppress information in China, so that Facebook adheres to China’s notoriously rigorous censorship laws.

In his zeal to enter the Chinese market Zuckerberg has also caused some controversy. In March 2016, he posted a picture of himself and other Facebook delegates jogging in Beijing:



At the time the picture was taken, authorities claim that air pollution was 15 times higher than the standard recommended by the World Health Organisation. Far from seeing it as a nice gesture, Chinese citizens viewed the move as not understanding the climate. One commentator remarked: ‘For someone who keeps proclaiming his love and interest in China and wants to make it big, you sure don’t know anything about our country. For one, everyone in Beijing has to wear a mask. We don’t take air pollution lightly, like you do.’ However, this example doesn’t seem so bad compared to an earlier transgression. In 2015, Zuckerberg made headlines when attending a state dinner, he asked President Xi Jinping to name his unborn daughter. His overture was declined, the president responding ‘it was too weighty a task.’

It’s unclear why Zuckerberg thought this was an appropriate request. In Chinese families, it is common for the parents-to-be to ask a senior member of their family to name a child. However, this honour is usually only bestowed to a very close blood relative. By asking this favour of President Xi, Zuckerberg was seen as being naive of Chinese culture. Even though he didn’t mean to, His request implied that he considered himself equal of the president. The Chinese see Zuckerberg as a younger man who runs a company of around 12,000 staff, whereas President Xi is responsible for the health, wealth and future prosperity of 1.5 billion people.

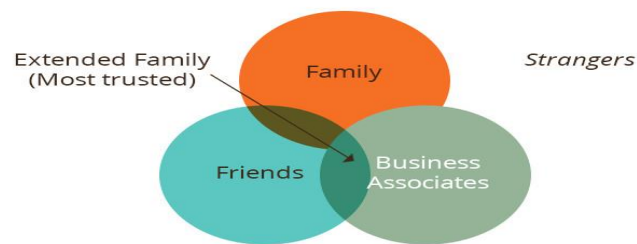
Both of these failed gestures can teach us a valuable lesson: no matter how well-meaning your intentions are, if you fail to grasp the way in which relationships, hierarchy and values in China are inseparably intertwined, you risk coming across as naive at best or arrogant at worst. So how can you avoid those mistakes when looking to do business in China?’³⁸

Guanxi 关系

B “*Guanxi*³⁹ is often wrongly translated as ‘relationships’, but the English word doesn’t capture the many intricate layers of the Chinese expression. If the two characters are translated separately, they roughly come out as ‘joint chain.’ Business Insider’s definition expands on this saying, ‘fundamentally *guanxi* is about building a network of mutually beneficial relationships which can be used for personal and business purposes.’ In the west, we see our relationships as very distinct. Business relationships tend to be formal and finish when we leave the office. In China however, these lines blurred. Your circles interconnect:

³⁸ <https://www.linkedin.com/pulse/how-understanding-chinese-culture-breaks-down-barriers-nicolas-chu/>

³⁹ <https://www.investopedia.com/terms/g/guanxi.asp>



The scheme gives you a sense of how intrinsic *guanxi* is to the smooth running of society.

This intertwined system of relationships is seen as a way of upholding societal cohesion. Given the grey area that exists between the rule of law and its enforcement, *guanxi* is a way of making sure societal behaviour is kept in check. To do this, Guanxi draws on 3 Confucian principles values essential to Chinese culture: balance, harmony and saving face.

These principles are particularly expressed in the way favours are given and received, summed up in the Chinese proverb 礼尚往来, 礼尚往来 meaning 'courtesy demands reciprocity.' If you've asked a favour of a person, then it is absolutely essential that when they ask for a favour in return, that it's repaid. It is considered a grave offence not to reciprocate and leads to ostracism for the person who neglected to repay the favour and their family.

Building these kinds of relationships are essential when looking to enter the Chinese market. Many Westerners make the mistake of rushing into China with their 'objectives checklist' and want to hit those goals ASAP. This is absolutely counter-intuitive to the Chinese. The focus can't be on just the business result, but rather there also needs to be an investment in interpersonal relationships. These connections are often forged over the course of lengthy dinners and tea ceremonies. You'll find that, as opposed to the 'business lunch', there won't be a lot of shop talk conducted over the course of these events, rather it's seen as a chance to build rapport.

How to develop *guanxi*

There are a number of ways that you can start to develop *guanxi*. Firstly, you need to have a space or a full-time commitment in China. In addition to that you need to have a partner or assistant, a Chinese-born person, and task him with establishing the connections, the language and the in-country knowledge. If your business needs to get the government on side, then hire someone who had experience dealing with the government, or even better, someone who has once worked in government.

It's also really important to have patience. The Chinese have a long-term view of relationships, so when initially approaching them with your idea, have long-term objectives and goals built into your proposal. And even though you might be bristling to

burst into the Chinese market, you need to remind yourself that the Great Wall of China wasn't built in a day.

Gei Mianzi 给面子

C *Gei Mianzi* or 'saving face'⁴⁰ is loosely the prevention of causing shame or embarrassment, but it runs a bit deeper than that. The China Culture likens the concept of 'face' to 'reputation and feelings of prestige within their business and family circles.' The concept of face is intrinsically linked with hierarchy and authority (much more than in Western culture).

If you are hoping to do business in China, you must be attuned to the nuances, otherwise you may inadvertently create embarrassment for a would-be partner. Understanding *Gei Mianzi* also means understanding how hierarchy, *guanxi* and the sense of self interplay. It's highly complex and it can take some time to get your head around.

However, if the idea of causing great offence is making your palms sweaty, be aware that Westerners are not held to the same standard as Chinese. And as values become more open, the rules are starting to shift, particularly where there is exposure to larger international communities. If you stick to the following rules you should be ok:

1. Show more deference to older people and more senior stakeholders. You can do this by making sure you're spending more time speaking to them, giving them the most valuable gifts (if you are giving gifts to others) and be seen to be more compliant to their requests. There are also particular phrases you can learn that convey the appropriate level of respect.
2. Strive to give face whenever possible, especially when seeking to do business.
3. Don't openly criticise or upbraid someone, particularly in front of their colleagues, friends or partners.

If all else fails, follow the advice that your mother gave you: be polite and respectful to everyone and you can't go wrong.

Body language⁴¹

D You can also charm (or cause offence) by knowing the conventions surrounding body language and conversation.

It doesn't matter if you are doing business in Brisbane or Beijing, there are just some gestures that are considered incredibly rude across cultures. Whistling and clicking your fingers to get somebody's attention are always rude. Smiling, like in the west, might not just be a signal of pleasure, rather a way to smooth over tension or unease.

However, there are a few gestures which will be particularly displeasing to a prospective Chinese partner. Whereas it's not uncommon to greet a business associate here with a

⁴⁰ <https://chinaculturecorner.com/2013/10/10/face-in-chinese-business/>

⁴¹ <https://crossculture2go.com/body-language-in-china/>

hug, kiss or an effusive pat on the back, your Chinese contact may be very uncomfortable with that level of touching. Handshakes are becoming more common, but don't go in with a very firm handshake, it may be interpreted as a sign of aggression.

Communication

To Westerners, the word 'yes' suggests agreement and affirmation, but to Chinese a 'yes' may only convey the meaning of 'I am listening' with the purpose of showing attention and politeness. Therefore, to communicate effectively with the Chinese, Westerners have to learn that the Chinese way of communication focuses on different elements, including implicit, context-based, listening-centred, and face-oriented methods. Unlike the Western communication pattern, Chinese prefer to use an implicit language pattern – meaning is often implied or must be inferred. Also, they tend to take context and the specific situation into account when interpreting a word. So the ability to surmise and decipher hidden meanings is highly desirable in Chinese culture. For example, 'Huo Cong Kou Chu', means that misfortune comes out of the mouth. The Chinese are taught that if they are not careful about what they say, they may have to deal with various negative relational and social consequences. It is therefore not surprising for the Chinese to use restraint and control in speaking. In addition, they tend to engage in honest and truthful conversations with insiders while being reluctant to disclose information to outsiders. Face is also a major reason behind misunderstandings in cross-cultural business communication in China. To protect face, when turning down an offer or invitation, 'I will think about it' said by a Chinese usually means 'No, thank you!' In general, although the increasing market orientation and job mobility have contributed to more open and direct communication in the Chinese workplace, detecting nonverbal cues and second guessing are usually useful for Western businesspeople and Chinese experienced staff may be necessary.

Conversation

When you're getting down to business (or relationship building) there are also a few things to remember about conversation. There are quite a few topics that are off the table. For example, it's best not to say anything negative about China. It's also safer to steer clear of about topics regarding the independence of Tibet and Taiwan.

To avoid loss of face, make sure you rephrase your point a few times, in several different ways so that the meaning is very clear. If you see your Chinese associate nodding and smiling, it might not mean that they're agreeing with what you're saying, it might be merely politeness or encouragement. There also might not be a tendency to come outright and say 'no' (because to do so would cause you to lose face). Instead they may be indirect or vague, offer excuses (such as they need to refer to their boss). So be aware that if you think a meeting is going very well, it might just be politeness.

Business cards

When you are interacting with partners, make sure you remember to bring your business cards. A business card is a shorthand way of showing of who you are and allows your prospective partner to understand your rank and place at a glance.

At the start of a meeting, business cards are exchanged (with two hands), one side printed in English, the other printed in Chinese (often Mandarin, but simplified Chinese if doing business in Mainland China).

When you receive the other person's business card, it's important to study it to show deference, and don't put it in your pocket and when you hand yours over, make sure the Chinese side is up. Never just leave a pile of cards and tell meeting-goers to have at it. Also make sure that your business card is impeccable. No smudges dog-ears and creases.

Gifts

Bringing gifts is another way to build guanxi, because it demonstrates respect. Local specialities from your home region are always appreciated, as is alcohol, souvenirs, notebooks, food and tea. It's also typical to send your business partners a gift around certain Chinese holidays, like moon cakes for the Mid-autumn festival. There are a few things to remember when giving gifts. They include:

- Make sure the more expensive presents are given to the more senior members of your party.
- Don't give an outrageously expensive gift if the receiver can't afford to reciprocate.
- But don't be stingy either, otherwise you may cause a loss of face (For example, if you're offering a bottle of wine, make sure it is a good bottle).
- The presentation of the gift is as significant as the gift itself. It must be beautifully wrapped.
- Avoid wrapping your gifts in white (colour of death) or write a card in red (also death).
- Give the gift with both hands.

It's also very important that the gift isn't construed as a bribe. Some Chinese businesses set a cap for their employees, so discretely enquire about the parameters. When dealing with government, make sure that the gift isn't too over-the-top, for example luxury goods can ring alarm bells. If you aren't sure, it's always best to ask the advice of a local.

Culture shock

Doing business in China can open up a whole new world of opportunity for you, if you keep in mind that 'It's a whole new world.' China has its own values and own particular ways of doing things, but rather than being overwhelmed, you should use it as a chance to be open, curious and to learn about an incredible and vibrant culture⁴².

⁴² <https://www.linkedin.com/pulse/how-understanding-chinese-culture-breaks-down-barriers-nicolas-chu/>

Questions 1-4

UNIT 4 is thematically divided into 4 Reading passages: A-D. Choose the correct heading for A-D from the list of headings below. Write the correct number in the Table below as well as on your answer sheet, two headings shouldn't be used.

List of Headings

1. Your foray into the world of Chinese commerce.
2. Adherence to cultural norms becoming less rigid in China.
3. What is *Guanxi* all about?
4. Chinese view of relationships.
5. The concept of “face” in Chinese culture.
6. Doing business in China.

Question 1	Reading passage A	
Question 2	Reading passage B	
Question 3	Reading passage C	
Question 4	Reading passage D	

Questions 5-15

Do the following statements reflect the claims of the writer?

In boxes 5-15 on your answer sheet, write:

TRUE if the statement agrees with the information

FALSE if the statement contradicts the information

- Q5 The path into Chinese commerce can be more of a slippery slope.
- Q6 Adherence to cultural norms is not of much importance in China.
- Q7 Mark Zuckerberg committed no cultural faux pas trying to enter the Chinese market.
- Q8 Guanxi means “relationships”.
- Q9 Guanxi is based on Confucian principles values essential in Chinese culture.
- Q10 Strong interpersonal relations are easy to maintain in China.
- Q11 It's impossible to get the government on your side if your business needs it.
- Q12 The concept of “face” is intrinsically linked with hierarchy and authority.
- Q13 Understanding *Gei Mianzi* also means understanding how hierarchy, guanxi and the sense of self interplay.
- Q14 Knowing conventions surrounding body language and conversation matters a lot in China.
- Q15 Businesses who understand the current trends and the changing consumer behaviour have a significant competitive advantage.

Questions 16-22

Chose the word which is **not** a contextual synonym to the word given in *italic*.

Q16. *idiosyncrasy*

- a) characteristic peculiarity b) distinctive feature c) individual hypersensitiveness to drug or food

Q17. *smooth*

- a) easy b) effortless c) strenuous d) trouble-free

Q18. *crass (sl.)*

- a) having or showing no sensitivity b) inconsiderate c) genteel d) ill-bread

Q19 *faux pas*

- a) impropriety b) gaffe c) indiscretion d) civility

Q20. *rigorous*

- a) strict b) stringent c) meticulous d) lenient

Q21. *arrogant*

- a) haughty b) pompous c) humble d) presumptuous

Q22. *naive*

- a) inexperienced b) sophisticated c) showing lack of wisdom or judgment d) folly

Questions 23-29

Match the collocations (23-29) to their definitions (a-j)

Q23	slippery slope (idiom)	a) said or done with good intentions but often unwisely or ineffectually
Q24	adhere to the norms	b) to present a gift or confer (an award or honour)
Q25	make it big(idiom)	c) to be reported in many newspapers and on radio and television
Q26	derail a partnership / process	d) to become famous and successful
Q27	make /grab headlines	e) share beliefs or values and the human behaviours that support these values within a given society such as laws, folkways, mores, taboos
Q28	bestow an honour on someone	f) to prevent it from continuing as planned
Q29	well-meaning (intentions)	g) a course of actions likely to lead to something bad or disastrous

Questions 30-36

Fill in the gaps with proper collocations (30-36)

Q30		a	slippery slope (idiom)
Q31		b	adhere to the norms
Q32		c	make it big (idiom)
Q33		d	derail a partnership / process
Q34		e	make/ grab headlines
Q35		f	bestow an honour on someone
Q36		g	well-meaning (intentions)

Q30. But censorship is a _____, one that could affect a large number of business owners.

Q31. The king praised her for working with the poor, and he would later _____ the medal of honour _____ her in a ceremony.

Q32. Editorial strictly _____ and rules of international publication ethics.

Q33. Courtesy and respect don't _____, but they do make friends and strategic partners.

Q34. And they will be reluctant to give up the dream that one day they too can _____.

Q35. But the exact terms of the deal to end 18 years of conflict remain vague and there are many obstacles that could _____.

Q36. He is a _____ but ineffectual leader.

Question 37

Look through Reading passage A. Choose the correct answer to the question.

Find the initial reason in 'cause-effect' sequence.

In his zeal to enter the Chinese market Zuckerberg has caused some controversy because:

- a) the Facebook team have developed tools that can suppress information in China;
- b) he posted a picture of himself and other Facebook delegates jogging in Beijing;
- c) he made a cultural faux pas when attending a state dinner;
- d) he failed to integrate into Chinese culture;
- e) he failed to grasp the way in which relationships, hierarchy and values in China are inseparably intertwined.

Question 38

Which of the meanings of the word **character** is used in Reading passage B?

- a) symbol, sign;
- b) personality;
- c) nature;
- d) personal in a novel, play, film.

Question 39-42

Match the following adjectives to their synonyms in Reading passage B:

39. complicated, elaborate	a) grave
40. vague, indistinct, obscure	b) intricate
41. serious, major	c) counter-intuitive
42. irrational, unreasonable	d) blurred

Question 43

According to the Chinese proverb, “Courtesy demands reciprocity”. What does it imply? Do you agree with it? There are four options, chose out the odd one that contradicts the text.

- a) Every favour should be repaid.
- b) “There is no free lunch in this world” (proverb).
- c) “A favour never demands a favour in return” (English proverb).
- d) You should reciprocate “to stay in someone’s good books (saying).

Question 44

What should be taken into consideration starting your business in China? Which of the suggested options is not mentioned in Reading passage B?

- a) You should have a space or full-time commitment in China.
- b) You need to partner with a Chinese-born person to task them with establishing interpersonal connections, the language and the in-country knowledge.
- c) Formal introduction to a prospective business associate through an intermediate is very important.
- d) Business relations don’t finish when you leave the office. Dining and entertainment is a good chance to build rapport.
- e) Have patience, set long-term objectives and goals, don’t try to hit them ASAP.

Question 45

Look through Reading passage C. What doesn’t the concept of “face” describe

- a) one’s reputation or dignity in social contexts;
- b) “unwritten” rules that revolve around non-verbal communication;
- c) social status?

Question 46

What doesn't Gei Mianzi or "saving face" imply?

- a) showing your respects (giving someone a compliment, toasting at a banquet, paying a bill, giving a present or gift, keeping one's word helping someone in need);
- b) prevention of causing shame or embarrassment;
- c) criticizing or upbraiding someone in front of the others (friends, family members, colleagues);
- d) understanding how hierarchy, guanxi and the sense of self interplay;
- e) being aware of your own face and making considerations to preserve the face of others;
- f) having much less to do with the individual perspective but with the collective interests and opinion.

Questions 47-53

Look through Reading passage D and answer the following questions:

Question 47. What behaviour is unacceptable across cultures?

Question 48. What does the Chinese way of communication focus on and how does it differ from the Western communication pattern?

Question 49. How can you protect face when turning down an offer or invitation and what should be done to avoid *loss of face*?

Question 50 What topics are off the table in China?

Question 51. What should be taken into account when exchanging business cards?

Question 52. What is another way of building guanxi and what are the few things to remember when giving gifts?

Question 53. What should be kept in mind doing business in China?

UNIT 4 Reading Answer Sheet									
Q1		Q12		Q23		Q34		Q45	
Q2		Q13		Q24		Q35		Q46	
Q3		Q14		Q25		Q36		Q47	
Q4		Q15		Q26		Q37		Q48	
Q5		Q16		Q27		Q38		Q49	
Q6		Q17		Q28		Q39		Q50	
Q7		Q18		Q29		Q40		Q51	
Q8		Q19		Q30		Q41		Q52	
Q9		Q20		Q31		Q42		Q53	
Q10		Q21		Q32		Q43			
Q11		Q22		Q33		Q44			

UNIT 5.

WHAT IS THE GREAT INDIAN BRAIN DRAIN PHENOMENON?

“India has emerged as a preferred investment destination over the last two decades. One of the key drivers for this preference is the availability of skilled workforce at competitive prices. This puts India at a position of continuous growth even as the world is facing a huge economic crisis. But at the same time, according to the Indian External Affairs Ministry, every year 2.5 million Indians migrate overseas, making Indians the world’s largest overseas diaspora. According to government data, over 1.6 million people have relinquished their Indian citizenship since 2011 leading to loss of billions in tax revenue for India. This phenomenon is being referred to as the Great Indian Brain Drain⁴³.

Many Indians have friends or family living overseas and they share stories with their families back in India of how their lives have changed for better. The infrastructure, social welfare, healthcare, equitable pay, quality of life and so on. These stories have surely planted seeds in the minds of many young Indians, who have made migrating overseas their life’s biggest dream. This is not to say that there are no horror stories. There are several stories of racial discrimination and micro aggressions at the workplace. Yet, several Indians continue to want to work overseas.

Through this article, let’s explore some of the obvious reasons and also the underlying cultural reasons to better understand why so many Indians continue to migrate overseas. Let’s also consider what Indian companies can do, if not already, to attract and retain talent.

Obvious Reasons

Education: One of the top-most reasons for young students moving out of India, as the current education system is not one that prepares them for facing the challenges of a globalized world. Most specifically, courses are quite rigid and not innovative. Therefore, many students and their parents make the decision for overseas education when they are in high school and they start working towards this goal.

Equitable employment for skilled workforce: Everyone wants to be paid or rewarded for their efforts and talent. Higher remuneration along with welfare of the family, such as healthcare and education that are either free or available at a reasonable price are too good to refuse.

Underlying Reasons

Having stated the primary driving factors, we need to think about some of the deeper aspects of Indian culture that are related to the Brain Drain phenomenon⁴⁴.

⁴³ <https://www.policycircle.org/opinion/brain-drain-in-india/>

⁴⁴ <https://www.linkedin.com/pulse/great-indian-brain-drain-jitender-girdhar-/>

The British Rule: While the colonization disrupted the traditional systems in India, it brought several reforms that radically changed Indian culture, such as the ideologies of Liberty, Equality, Freedom, Human Rights etc. When English language was introduced, Indian society was also exposed to western literature and art that inspired new ways of thinking and being. Industrialization meant that the indigenous agricultural industry couldn't survive. The policies and reforms pushed the labourers into a vicious cycle of debt, poverty and unemployment. The idea of modernization, new employment opportunities, the importance of English education were now set in the Indian mindset.

Westernization of Indian Culture⁴⁵: Introduction of sophistication in food, dressing, social behaviour is just the tip of the iceberg. Deep rooted traditional values such as joint family, arranged marriages, tolerance, hospitality, defining success as living a life of contentment have all changed too.

The conservative Indians consider the western influence as a negative phenomenon. However, for the middle class and the rich the western way of life opened a new worldview. They began to dream a life that would be bigger and better than the one they had. This led to a rise in materialism and consumerism in India. There is social inequality and a widening gap between the rich and the poor. Many have abandoned the traditional practices in favour of western ones. Indulging in international cuisines, appreciating pop culture, following international fashion brands and such led to a natural neglect of the ancient Indian wisdom, art and traditions.

When some of the Indian practices such as Yoga or eating plant-based food were embraced by Westerners, they suddenly became more acceptable in India. They seem to need a 'stamp of approval' from the Western world. This is the impact of colonization, which instilled an ideology of perceived superiority in cultures and a loss of self-cultural identify. If it is western, it must be better. Working overseas is also perceived as a 'feather in the cap' for most Indians, a significant achievement.

Mindset of the millennials: Nearly half of India's population is young, under 25 years. We know that millennials have different mindsets from their predecessors. They are more accepting of other cultures. They are flexible, work with new people, places and situations. They do not wish to be tied down to rigid rules and want to experience freedom, gender equality and social acceptance. According to Great Place to Work surveys, the top 5 things that millennials want at the workplace are:

- Purpose
- Clear expectations from management
- Fair pay
- Profit sharing

⁴⁵ <https://edukemy.com/blog/westernization-features-and-impact-on-indian-society-upsc-modern-history-notes/>

- Work-life balance

What the millennials want from their workplace is usually found in Western companies. Those who have worked in India or with Indians will know that fair pay and profit sharing are not easy conversations for an employee to have with their employer.

Indians are very hierarchical and find it extremely inappropriate to bring up conversations on pay and profits. Also, communication from management on the purpose and expectations are also often indirect and contextual. Needless to say, prioritizing personal life over work rarely happens as Indians struggle to be direct or say ‘No’ in fear of how they may be perceived by their superiors. Even though, things have changed over the years, especially with multi-national companies in India, there are still those deep-rooted Indian values that conflict with western ones at the workplace, often leading to job dissatisfaction.

How can Indian companies attract and retain talent?

Having explored these reasons, we know that the Great Indian Brain Drain will continue. However, this drain of intellectual and highly skilled workforce does impact the Indian economy in the long-term. In 2015, the Indian Government initiated a National Skill Development Mission with a mission statement that reads:

‘to rapidly scale upskill development efforts in India, by creating an end-end, outcome focused implementation framework, which aligns demands of the employers for a well-trained skilled workforce with aspirations of Indian citizens for sustainable livelihoods.’

This mission does have a strong focus on the education system, which if executed well, can provide students the quality of education they are looking for overseas. Governments do what they can in terms of policies and reforms. However, as we know, in the long term they’ll take time to materialize everything they’d planned and unfortunately, sometimes these plans might fail.

But, what can Indian companies do in order to attract and retain talent?

Build a brand. Employees should be connected with a strong brand and feel a sense of pride. Companies should:

- Focus on the marketing strategy and ensure that it talks to the needs of today’s working population.
- Use social media, influencers, support a cause etc.

Company Culture. It is important to invest in company culture and values and ensure that they align with today’s workforce, answering the following questions:

- Are the employees being compensated for what they do?
- Do the employees have the opportunity to negotiate? Do they get stock options?
- Do the employees have the freedom to disagree without fear of consequences?

- Can the employees take time off to recharge and have the back-up and support systems in place for their deliverables?
- Do the employees get new and interesting opportunities to work on and engage with different people and cultures?
- Do the employees feel they are treated the same way as they would be if they were working overseas?

Investments in workforce presuppose the following:

- Provide learning opportunities – scholarships or executive programs with reputed international universities.
- Training programs to develop functional skills.
- Training programs that provide holistic development, such as cultural awareness training that help set them up for success globally.
- Employee Resource Groups that help create a sense of belonging, inclusivity, diversity and loyalty.
- Mental health and well-being programs and resources.
- Rewards and recognition programs.

All of these recommendations are perhaps easier to fulfil for multi-national companies based in India, as they tend to have a company culture aligned to the headquarters. However, the execution of above mentioned recommendations by the local management to maintain the same level of employee experience is key aspect for success.

For Indian companies, funding or budget allocation could be the potential problem in achieving these goals. There isn't an easy way, nevertheless, companies need to start thinking about these best practices in order to be successful in the long term.

Global Business Culture helps numerous organizations with these types of challenges by helping them align their company culture with the strategic direction.

Questions 1-10

Choose the correct option:

1. What is one of the key drivers for India being a preferred investment destination, as mentioned in the text?

- A. Abundance of natural resources
- B. Access to advanced technology
- C. Skilled workforce at competitive prices
- D. Strong diplomatic relations

2. According to the Indian External Affairs Ministry, what phenomenon is referred to as the Great Indian Brain Drain?

- A. Increase in overseas investments
- B. Migration of skilled workforce

- C. Loss of tax revenue due to dual citizenship
- D. Growth in India's economy

3. How does the text describe the impact of Western influence on Indian culture?

- A. Preservation of traditional values
- B. Promotion of ancient Indian wisdom
- C. Elevation of social equality
- D. Rise in materialism and consumerism

4. What do millennials in India prioritize in their workplace environment, as indicated in the text?

- A. Individual achievement
- B. Traditional work structures
- C. Gender inequality
- D. Purpose and work-life balance

5. How does the text suggest that the mindset of Indian employees can lead to job dissatisfaction?

- A. Lack of hierarchical structure
- B. Direct communication with superiors
- C. Open discussions on pay and profits
- D. Fear of being perceived negatively by superiors

6. What is the primary focus of the National Skill Development Mission initiated by the Indian Government in 2015?

- A. Enhancing international trade agreements
- B. Fostering cultural exchange programs
- C. Providing high-quality education and training for Indian citizens
- D. Promoting foreign investment in Indian companies

7. What type of training programs is recommended in the text to attract and retain talent in Indian companies?

- A. Programs focused solely on technical skills
- B. Programs that enhance cultural awareness
- C. Programs that discourage personal growth
- D. Programs that limit interaction with diverse cultures

8. According to the text, why is it important for Indian companies to build a strong brand?

- A. To increase government subsidies
- B. To attract and retain talented employees
- C. To expand into international markets
- D. To decrease competition from other companies

9. How does the text suggest Indian companies can invest in their workforce?

- A. Providing financial incentive for employees to travel
- B. Offering opportunities for cultural immersion experiences
- C. Implementing mental health and well-being programs
- D. Encouraging employees to work remotely full-time

10. According to the text, what could be a potential challenge for Indian companies in implementing the recommended strategies for talent retention?

- A. Lack of interest from employees
- B. Inadequate funding or budget allocation
- C. Overemphasis on rewards and recognition
- D. Resistance from international universities

Complete the summary below. Choose NO MORE THAN FOUR WORDS from the passage for each answer. Write your answers in spaces 10-17.

Questions 10-17

Q10	
Q11	
Q12	
Q13	
Q14	
Q15	
Q16	
Q17	

India has emerged as a preferred investment destination due to its (10) _____ and competitive prices, despite facing economic crises globally. However, there's a significant migration of Indians overseas, termed the (11) _____, leading to substantial tax revenue losses. Many migrants share stories of improved living standards abroad, fueling aspirations among young Indians to (12) _____. Key reasons include dissatisfaction with India's (13) _____ system and the lure of better employment opportunities and quality of life overseas. Deeper cultural factors contributing to this (14) _____ include the influence of British colonization, Westernization of Indian culture, and shifting (15) _____ of the millennial generation. Westernization has led to a perception that Western practices are superior, influencing Indians to seek validation and opportunities abroad. (16) _____ prioritize purpose, fair pay, and work-life balance, often found in Western workplaces. To attract and retain talent, Indian companies are advised to focus on building a strong brand, fostering a supportive company culture, and investing in employee development and (17) _____ programs. However, implementing these strategies may pose challenges, particularly for local companies with limited budgets. Nonetheless, adapting to these practices is crucial for long-term success in a globalized economy.

Questions 18-28

Match the words (18-27) to their definitions:

Q18	availability	give up something such as a responsibility or claim
Q19	overseas diaspora	stiff or fixed; not able to be bent or moved
Q20	relinquish	existing naturally or having always lived in place; native
Q21	rigid	the fact that something can be bought, used, or reached
Q22	holistic	the process of giving someone their part of a total amount of something to use in a particular way
Q23	remuneration	a system of rules, ideas, or beliefs that is used to plan or decide something
Q24	allocation	a group of people who spread from one original country to other countries
Q25	indigenous	happiness and satisfaction
Q26	framework	payment for work or services
Q27	contentment	dealing with or treating the whole of something or someone and not just a part

Questions 28-37

Fill in the gaps Q28-Q37 with appropriate words a-j.

<p>Q28 The _____ of fresh produce at the local market ensures that residents have access to nutritious food year-round.</p> <p>Q29 The _____ of the Indian community contributes significantly to the cultural diversity and economic development of various countries around the world.</p> <p>Q30 After much deliberation, he finally decided to _____ control of the company to pursue his passion for art.</p> <p>Q31 The company's _____ policies stifled innovation and hindered employee morale.</p> <p>Q32 To achieve optimal health, it's important to adopt a _____ approach that considers physical, mental, and emotional well-being.</p> <p>Q33 The company offered competitive _____ packages to attract and retain top talent in the industry.</p> <p>Q34 The _____ of resources in the budget was carefully planned to ensure efficiency and effectiveness in project implementation.</p> <p>Q35 The _____ people of the region have a deep connection to the land and its natural resources, passed down through generations.</p> <p>Q36 After years of searching, she finally found _____ in the simple joys of everyday life.</p> <p>Q37 The new education policy provides a comprehensive _____ for enhancing student learning outcomes across all grade levels.</p>	<p>a) relinquish</p> <p>b) rigid</p> <p>c) remuneration</p> <p>d) allocation</p> <p>e) indigenous</p> <p>f) overseas diaspora</p> <p>g) contentment</p> <p>h) framework</p> <p>i) holistic</p> <p>j) availability</p>
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Questions 38-40

Choose the better contextual explanation (a, b or c) for idioms, metaphors and collocations Q38-40:

Q38 **planted seeds in the minds**

- a) eradicate misconceptions from the minds;
- b) establish (an idea) in someone's mind;
- c) believe in yourself.

Q39 **a 'feather in the cap'**

- a) a stain on the reputation;
- b) an achievement to be proud of;
- c) a blemish on the record.

Q40 **a vicious cycle**

- a) a sequence or a course of mysterious events;
- b) positive events or achievements in a career;
- c) a situation in which one problem causes another one, making the original problem impossible to solve.

UNIT 5 Reading Answer Sheet							
Q1		Q12		Q23		Q34	
Q2		Q13		Q24		Q35	
Q3		Q14		Q25		Q36	
Q4		Q15		Q26		Q37	
Q5		Q16		Q27		Q38	
Q6		Q17		Q28		Q39	
Q7		Q18		Q29		Q40	
Q8		Q19		Q30			
Q9		Q20		Q31			
Q10		Q21		Q32			
Q11		Q22		Q33			

Additional tasks for individual study for UNIT 5.

Make a presentation on Indian business culture to the colleagues going on business to India or going to run business with Indians; describe some national peculiarities, use the links to the videos and websites below or your own findings:

<https://www.ukibc.com/india-guide/how-india/business-culture/>

<https://www.globalbusinessculture.com/cultural-awareness/what-you-need-to-know-about-business-culture-in-india/>

<https://www.aetnainternational.com/en/individuals/destination-guides/movers-guide-to-india/business-etiquette.html>

https://www.ted.com/talks/nirmalya_kumar_india_s_invisible_innovation

<https://www.youtube.com/watch?v=VV7oVfT65dI&t=74s>

UNIT 6.

BUSINESS CULTURE IN CANADA⁴⁶

A “Canada is a vast country with significant cultural differences across its regions and this combined with its multi-cultural orientation means that describing business culture in Canada is not an easy task. Canada became self-governing in 1867 and while it severed its direct colonial ties with Britain in 1982 it retains its links with the monarchy as a member of the British Commonwealth.

Canada’s dual heritage has its roots in the British conquest of the French colony (around Quebec and Ontario) and as noted earlier the country is officially bilingual. The dual heritage continues to a certain extent to polarize its people. The French speaking community in Canada is quite defensive of its cultural origins and language.

Canada is hugely influenced by the United States with whom it shares an extensive border, and the two economies are inextricably linked. However, Canadians are keen to stress that they are not “American”, and you should appreciate this fact as you develop your relationships and business in Canada. There is a quiet pride about being a softer and more socially conscious society that should not be overlooked. The cultural differences between Canadians and Americans are beautifully set out in Pierre Burton’s famous book entitled “Why We Act Like Canadians”⁴⁷.

There are extensive similarities in the approach to business in Canada and the United States. Many Canadian exporters and investors smoothly navigate the business environment in the United States without major adaptations. On a broad scale, there are notable differences in business culture including the fact that Canadians have a lower propensity to take risks. This is evidenced by the banking sector which has far fewer players than the US and a track record of stable performance.

Compared with citizens of the United States, Canadians tend to favour an orderly central government and a sense of community rather than individualism; and in international affairs to act as doves rather than hawks, preferring the role of peacemaker and having a more pluralistic way of viewing the world.

Business culture in Canada is, in fact, a blend of American, British, and French tendencies; and its practices vary depending on the region. Overall, Canadians are a polite people and somewhat more reserved than their southern neighbours with a tendency towards more subdued communications. The stereotypical Canadian seems to constantly be saying “I’m sorry”. West Coast lifestyles and dress-code tend to be slightly more relaxed than in eastern Canada, and attitudes are more conservative in the mid-west

⁴⁶ <https://www.todaytranslations.com/consultancy-services/business-culture-and-etiquette/doing-business-in-canada/>

⁴⁷ <https://thecaptivereader.com/2010/08/16/why-we-act-like-canadians-pierre-berton/>

and more rural areas. The urban/rural divide is quite pronounced and should be fully considered by international investors and sellers.

Canadian values revolve around respect, equality, justice, peace, and multiculturalism. Canadians are generally quite sports – oriented and they also love to go to cottages and camping. Joining a team sport or sports club is a window to making friends and building rapport with Canadians. Canadians’ passion for ice hockey rivals that of Brazil and many other countries’ devotion to soccer.

On the culinary side, there are a few dishes that may be considered exclusively Canadian but with such a multi-cultural society Canada is a food lover’s paradise. Tourtiere is very traditional in francophone Canada and poutine is a strong cultural reference and a must if you are living in Quebec. Pancakes and maple syrup, corn on the cob and homemade pies are renowned.

B Business Structures

It is difficult to generalize on business structures as there are many different approaches adopted by multi-nationals, family- owned enterprises, start-ups, and crown corporations. Many Canadian firms have moved from traditional hierarchical approaches in favour of leaner, flatter structures.

It is, therefore, important to do as much homework as possible on any potential clients or suppliers before initial contacts are made. Focus on their history, size, location, and industry. As a rule of thumb, the more remote from major centres of populations, the more likely a company is to be traditionally hierarchical. Also, keep in mind the shift to digital is transforming business structures and operating policies and procedures.

Communications Styles

You need to fully recognize Canadian bilingualism⁴⁸ as you develop your communication strategies and tactics. You should assess in which situations you need to provide French translations and be mindful of the requirement for a bilingual approach with the federal government. You must also appropriately place emphasis on French in the Province of Quebec.

One general difference between the US and Canada is that Canadian communication patterns are more subtle and low key. Reserve, understatement, diplomacy, and tact are features of Canadian communication styles and they contrast to a degree with the more direct approach of many Americans.

Although softer in approach, Canadians still generally like to be direct and say what they mean. It is unusual to find Canadians using overtly coded language. Canadians would see

⁴⁸ <https://www.thecanadianencyclopedia.ca/en/article/bilingualism>

evasive language as suspicious and would prefer any problems to be put onto the table in a diplomatic way for discussion.

Customs and Protocol⁴⁹

Canadian business people in general tend to be rather conservative in manner, speech, and dress. Excessive body contact, gestures in greetings or loud conversations are generally not the norm. Punctuality for meetings and appointments is expected and it is advantageous to use titles in correspondence. Letters of reference can be important in certain situations including in job interviews. Canadian employers do use social media platforms to check out applicants and platforms such as LinkedIn are used by companies as they develop business relationships.

Diversity and Gender

Canada has made a lot of progress relating to gender bias in the last few decades. Many women are found in senior management roles in both the private sector and in government agencies. The current federal Liberal cabinet reflects a gender equality approach which has received considerable attention.

Women visiting Canada on business encounter few if any problems related to gender bias. Women are expected to behave in a professional and competent manner and will, in return, receive professional respect and be able to develop effective working relationships. Government support for day-care facilities is a big factor in the economy as women integrate fully into the day to day working life.

Within today's business circles in Canada, a great deal of emphasis is placed on diversity and a gender blind approach is not only seen as a legal requirement but also an ethical one. It is noteworthy that there is a strong trend towards establishing senior roles responsible for diversity issues in Canadian corporations.

Management Style

Canadian managers are generally not expected to manage in an authoritarian or paternalistic manner but are, nonetheless expected to be decisive. The management style in many businesses could be characterized as informal and friendly with an open approach. Many managers take pains not to be perceived as an aloof figure who stands apart. It is common for managers to consult with concerned employees as they consider an issue. The final decision usually remains with the manager and rapid decision making is important for efficiency and results. Failure to consult with employees could reflect negatively on the manager and may be seen to detract from team morale. The manager is not necessarily expected to be the most technically competent person on the team. He or she will be judged more on his or her ability to manage resources, alignment with

⁴⁹ <https://www.globalbusinessculture.com/cultural-fluency/business-culture-in-canada/>

corporate or industry standards and interpersonal skills. Unlike in some other business environments, managers may say directly that they do not know the answer to a question and refer easily to their direct reports in meetings or public events.

Regional Factors to Consider⁵⁰

The Canadian business cultural scene has its regional characteristics and international businesspeople are well advised to go beyond the national stereotypes and think locally. In Atlantic Canada which includes the provinces of Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland more people tend to be of British descent although immigration and general mobility is having an impact. The residents of these provinces which have generally been less prosperous tend to be more reserved, stolid, provincial, and old fashioned. Newfoundland is unique, with a dialect that draws comparisons with the Irish and people of western England.

Residents of Ontario, Canada's most populous province are generally thought to be more business like reflecting the business elite and establishment. There is a lot of dynamism in the business sector with innovation and immigration playing a big role. Western Canadians (Alberta, Saskatchewan, and Manitoba) are generally more open, relaxed, friendly and direct than other Canadians (comparisons are often made with inhabitants of the western United States).

British Columbia, Canada's unconventional westernmost province is seen by Canadians as the land of the future. Vancouverites have more in common with Seattle than Toronto. Like many other western Canadians, many residents of British Columbia feel somewhat estranged from "easterners".

French Canadians, and especially the Quebecois have a very strong sense of cultural identity and are very nationalistic. The European influence is strongly felt in Quebec, whose people consider themselves the "defenders of French civilization in North America". Because of their animated good nature, Quebecois are sometimes called the "Latins of the North". Residents of the sparsely populated north are seen as rugged embodiments of the Canadian pioneer spirit.

Relationships

Building a good dialogue with clients or colleagues is important to successful business in Canada. However, the depth and length of relationships may vary and in general relationships in Canada are more casual than in many emerging markets. It is important to build good friendly relationships across the whole organization, from the concierge to the managers as they all may be helpful for your collaboration. Workplace relations, which tend to be among peers, are often quite separate from personal relationships and

⁵⁰ <https://www.thecanadianencyclopedia.ca/en/article/regional-economics>

many Canadians like it that way and value their privacy. A personal relationship (as opposed to a friendly professional relationship) with a client may happen but would not be the norm.

Religion

There is a tremendous diversity in the beliefs of Canadians, religious or otherwise. It is advisable to be respectful and be sensitive to this diversity. Most Canadians believe it is important to respect people regardless of their religious beliefs but see religion as a private matter. Canadians tend to separate work and private life and may be uncomfortable when religion is brought into the workplace. Many Canadians, regardless of their religious background, do not actively participate in religious activities”⁵¹.

Questions 1-2 UNIT 6 is thematically divided into 2 Reading passages: **A-B**. Choose the correct heading for **A-B** from the list of headings below. Write the correct number in the Table below as well as on your answer sheet, two headings shouldn't be used.

List of Headings

1. An introduction to understanding Canada, its people and business culture.
2. Similarities and differences in the approach to business in Canada and the USA.
3. Factors to take into consideration developing your communication strategies and tactics.
4. Building a good dialogue with clients and colleagues.

Question 1	Reading passage A	
Question 2	Reading passage B	

Questions 3-13 Look through Reading passage A and B. Do the following statements reflect the claims of the writer? In boxes **3-13** on your answer sheet write:

TRUE if the statement agrees with the information

FALSE if the statement contradicts the information

- Q3 Having become a self-governing state Canada broke its links with the monarchy.
- Q4 The dual heritage continues to polarize Canadians.
- Q5 There are no cultural differences between Canadians and Americans.
- Q6 It's difficult for Canadian investors to navigate their business in the USA.
- Q7 There are no notable differences in Canadian and American business culture.
- Q8 Compared with citizens of the USA Canadians tend to favor an orderly central government and a sense of community rather than individualism.
- Q9 Business culture in Canada is a blend of American, British and French tendencies.
- Q10 Regional peculiarities should not be taken into consideration by international

⁵¹ <https://www.globalbusinessculture.com/cultural-fluency/business-culture-in-canada/>

investors and sellers.

- Q11 Canadian values revolve around respect, equality, justice, peace, and multiculturalism.
- Q12 Joining a team sport or sports club is not essential for building rapport with Canadians.
- Q13 Canadian cuisine has been shaped by the historical and ongoing influences of indigenous peoples, settlers and immigrants.

Questions 14-20

Look through Reading passage A. Match the collocations 16-22 to their definitions a-g.

Q14	keen to stress	a) being deeply aware of people around you – how to impact them and how they impact you
Q15	socially conscious	b) profound (usually tense or hostile) split between two groups
Q16	business environment	c) the past achievements or performance of a person, organization or product
Q17	to have propensity to do something	d) the totality of all internal and external factors that affect business, such as employees and resources, customers’ needs and market, supply and demand, management and clients, activities by government, etc.
Q18	track record	e) eager to emphasize
Q19	pronounced divide	f) to establish two-way communication based on harmonious relationship and mutual trust
Q20	to build rapport	g) to have a natural tendency/ inclination to behave in a particular way (formal)

Questions 21-27

Fill in the gaps with proper collocations from the table above

Q21	
Q22	
Q23	
Q24	
Q25	
Q26	
Q27	

a)	keen to stress
b)	socially conscious
c)	business environment
d)	to have propensity to do smth
e)	track record
f)	pronounced divide
g)	to build rapport

Q21. Monetary policy works because borrowers _____ a higher _____ to spend out of income than others.

Q22. She has an extensive _____ with more than 15 years of cruise line sales and marketing.

Q23. The researchers are _____ that the clear correlation they discovered should not be confused with a causal link.

Q24. In addition, _____ investors may choose to invest only in companies that are environmentally friendly or have pledged to become so.

Q25. In this fast changing _____ it is unacceptable and these businesses will go bankrupt sooner the owners will decide to do necessary changes.

Q26. They also need time _____ with each other and learn to work together.

Q27. There was still a _____ cultural _____ between the parties.

Questions 28-31

Match the names of the famous Canadian dishes to their description.

Q28	<i>tourtiere</i>	a) thin flat fluffy cakes of batter, fried on both sides in a pan and typically rolled up with a sweet or savoury filling
Q29	<i>poutine</i>	b) a French Canadian meat pie dish originating from the province of Quebec usually made with minced or chopped pork, sometimes mixed with other meats including local game such as rabbit, pheasant or moose, and vegetables
Q30	<i>corn on the cob</i>	c) national Quebec fast-food dish made of French fries topped with cheese, curds and gravy
Q31	<i>pancakes</i>	d) a culinary term for a cooked ear of sweet corn (maze) eaten directly off the cob

Questions 32-45 *Look through Reading passage B. Find synonymous words and collocations to the following:*

Q32	rugged embodiment	a) a guideline, idea or principle that helps you make decisions
Q33	stolid	b) not showy; modest or restrained
Q34	to detract from team morale	c) statement that describes something in a way that makes it seem less important, serious, bad, etc. than it really is or the act of making such statements
Q35	aloof (figure)	d) without concealment or secrecy; openly
Q36	to take pains	e) a tendency to provide preferential treatment toward one gender over another, or have prejudice against a certain gender
Q37	paternalistic	f) an establishment providing for the care, supervision and protection of persons of all ages who require such services

		for a period not exceeding 24 consecutive hours, including nursery school
Q38	day care facility	g) a term that refers to the variety of different perspectives represented on a team and related to race and social justice issues; represents a broad range of experiences including gender, sex, socioeconomic background, upbringing, religion, education, sexual orientation, life experience, etc.
Q39	diversity	h) relating to or characterized by the restriction of the freedom and responsibilities of subordinates or dependents in their supposed interest;
Q40	gender bias	i) to try very hard to do something
Q41	evasive	j) to depreciate/discredit group spirit
Q42	overtly	k) showing little emotion or animation; phlegmatic
Q43	understatement	l) rough incarnation of something
Q44	low key (sl.)	m) not friendly or willing to take part in things
Q45	rule of thumb	n) deliberately vague or ambitious

Questions 46-51 Answer the following questions:

Q46 Why is it difficult to generalize on business structure in Canada?

Q47 What do you fully need to recognize developing your business in Canada?

Q48 What is the difference between Canadian and American communication patterns?

Q49 In what sphere has Canada made much progress in the last few decades?

Q50 How can the management style in Canada be characterized?

Q51 What are the regional factors to consider?

UNIT 6 Reading Answer Sheet									
Q1		Q12		Q23		Q34		Q45	
Q2		Q13		Q24		Q35		Q46	
Q3		Q14		Q25		Q36		Q47	
Q4		Q15		Q26		Q37		Q48	
Q5		Q16		Q27		Q38		Q49	
Q6		Q17		Q28		Q39		Q50	
Q7		Q18		Q29		Q40		Q51	
Q8		Q19		Q30		Q41			
Q9		Q20		Q31		Q42			
Q10		Q21		Q32		Q43			
Q11		Q22		Q33		Q44			

UNIT 7. ETIQUETTE AND BUSINESS CULTURE IN ARAB COUNTRIES

“To successfully negotiate in Arab countries it is essential to take into account their protocol and business culture, in certain aspects so different from the Western world. The Arab countries constitute a traditional culture based on the principles of their religion – the Islam which, however, is constantly evolving, adopting behaviour patterns typical of developed countries; this mixture is somehow difficult to understand for foreign businessmen who visit these countries.

The different sections of this article focus on a particular aspect of business culture and etiquette in the region, including: how to plan meetings, negotiations with Arab business partners, greetings, non-verbal communication, hospitality, dress code and, very important, religious considerations.

One aspect that has to be clear when doing business in Arab countries is that culture and religion are inseparable. Religion is a permanent force that has very significant effects on the way of doing business; hence, the importance for the foreign negotiator to know the Muslim religion and respect its principles that have a notable influence on the Arab etiquette and business culture.

A. Business culture in Arab countries is based in a system commonly known as *wasta*, *Wasta*⁵² follows that well-known Western maxim of, “It’s not what you know but who you know”. In the Arab world this is a widely exploited system and it is viewed as neither shameful nor underhand, but simply as part of the normal course of business and daily life. If you have high-powered contacts or friends in the right places you are likely to find that bureaucracy and business run in a much smoother fashion. A system of borrowed and returned favours is also prevalent. If you are asked a favour by a business partner, endeavour to fulfil it or at least give the semblance that you have tried your best. Never refuse outright to do something when it is clearly a case of *wasta*. Even if you are not able to get your contact what he/she needs or wants, your effort and enthusiasm will be remembered, appreciated, and surely repaid in time.

B. Although this is changing as Arab countries gain more exposure to Western business practices, for many Arabs there is no separation between personal and professional lives, and as such, a potential business partner must also be considered a potential friend.

It is imperative to organise a face to face meeting as the ability to build trust is greatly increased in this environment. An Arab businessman/woman will want to engage in small talk on a personal level before the purpose of the visit or meeting is even brought up”⁵³.

⁵² <https://arabiconline.eu/wasta-the-arabic-expression-for-influence/>

⁵³ <https://globalnegotiator.com/files/etiquette-arab-culture.pdf>

This is all part of a desire to understand you on a personal, friendly level, before discussing business.

Small talk is incredibly important in establishing friendly business relations. You must be ready to answer questions about your travel, your home, your experience of the country you have travelled to, your health, and the health of your family. It is a good idea to have a few anecdotes or stories ready to entertain with, and to ask all the questions back to your acquaintance. Be aware that it is usual and expected to ask after the health of an Arab's family, and perhaps some general questions about his/her children, but avoid asking specifically after female members of the family, as this can cause offence in more conservative societies.

C. Although this will vary from country to country and indeed business to business, organisation in the Arab countries can tend to be more last-minute than in other parts of the world where at least initial meetings must be booked weeks if not a month in advance. Try not to organise a meeting too far in advance, and be sure to confirm the meeting by telephone a few days beforehand.

The first thing to note when getting into the nitty-gritty of meetings in the Arab world is that the concept of punctuality can be very different. Do not be surprised if your counterpart is up to half an hour late, sometimes longer. Time moves in a different, more relaxed fashion and it is easier to go with the flow than to get frustrated. Having said that, it is advisable that you as the visitor show up on time as a sign of respect to your host.

Meetings tend to be structured very differently in the Arab world. You may expect a much more circular structure as opposed to the rigidly linear tendencies of most Western business practices. Agendas are likely to be lacking. After the customary five minutes of small talk, the point of business will be brought up and discussed, most likely with the most senior businessman in the room leading and directing the discussion.

Interruptions are common, even during what may feel like it should be a private meeting. Other employees or visitors entering the office or room in order to obtain signatures or advice, phone calls to be taken, or emails to be checked should all be expected as part of the lengthy process of a business meeting in the Arab world. This aspect of a meeting in the Middle East has been compounded by the rapid spread of smartphones across the region.

Arabs are very open to checking their smartphones and communicating with them, even when they are sitting and talking with you face to face. Be prepared for this and try not to

get frustrated or to take offence. In the Middle East this is not a sign of disrespect, it is simply part of today's technology-fueled culture⁵⁴.

D. There is much less of a divide between personal and professional life in the Arab world, and therefore personal contact and face to face negotiation is key. Avoid trying to do business over email or telephone and instead make the effort to organise a physical meeting. Having a senior contact in a company or organisation is imperative to actually penetrating the market, so if you lack one of these, consider employing an intermediary, or someone commonly known as a “contact-sponsor” to guide you to the right person.

E. It is crucial to remember that the Arab societies were and in many ways still are traditional trading societies, and that it is therefore normal to expect an Arab businessman to drive a hard bargain. You have been warned.

The pace of negotiation is often much slower in the Arab world, so stay patient and do not try and rush your counterparts into a deal. The same patience is crucial when dealing with the bureaucracy and paperwork prevalent in every Middle Eastern country. The time and effort it takes to get visas, permits, and other necessary paperwork can be demoralising, but if you are prepared to sit out the wait, it will be all the more rewarding.

Another difference in the way in which Arabs negotiate is the tribal or associative mentality. Most Arab societies still hark back to their tribal origins even if society has progressed away from this structure politically. This can influence negotiations since the lead negotiator is likely to want to discuss the decision with the whole team before confirming an agreement, so again, allow more time for this stage of negotiations.

One of the most important things to remember when doing business in these countries is that many Arabs find it extremely shameful to be seen to lose face in public at any point. Try not to directly disagree with or contradict anyone during the meeting. Telling someone you think he/she is wrong is a sure way of causing them to lose face, meaning no business deal for you. Instead, try subtle indicators of disagreement, using phrases such as, “In order to move forward I think it may be better to...”, or, “In my experience such and such has been more effective, so perhaps that would be worth considering.”

It is always advisable to follow up a meeting with an email exchange or phone conversation in which it is perhaps easier for Arabs to express their opinions and wishes candidly.

F. Body language takes on even more importance in the Arab context, then, since public disagreement is so risky. Be on the lookout for all the usual signs of positive and negative

⁵⁴ <https://blogs.worldbank.org/arabvoices/technological-revolution-arab-world-people-are-assets-not-problems>

reactions through body language, and know that this may well be a better indicator of a person's opinion than what his speech suggests.

Also remember in the realm of body language that pointing and the thumbs up sign are considered rude in many Arab cultures, as is crossing your legs when sitting and displaying the sole of your shoe to someone.

A note here on personal space in the Arab world is necessary. Arabs often give you much less personal space than is usual in the West, and as such will stand or sit much closer to you, touch you more, and perhaps even take your hand when leading you somewhere. This, although very unusual from a Western viewpoint, is simply a cultural difference.

G. One of the most basic but most easily overlooked details about business in Arab countries is the different working week. Friday is the holy day in Islam, and congregational prayers are held at noon. Therefore, the weekend in most Middle Eastern countries falls on Friday and Saturday, although there are some exceptions.

One time of the year when professional and personal lives are turned upside down is during the month of Ramadan. Ramadan⁵⁵ is considered the holy month by Muslims and sees them fasting from dawn to dusk, forbidding them from eating, drinking, and smoking.

Business hours are often significantly reduced and it is wise to avoid doing business or organising meetings during this month. Again owing to the lunar calendar, the exact dates of Ramadan vary both year on year and from country to country, and in fact the fasting will only start once the correct moon has been sighted in each country, rather than there being an official starting date. Also note that if you do happen to be in an Arab country during Ramadan, it is polite to eat, drink, and smoke inside and away from the public eye only.

Besides the weekends and Ramadan, there are two major Muslim festivals to note: *Eid al Fitr* and *Eid al-Adha*. The first follows the end of the fast during the month of Ramadan and the second the end of the annual pilgrimage (also known as *Hajj*). These festivals typically last three days but it is common for governments to extend them as they wish. Since the Islamic calendar follows lunar rather than solar movements it is difficult to predict exactly when the holidays will fall, and the dates will vary from country to country and year to year. It is therefore a good idea to avoid planning business around the times of these two festivals.

⁵⁵ <https://www.nationalgeographic.com/culture/article/ramadan>

H. Arabs are extremely proud of their language, not least since it is derived from the Classical Arabic used in the Holy Qur'an to record the revelations sent down to the Prophet Muhammed (PBUH) by Allah.

It is therefore recommended that you learn some simple Arabic greetings to establish a friendly connection with whomever you might be meeting. The assumption is that foreigners would not have bothered to learn any Arabic before arriving, so a little knowledge goes a long way. Below is a short list of useful phrases:

Transliteration Arabic English meaning

Courtesy words	Transcribed version	Arab	Meaning
Initial greeting	Al-hamdulillah	عليكم السلام	Peace be upon you.
Thank you	Wa alaykum as-salaa	السالم و عليكم	And peace be upon you too.
Hello	Marhaba	مرحبا	
How are you?	Keif al-haal?	الحال؟ كيف	
Response to above	As-salaam alaykum	لل الحمد	Thanks be to God.
Please	Min fadlik (to a female); Min fadlak (to a male)	فضلك من	
Response to above	Shukran	شكرا	
Expression common when discussing future plans or action	Inshallah	إن شاء للا	God willing.
Goodbye	Ma As-salama	السالمة مع	Go in peace.

Handshakes are the typical form of physical greeting in the Middle East, but are likely to last longer than Westerners are used to. It is recommended that you wait for the other person to withdraw his/her hand before you do. If you are a man greeting an Arab businesswoman, wait for her to extend her hand as particularly conservative women may choose to not shake hands with men. In a similar vein, if you are a businesswoman meeting Arab businessmen, wait for them to initiate the handshake.

How to address the person you are meeting properly will vary from country to country and business to business, but it is best to remain formal if unsure. You yourself are likely to be addressed by Mr/Ms followed by your first name.

I. Businessmen visiting Arab countries can expect to dress very similarly to usual. A smart business suit will suffice (although dark colours are recommended), and in some areas much more casual attire is suitable, depending on the country, region, and business sector, much like anywhere else in the world. Avoid wearing shorts and short sleeved shirts or t-shirts.

Businesswomen should always make sure to dress conservatively, covering arms at least to the elbow, legs to the ankles, and avoiding displaying any cleavage. The exact dress code for women depends greatly on the country or if there is a particular dress code which must be adhered to (very occasionally by law).

Many Arab societies are very concerned with outward appearances as evidence of social status, and good quality clothes reflect a comfortable or powerful position in society. It is therefore recommended that you pay attention to the quality and appearance of the clothes you are wearing in order to make a good impression.

Be aware that your Arab counterparts, especially in the Gulf countries, may wear traditional dress. This usually consists of a long white robe known as a *thawb*⁵⁶ and often also a red and white checked headdress called a *keffiyeh*⁵⁷. The exact style and colour of this dress will vary from country to country, region to region, and even tribe to tribe.

Most women in the Gulf dress in the traditional black robe called an *abaya*⁵⁸ and will wear a headscarf. Do not be tempted to don the traditional dress yourself as this could well cause offence to those who wear it as a symbol of a continuing heritage and tradition.

In North Africa (Morocco, Tunisia), the way businessmen and women dress varies greatly. Some will dress traditionally, and others will dress in the suits or general attire that you would expect to come across anywhere else in the world.

J. Hospitality is a key aspect of Arab culture, bound up with the honour and respect of your family. Be ready, therefore, to have refreshments, gifts, and invitations loaded upon you, and know that it is part of the culture and completely normal.

You will likely be offered some sort of refreshment during a meeting, be it tea, coffee, juice, biscuits, or dates, to name a few common examples. Be sure to accept this hospitality. To accept as soon as this is offered or after a repeated offer depends on the country, so see below for tips.

Your host may invite you to a restaurant meal. It is good practice to return the invitation. It is usual for the person who does the inviting to pay the bill. If for any reason the group is going to split the bill, it is better that one person pays and is reimbursed by the others in private, rather than the accounting being done in public at the table.

In the same way that you will find hospitality bestowed upon you when in the Arab world, if you extend an invitation to an Arab, whether in his/her country or in your home, he/she will expect similar hospitality and generosity from you. Properly hosting and

⁵⁶ <https://althawb.co.uk/al-thawb-blog/what-is-a-thawb>

⁵⁷ <https://edition.cnn.com/2023/11/28/style/style-palestinian-keffiyeh-explained/index.html>

⁵⁸ <https://lifeinsaudi-arabia.net/the-evolution-of-abaya-in-saudi-arabia/>

welcoming Arabs is a case of giving the utmost that you have to offer, regardless of means. Examples include providing and paying for all food, drink, and transportation or acting as a tour guide of the city's main landmarks. Make sure to accommodate their wishes, and really treat them to the experience of your generosity. This is the best way to impress Arabs in the realm of hospitality.

K. Muslims are obliged to pray 5 times a day, and prayer times are announced by the call to prayer which sounds from local mosques as well as being printed in daily newspapers. The rough timings of the 5 prayers are as follows:

1. Al-Fajr – Dawn, before sunrise
2. Al-Zuhr – Midday, after the sun has reached its highest point in the sky
3. Al-‘Asr – Late afternoon
4. Al-Maghrib – Just after sunset
5. Al-‘Isha – Between sunset and midnight

Not all Muslims will go to the mosque to pray, many preferring to pray at home or in the office. Be aware that there will be separate prayer rooms for men and women in offices. It is a good idea to take prayer times into consideration when scheduling meetings. Muslims are forbidden from consuming both pork and alcohol, and as such these products are difficult to find in many Middle Eastern countries, and illegal in others⁵⁹.

Anyway, a region diverse in geography, ethnicity, religion, and cultural practice, the heterogeneity of the Arab world means it is necessary to delve into the details of the economy and culture of each individual country in order to discover the opportunities available to the savvy businessman^{60,61}.

Questions 1-10

Do the following statements reflect the claims of the writer in Reading Passage, UNIT 1? In boxes 1-10 on your answer sheet, write

TRUE if the statement agrees with the information

FALSE if the statement contradicts the information

1. The Arab business culture is entirely separate from the Western business culture.
2. Wasta is a system in Arab countries that values personal connections over knowledge.
3. Small talk is not necessary in building friendly business relations in Arab countries.
4. Business meetings in Arab countries are always scheduled well in advance.

⁵⁹ <https://globalnegotiator.com/files/etiquette-arab-culture.pdf>

⁶⁰ <https://www.forbesmiddleeast.com/industry/economy/saudi-maintains-on-top-of-five-largest-arab-economies-in-2021-ahead-of-uae-and-egypt>

⁶¹ <https://www.eiu.com/n/campaigns/middle-east-outlook-2024/>

5. Meetings in the Arab world follow a linear structure similar to Western business practices.
6. Checking smartphones during face-to-face meetings is considered disrespectful in Arab culture.
7. Crossing legs when sitting is considered rude in many Arab cultures.
8. The weekend in most Middle Eastern countries falls on Saturday and Sunday.
9. Eid al Fitr and Eid al-Adha are two Muslim festivals that have fixed dates every year.
10. Directly disagreeing can cause someone to lose face in Arab culture.

Questions 11-21

Reading Passage of UNIT 7 has ten parts, A-K. Choose the correct heading for paragraphs A-K from the list of headings below. Write the correct number in the Table below as well as on your answer sheet, two headings shouldn't be used.

List of Headings

- Hospitality in Arab societies
- Calendar and holidays in Arab countries
- Face to face negotiations
- Art of small talk
- Business meetings in the Arab world
- Religious considerations when working in Arab countries
- Negotiations with your Arab business partners
- Wasta: Introduction through personal contacts or intermediaries
- Role of gender in the Arab world
- Trust is the key in the Arab business world
- Greetings in Arab countries: useful phrases
- Dress code for business
- Non-verbal communication

Question 11	Paragraph A	
Question 12	Paragraph B	
Question 13	Paragraph C	
Question 14	Paragraph D	
Question 15	Paragraph E	
Question 16	Paragraph F	
Question 17	Paragraph G	
Question 18	Paragraph H	
Question 19	Paragraph I	
Question 20	Paragraph J	
Question 21	Paragraph K	

Questions 22-31

Match the words and collocations (22-31) to their definitions (a-i)

Q22	abaya	a) attain experience in;
Q23	inseparable	b) delve into the details;
Q24	underhand	c) be obeyed:
Q25	endeavour	d) in the sphere of;
Q26	give the semblance	e) done secretly, and sometimes dishonestly, in order to achieve an advantage;
Q27	outright	f) completely or immediately
Q28	gain exposure to	g) an attempt to do something:
Q29	get into the nitty-gritty	h) provide the impression of something
Q30	be adhered to	i) closely connected
Q31	in the realm of	j) a full-length, sleeveless outer garment worn by some Arab women

Questions 32-40

Fill in the gaps Q32-Q40 with appropriate words a-i. If necessary, put the verbs in the correct form.

<p>Q32 Her _____ tactics were revealed when it became clear she had been manipulating the situation behind the scenes.</p> <p>Q33 She rejected his offer _____, refusing to even consider it.</p> <p>Q34 The rules and regulations of the institution must _____ at all times to maintain order and discipline.</p> <p>Q35 _____ technology, artificial intelligence continues to revolutionize various industries.</p> <p>Q36 Before launching the project, we need _____ details to ensure everything is planned meticulously.</p> <p>Q37 Participating in study abroad programs allows students _____ to different cultures and perspectives.</p> <p>Q38 The elaborate stage decorations _____ of a grand palace, transporting the audience to another era.</p> <p>Q39 Despite numerous setbacks, John continued _____ tirelessly to achieve his dream of starting his own business.</p> <p>Q40 Unemployment and inner city decay are _____ issues which must be tackled together.</p>	<p>a) inseparable</p> <p>b) underhand</p> <p>c) endeavour</p> <p>d) give the semblance</p> <p>e) outright</p> <p>f) gain exposure to</p> <p>g) get into the nitty-gritty</p> <p>h) be adhered to</p> <p>i) in the realm of</p>
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Questions 41-50

Find an antonym to the adjectives:

Q40 **essential**

- a) crucial b) fundamental c) unnecessary d) foremost

Q41 **rigid**

- a) rigorous b) flexible c) inflexible d) changeless

Q42 **shameful**

- a) honourable b) disgraceful c) embarrassing d) indecent

Q43 **effective**

- a) efficient b) practical c) successful d) worthless

Q44 **concerned**

- a) anxious b) peaceful c) distressed d) troubled

Q45 **conservative**

- a) inconstant b) traditional c) conventional d) old-fashioned

UNIT 7 Reading Answer Sheet									
Q1		Q12		Q23		Q34		Q45	
Q2		Q13		Q24		Q35			
Q3		Q14		Q25		Q36			
Q4		Q15		Q26		Q37			
Q5		Q16		Q27		Q38			
Q6		Q17		Q28		Q39			
Q7		Q18		Q29		Q40			
Q8		Q19		Q30		Q41			
Q9		Q20		Q31		Q42			
Q10		Q21		Q32		Q43			
Q11		Q22		Q33		Q44			

Additional tasks for individual study for UNIT 7.

You work for a multinational company with over 100 offices worldwide. The Communications Director has asked you to discuss the topic of meetings and negotiations with your Arab colleagues. The information you provide will help with the future communications policy of the company. Write some tips for effective business meeting and negotiations both face-to-face and virtually. Use the links to the videos and websites below or your own findings:

<https://globalnegotiator.com/files/etiquette-arab-culture.pdf>

<https://www.linkedin.com/pulse/12-etiquette-tips-doing-business-middle-east-pia-maynard>

<https://www.e-arabization.com/blog/47/friendship-fridays-and-fasting-business-etiquette-in-the-middle-east/>

https://www.ted.com/talks/leila_hoteit_3_lessons_on_success_from_an_arab_businesswoman

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3. <https://www.linkedin.com/pulse/cultural-incompatibility-key-factor-ma-failures-kasia-horsten-szemro/>
4. <https://www.globalbusinessculture.com/company-culture/>
5. <https://hbr.org/2014/01/how-netflix-reinvented-hr>
6. <https://www.agilealliance.org/agile101/12-principles-behind-the-agile-manifesto/>
7. <https://www.linkedin.com/pulse/mindset-first-why-shifting-perspectives-key-company-alicia/>
8. <https://study.com/academy/lesson/unilateralism-definition-international-relations.html>
9. <https://study.com/academy/lesson/diplomacy-of-world-war-one-secret-agreements-diplomatic-arrangements.html>
10. <https://study.com/academy/lesson/the-united-nations-history-role-in-international-politics.html>
11. <https://study.com/academy/lesson/international-trade-organizations-and-trade-agreements.html>
12. <https://homework.study.com/explanation/what-are-the-two-main-and-basic-factors-that-determine-the-strength-of-an-economy.html>
13. <https://homework.study.com/explanation/economic-growth-unemployment-and-inflation-discuss-the-three-primary-concerns-in-macroeconomic-analysis-growth-unemployment-and-inflation.html>
14. <https://study.com/blog/a-high-performing-employee-wants-to-resign-here-s-how-to-make-them-stay.html>
15. <https://study.com/academy/lesson/hybrid-work-challenges-overview-examples-solutions.html#quiz-course-links>
16. <https://vimeo.com/565877358>
17. <https://study.com/academy/lesson/what-is-an-agile-company-definition-example.html>
18. <https://study.com/academy/lesson/principles-of-the-agile-manifesto.html>
19. <https://edition.cnn.com/world/maslows-hierarchy-of-needs-explained-wellness-cec/index.html>
20. <https://mai-ko.com/travel/culture-in-japan/japanese-culture-1/>
21. <https://asialinkbusiness.com.au/japan/business-practicalities-in-japan>
22. <https://edamamejapan.com/meishi/>
23. <https://interacnetwork.com/japanese-martial-arts-guide/>
24. <https://asialinkbusiness.com.au/japan/conducting-business-in-japan/>
25. https://www.youtube.com/watch?v=M0n4Vw6twKo&ab_channel=NadasItaly
26. https://www.youtube.com/watch?v=DW91Ec4DYkU&ab_channel=PastaGrammar
27. <https://theculturetrip.com/asia/japan/articles/12-things-you-didn-t-know-about-japanese-culture>

28. https://www.youtube.com/watch?v=7M9u-gM4Gk&ab_channel=NHKWORLD-JAPAN
29. <https://tokyocheapo.com/shopping-2/hanko-japanese-personal-seals/>
30. https://www.youtube.com/watch?v=9lg6ef_Gw0o&ab_channel=IWANTTOKNOW
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33. <https://doyouknowjapan.com/geisha/>
34. https://www.youtube.com/watch?v=1CfUts-M1r8&ab_channel=WAORYU%21ONLYinJAPAN
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ПРАКТИКУМ З ЧИТАННЯ ЗА ФАХОМ

для здобувачів першого (бакалаврського) рівня вищої освіти

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