

MODULE VI

UNIT 20

LOOKS: APPEARANCE COUNTS WITH MANY MANAGERS

*By Sherry Buchanan
International Herald Tribune*

There is something downright undemocratic about judging managers' abilities on the color of their eyes, the size of their lips, the shape of their noses or the amount of their body fat. Yet looks matter a lot more in hiring and promotions than employers will admit to others, or even to themselves.

Airlines and police forces have long had height and/or weight requirements for their staff, arguing that being physically fit and strong – not too fat or too small – is in the interest of the public's safety. In some cases, unhappy employees are challenging the arbitrary rules, which have been used by the airlines to recruit only good-looking women; in other cases, employers are trying to be fairer to avoid lawsuits.

Scotland Yard requires its male employees to be at least 5 feet 8 inches (1.73 meters) tall and female employees to be at least 5 feet 4 inches. The Yard decided to accept shorter women a few 5 years ago to conform with Britain's equal-opportunity rules.

Air France still requires its female cabin crew to be between 1.58 meters and 1.78 meters, and men to be between 1.70 meters and 1.92 meters. They must also have a "harmonious silhouette". And British Airways grounds any member of its cabin crew – pilots excluded – if they are 20 per cent over 35 the average weight for their height.

Being short or overweight may affect people's careers in other industries in more subtle ways.

“I used to do all my business on the phone when I was a manager in my twenties, because there I could command great authority”, said Ilona Morgan of the Equal Opportunities Commission in Manchester, who is 5 feet tall.

Being too small and or overweight is only one way that looks can have an impact on someone’s career. Academic research at Edinburgh University, New York University and Utah State University shows that the better-looking a person is, the more positive qualities they are thought to have and the more positive impact that has in a career.

There is some evidence, however, that women who are too attractive – unless they are television commentators or have other high-visibility jobs – do not rank well as managers.

“There is enough research now to conclude that attractive women who aspire to managerial positions do not fare as well as women who may be less attractive”, said Gerald Adams, a professor at Utah State University and an authority on the subject.

Some French employers and recruiters decide whether a manager is right for the job based upon looks. In some cases, morphopsychologists – a term coined by a French neuropsychiatrist in 1935 – attempt to determine personality traits according to a job applicant’s face, eyes, mouth, nose, ears and hands.

“Unfortunately, morphopsychology has become a criterion for recruitment in France”, said Bruno Vincenti with the Centre des Jeunes Dirigeants in Paris, the French employers’ organization. “When it is used as the sole criterion, it is a catastrophe”.

“Some people hire you because of the color of your tie; why not the shape of your ears?” said Frederique Rollet, a psychotherapist in Paris who is the author of several books on morphopsychology.

Task 1

According to the text above, are the following statements true or false?

1. Good-looking people are often more successful than others.
2. British Airways does not allow its pilots to work if they are 20 per cent overweight.

3. Attractive women have problems reaching managerial positions.
4. Morphopsychology is sometimes used as the only criterion when selecting candidates.
5. Employers' attitudes to 'unfair' recruitment practices have not changed.

Discussion

1. Do you think a certain type of appearance is necessary for some jobs? Explain why.
2. In your opinion, is morphopsychology a useful recruitment technique?
3. How are employment practices monitored in your country? Give examples.
4. Why is dress code necessary for many occupations?
5. Compare recruitment practices in Western countries and in Ukraine.

UNIT 21

Read the following text which explains how job advertisements differ in three European countries.

JOB ADS: READING BETWEEN THE LINES

Checking out job advertisements is popular with executives worldwide. But though the activity is universal, is the same true of the advertisements? Are executive positions in different countries advertised in the same way? A comparison of the job pages of *The Times* of London, *Le Monde* of Paris and Germany's *Frankfurter Allgemeine Zeitung* suggests not.

First, what UK job seekers consider an essential piece of information – what the post pays – is absent from French and German adverts. It is often left to applicants to raise this themselves. In contrast,

most British advertisements mention not only salary, but also other material incentives including a car and fringe benefits. French or German advertisements rarely refer to these.

The attention given to rewards in the UK indicates the importance of the job and its responsibility. In Germany and France, that information is given by the level of experience and qualification demanded. Salary can be assumed to correspond with this.

In French and German adverts are vague about material rewards, they are precise about qualifications. They usually demand “a degree in...”, not simply “a degree”. In Germany, for example, a technical director for a machine tool company will be expected to have a *Dipl.-Ing* degree in Mechanical Engineering.

French advertisements go further. They may specify not just the type of *grande école* degree, but sometimes a particular set of institutions (*Formation supérieure X, Centrale, Mines, HEC, ESSEC*), these being the most famous *grandes écoles*.

All this contrasts with the vague call for “graduates” (or “graduate preferred”) which is found in the UK. British companies often give the impression that they have a particular type of applicant in mind, but not sure about the supply and will consider others. Their wording suggests hope and uncertainty, as in the advertisements from *The Times*: “Whilst educational standards are obviously important, a large measure of personal oomph is likely to secure the success of your application.”

In the UK qualifications beyond degree level make employers nervous, but in France or Germany it is difficult to be “overqualified”. Many people on German executive boards have doctorates and the French regard five or six years of intensive post-*baccalauréant* study at *grande école* as ideal training. British managers are not selected primarily for their expert knowledge, as in Germany. Instead, the British give importance to social, political and leadership skills.

The difference also shows in the personal qualities mentioned. British advertisements stress energy, ability to communicate and motivate. German advertisements like achievement, but it tends to be less personality-driven. German companies want candidates with sound knowledge, experience and competence in their field.

They rarely recruit novices as do British employers. French advertisements refer more to intellectual qualities like analytical aptitude and independence.

Even the tone of the job advertisements is different in the three countries. By French and German standards, British advertisements are very racy. They attract young people with challenges such as: “Are you reaching your potential?”, whereas French and German advertisements are boringly direct, aiming to give information about the job rather than to sell it.

All this points to three different conceptions of management. The French regard it as intellectually complex, the Germans as technically complex, and the British as interpersonally complex. But they agree on one thing: it’s complex.

UNIT 22

CORPORATE CULTURE

Every organization has its own unique culture or value set. Most organizations don’t consciously try to create a certain culture. The culture of the organization is typically created unconsciously, based on the values of the top management or the founders of an organization.

Hewlett-Packard is a company that has, for a long time, been conscious of its culture (The HP Way) and has worked hard to maintain it over the years. Hewlett-Packard’s corporate culture is based on 1) respect for others, 2) a sense of community, and 3) plain hard work (Fortune Magazine, May 15, 1995). It has been developed and maintained through extensive training of managers and employees, HP’s growth and success over the years has been due in large part to its culture.

Another successful company that expends a lot of energy in maintaining its workplace culture is Southwest Airlines. Southwest is the only major airline in the U.S. that has been profitable in each

of the last five years. It also has a good reputation as an employer. In an article written in the ACA (American Compensation Association) Journal, Winter 1995 issue, Herb Kelleher, Southwest's CEO, indicated how Southwest maintained its culture:

“Well, first of all, it starts with hiring. We are zealous about hiring. We are looking for a particular type of person, regardless of which job category it is. We are looking for attitudes that are positive and for people who can lend themselves to causes. We want folks who have a good sense of humor and people who are interested in performing as a team and take joy in team results instead of individual accomplishments”.

“If you start with the type of person you want to hire, presumably you can build a work force that is prepared for the culture you desire...”

“Another important thing is to spend a lot of time with your people and to communicate with them in a variety of ways. And a large part of it is demeanor. Sometimes we tend to lose sight of the fact that demeanor – the way you appear and the way you act – is a form of communication. We want our people to feel fulfilled and to be happy, and we want our management to radiate the demeanor that we are proud of our people, we are interested in them as individuals and we are interested in them outside the work force, including the good and bad things that happen to them as individuals”.

In both of these examples, the top management of the companies were vigilant about maintaining their cultures. The behavior rules and boundaries are relatively clear and communicated often. However, this is not typical. I believe most organizations operate with a diversity of cultures. This is especially true considering the increasing worldwide mobility of people and cultures and values.

NOT TO BE TAKEN FOR GRANTED

Every organisation has its own distinctive culture, and this can vary enormously from company to company. To an outsider, corporate culture differences are usually reflected in external

symbols, or characteristics, such as advertising and design. Other characteristics of corporate culture are only observable when you get inside the company as an employee or a supplier, such as the kind of dress worn by staff or the use of first names. Try to think of some other characteristics of corporate culture based on companies that you know.

Think of some large supermarket groups you know. What kind of image do they project to their customers, e.g. friendly, giving best value?

Reading tasks

A. Understanding main points

Read the text about the merger of two companies and their corporate cultures and answer these questions.

1. Which company is bigger – Asda or Wal-Mart?
2. What are employees at Asda called?
3. Which two countries are Asda and Wal-Mart from?
4. Which of these statements best summarises the corporate cultures of Asda and Wal-Mart?
 - a) We must keep costs as low as possible.
 - b) We value the contribution of every employee to the success of the company.
 - c) Everyone in the company is considered equal.
5. What extra financial benefit do Wal-Mart employees have?
6. Allan Leighton mentions three things needed to get the deal 'to work culturally'. What are they?

B. Understanding details

Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

1. Asda and Wal-Mart have very similar corporate cultures. – T
2. Asda is the biggest supermarket group in the UK.
3. Wal-Mart is the biggest retailing group in the US.

4. Asda had financial problems in the 1980.
5. Many of Asda's employees are over 65
6. Allan Leighton is sure the merger of Asda with Wal-Mart will succeed.
7. Wal-Mart plans to impose its corporate culture on Asda.
8. Creating a corporate culture cannot be planned in theory only.

You could not hope to find a neater fit, said the commentators when Wal-Mart, the world's biggest retailer, agreed a £ 6.7 bn take-over deal with Asda, the – UK's number three supermarket group

It had long been known that the team which was brought in to rescue Asda from collapse in the mid-1980s had deliberately set out to copy virtually every aspect of the giant US discount group that could be replicated in the UK.

So Asda stores have “colleagues”, not employees. They have people in the parking lots to help drivers to park. They have old-age pensioners wearing colourful name badges, standing at the door to say hello and ask customers if they need help. In the Leeds headquarters no one has an individual office, not even the chairman. Finally, store staff get actively involved in promoting individual product lines, and are rewarded when their efforts lead to tangible sales improvements.

Most of these ideas came straight from Bentonville, Arkansas, home to one of the world's most unusual retailers. For Wal-Mart's corporate culture has become a legend in retailing.

The company's employees chant the Wal-Mart cheer before store meetings. They benefit from a share ownership scheme which is one of the most widespread in the industry. Top executives share rooms when on business trips and pay for their coffee and tea from vending machines like the lowliest sales assistant.

Given the similarities, there are few who really believe putting Asda into the Wal-Mart network will result in anything but success. But says Asda's Chief Executive, Allan Leighton, this is no reason to be complacent. Failing to bring together corporate cultures, even those as similar as Asda's and Wal-Mart's, could lead to the downfall of the most logical mergers. “When acquiring or merging with a business, getting the cultures to fit is fundamentally

important”, he says. Half-way houses, where compromises are made, never work, he believes, and nor does imposing one culture on another. “A company calling their colleagues colleagues and treating them like staff is not the answer”, he says.

The key to getting the deal to work culturally rests on a few fundamental issues, he believes. The first and most important is terminology, he says. “Businesses have their own language. You have to get everyone aligned so that when someone uses a word it means the same thing to everyone”.

Middle management comes next. “Initially everything is done at the top of the organisation”, he says. ‘But most of the work is done in the middle’. If middle management is not incentivised, a deal can go horribly wrong. “It all boils down to people in the end. And what motivates people? Unless you can demonstrate very quickly that their influence in the organisation is at least the same if not better than before, then people will get concerned about it”, he says.

Third comes getting to know each other. Asda and Wal-Mart have spent the last few weeks swapping store managers and IT systems staff. “We will go out there, look and bring back”, Leighton says. “That way we will have ownership of the changes as opposed to having them pushed on us”.

It will always be hard to determine whether a merger or takeover has failed because the cultures simply did not fit. But success is more likely to elude those who do not really believe in the cultures they are trying to create. “This all comes from the heart”, says Leighton. “You do not get it from textbook management or instruction. You have to create an environment where people feel comfortable in expressing themselves in a different way”.

C. Understanding meanings

1. Choose the best explanation of the phrase ‘there are few who really believe putting Asda into the Wal-Man network will result in anything but success’

- a) most people think the combination of Asda and Wal-Mart will succeed
- b) not many people think the merger will succeed

2. What does Allan Leighton mean when he says ‘it all boils

down to people in the end'

- a) the number of people in the new organisation will need to be reduced
- b) people are the most important element in a merger or take-over

Vocabulary tasks

A. Synonyms

- 1. The word "employees" is used several times in the text. What other word is used that has a similar meaning?
- 2. The phrase "to push something on someone" is used in text. What similar phrase is used earlier in the text?

B. Word search

Find a word or phrase in the text that has a similar meaning.

- 1. agreement when a company buys another takeover deal
- 2. when a company fails
c.....
- 3. something that is copied exactly
r.....
- 4. something that can be seen and proved
t.....
- 5. company that is famous in its industry
l.....
- 6. being unreasonably confident
c.....
- 7. agreement where both sides give up some of what they want
c.....
- 8. in the same position or share the same ideas
a.....
- 9. exchanging people or things
s.....

UNIT 23

THINKING GLOBAL, ACTING LOCAL

Before you read discuss these questions.

1. The phrase “think global, act local” is often quoted. What does it mean to you?
2. A lot is said and written about “global organizations”. What do you understand by this phrase? Which organisations are global, in your opinion? Why?

The key to success is to combine corporate culture with local knowledge and include, not reject national characteristics, writes Tony Jackson

Perspective: The Myth of the Global Executive

Multinationals running their various businesses the same way all over the world may have been perfectly acceptable 30 years ago, but it is not the way today. Nevertheless, the vast majority of even the biggest companies still have a culture rooted in their country of origin. Changing that is one of the biggest challenges to becoming genuinely global.

Richard Greenhalgh, head of management development and training at the Anglo-Dutch consumer group Unilever, says that in a few areas, such as integrity and the Unilever code of conduct, corporate culture takes precedence.

But you need a balance between having a very international cadre and having a national presence, he says. A few years ago, we were concerned that we had too many expatriates. Five years ago, three of our four business heads in Italy were expatriates. Now they're all Italian. In a consumer business like ours, that's important.

The global executive, in fact, may be something of a myth. According to Mr Greenhalgh, the use of expatriates goes against the policy of providing a career ladder for local managers.

In fact, however global the company may be, it remains

necessary to manage people differently in different countries. Within Europe, Mr. Greenhalgh says, Unilever has traditionally been much more open with managers in northern than southern countries, on matters such as where they stand in the salary scale or what their prospects are. But that is changing, he adds. A younger generation of managers is more likely to have travelled when young, and many have taken an MBA in the US.

Behind this lies the most fundamental problem of all: the fact that apart from a handful of companies, even the biggest corporations are dominated by the culture of the home country. Outside that handful, says Lowell Bryan, a senior partner with McKinsey in New York, companies are very German, or very British, or very American. And in the case of US companies they assume globalisation means Americanising the world. At least others don't have that arrogance.

But if the members of top management are all nationals of the home country, it makes it much more difficult to attract and keep talented and ambitious managers from other countries. In fact, the problem lies not in attracting people – a talented Indian or Korean manager will typically want early experience with a multinational but in keeping them. People will join the company to learn, Mr. Bryan says, but unless they feel they're part of the core company, they're going to leave, and exploit the brand status of the company in their next job.

So given the importance of local cultures within the global company, an obvious question is how to appraise and identify talent around the world on a consistent basis. Unilever, Mr Greenhalgh says, has been working on this for the past four years.

We've been developing a set of eleven management competencies we can use worldwide, he says. The aim is to have a clear objective measure of potential. We measure such things as entrepreneurial drive, the ability to lead and develop others, and integrity. That makes up a common core of behaviours. We've tested it, and so far it seems to be culturally transferable.

FINANCIAL TIMES (world business newspaper)

1. Lowell Bryan says that some local managers will leave and “exploit the brand status of the company in their next job”. What does this mean?

- a) they will take information about the company’s products to a new company
- b) they will get a good job in a new company because of the reputation of their old company
- c) they will get good jobs as brand managers in a new company

2. Greenhalgh lists ‘entrepreneurial drive’ as one of eleven management competencies selected by Unilever. Choose the best explanation for the phrase.

- a) willingness to take risks in order to achieve goals
- b) previous experience of running a company
- c) someone with an outgoing personality

A. Understanding main points

1. Which of these statements gives the best summary of the text?

- a) Having expatriates in key positions is still important for international companies.
- b) Using local managers rather than expatriates is now the objective of most companies.
- c) Developing managers from around the world who share the company’s values is essential for global success.

2 According to Lowell Bryan of McKinsey, how many international companies are not dominated by the culture of the home country – a lot or just a few? What is the phrase he uses?

B. Understanding details

Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

- 1. *Few companies are genuinely global.* – T
- 2. The use of expatriates is growing at Unilever.
- 3. Corporate culture is more important than local needs in most areas of management.

4. Recruiting local managers is difficult for many organisations.
5. It is important to offer a career path for focal managers.
6. Unilever manages people differently in different countries.
7. Many multinationals impose their British, French, German or US approach to business on all their subsidiaries.
8. Unilever believes it is difficult to have a consistent measure of management potential worldwide.

C. Understanding meanings

1. Richard Greenhalgh thinks a younger generation of managers is more likely to have travelled and taken MBAs abroad. Choose the best explanation for the statement

- a) they will be more ambitious and want higher salaries
- b) they will have a better understanding of business issues
- c) they will be more international in their attitudes.

D. Definitions

Match these terms with their definitions

1. rooted in their country of origin
2. takes precedence
3. a myth
4. more open with
5. where they stand
6. a handful of companies
7. “Americanising” the world
 - a) something people believe but which is not true
 - b) to be strongly influenced by your home culture
 - c) to come first, to have priority
 - d) to turn everything into a copy of America
 - e) their position
 - f) a small number

g) give more information

OVER TO YOU

1. The phrase *corporate culture* is used several times in the article. How would you define it? Give some examples of elements which make up the corporate culture of an organisation.

2. Greenhalgh says that “Unilever has traditionally been much more open with managers in northern than ‘southern countries’”. What do you understand by this, and why do you think Unilever had this policy?

3. Unilever has developed a set of eleven management competencies, three of which are mentioned at the end of the article. If you had to choose one of these as the most important, which would be and why? Discuss what other competencies a multinational such as Unilever might have in its list and try to produce a list of at least five others.

UNIT 24

NATIONAL CHARACTERISTICS

English are not easy to understand. As one of the characters in a play called *The Old Country* put it: ‘In England we never entirely mean what we say, do we? Do I mean that? Not entirely.’

The British are famous for their tolerance and sense of humour, yet, as writer Paul Gallico observed: “No one can be as intentionally rude as the British, which amazes Americans, who do not understand such behaviour. Britain’s nearest neighbours can be just as astounded as the Americans”. French writer Andre Maurois wrote: “In France, it is impolite not to have a conversation with someone: in England, it is unwise to have one. No one there blames you for silence. When you have not opened your mouth for three

years, they will think, “This Frenchman’s quite a nice fellow”.

The truth about the British is, of course, much more complicated, but certain generalisations can be made. Britain is an island – a fact not changed in anyone’s mind by the construction of the Channel Tunnel - and it has not been successfully conquered for nearly 1,000 years. For this reason, Britain and the British remain deeply individualistic. To the English, the Welsh seem a much more talkative group than themselves. This talkative nature is one of the Welsh national characteristics and Wales became a very popular place with preachers and trade union leaders, particularly in the 19th century. In contrast, the Scots, who have a rather different historical and religious background from the English (they were never conquered by the Romans, or by the Normans after 1066), are seen as quiet and serious.

In the 1950s, many Commonwealth citizens, mostly from the West Indies, emigrated to Britain. There are now around half a million West Indians in Britain and four black politicians were elected to parliament in 1987. Others came to live and work, too. Asians came from the Indian subcontinent and Africa, and Chinese people from Hong Kong, many of whom have put in a lot of effort to build up successful businesses. All these people, together with Arabs and Africans, help to form what is now a multiracial society.

But, although the people in Britain all have different accents, different cultural backgrounds and different views, and even different languages, they make up a really astonishing island race, whose culture and customs are mixed so well together that they form a character which is the sum of so many parts.

“To understand Britain, however”, its people tell you, “takes many visits”. Bearing in mind their inability to say what they mean, this probably translates as: “Although we regard tourism as rather undesirable, we put up with it because we do need the business the visitors are bringing in”.

Brian Bell, *Insight Guide - Great Britain*

Read the poem and discuss with your groupmates whether your imagination of the British coincides with what you have read here.

The British

We are a people living in shells and moving
Crablike; the reticents, awkward, deeply suspicious;
Watching the world from a corner of half-closed eyelids,
Afraid lest someone show that he hates or loves us,
Afraid lest someone weep in the railway train.
We are coiled and clenched like a foetus clad in armour
We hold our hearts for fear they fly like eagles.
We grasp our tongues for fear they cry like trumpets.
We listen to our own footsteps. We look both ways
Before we cross the silent empty road.

We are a people easily made uneasy,
Especially wary of praise, of passion, of scarlet
Cloaks, of gesturing hands, of the smiling stranger
In the alien hat who talks to all, or the other
In the unfamiliar coat who talks to none.
We are afraid of too-cold thought or too-hot
Blood, of the opening of long-shut shafts or cupboards
Of light in caves, of X-rays, probes, unclothing
Of emotion, intolerable revelation,
Of lust in the light, of love in the palm of the hand.

We are afraid of one day on a sunny morning.
Meeting ourselves or another without the usual
Outer sheath, the comfortable conversation.
And saying all, all, all we did not mean to.
All, all, all we did not know we meant.

A. S. J. Tessimond

CASE STUDY: AN OFFICE PARTY

An American manager by the name Bill Morris worked for an

American multinational firm. One year he was transferred to France. When he began working in the French office, he wanted to get to know his employees and show them that he was friendly and interested in a good relationship. He decided to throw a party for the whole office. He thought it would be a good way to get acquainted with everyone in a less formal environment. He invited everyone in his office, including secretaries and executives, for a big party in his elegant apartment. Everyone accepted the invitation. He was pleased that no one had declined his invitation.

At his apartment Morris served a buffet of snack foods and drinks. The employees could help themselves to whatever they liked. The manager liked this casual style of parties. As an informal and relaxed host of the party he could show them that he was an open person and easy to talk to. Morris feels these are important qualities of a manager and boss.

The party, however, was not a success. The employees were very uncomfortable as guests. They felt they didn't know Morris well enough to be in his home. They thought he was showing off his money by inviting them to his elegant apartment. They also were not comfortable with one another because they were not used to socializing together.

GIFT GIVING IN DIFFERENT CULTURES

Bouchaib Alsadoun, a Saudi businessman, invited Johann Wuerth, a German businessman, to dinner at his house. Johann entered the elegant house and offered his gift of a bottle of Scotch whiskey and a box of butter cookies to his host. Bouchaib was embarrassed by the gifts and quickly put them away. Then they sat down in the living room area. Bouchaib offered Johann a cup of coffee, which he quickly accepted. Bouchaib thought his guest was a bit rude. As they drank coffee Johann complimented Bouchaib on an art book on the living room table. The Saudi businessman responded by offering him the book. Johann, embarrassed, said, "No, thank you! It is very kind of you, but I can't accept it!" Bouchaib

was offended by his guest's behaviour. Although Johann sensed this, he couldn't imagine how he had offended Bouchaib.

Can you guess what really happened?

Discussion of gift giving in different cultures.

1. What conclusion can you make from the situation described in the above story?
2. What do you know about giving flowers as a gift in different countries?
3. Do you prefer to be given gifts or to give gifts yourself?

| Questions | You/your Family | One American's Response |
|--|-----------------|--|
| 1. On what occasions do people in your country give gifts to business colleagues? (on birthdays? For the New Year?) | | Usually on birthdays, for weddings, and sometimes at Christmas time. |
| 2. What kind of gifts might people expect from colleagues? (liquor, pens, books, other? Would expensive gifts be appropriate?) | | Pens, books, plants, compact disks, or gift certificates. Gifts over the value of \$50 are not appropriate |
| 3. How should a person respond when given a gift? Should the person open the gift in front of the giver or wait to open the gift when alone? | | The person should open the gift in front of the giver |

Закінчення таблиці

| Questions | You/your Family | One American's Response |
|---|-----------------|---|
| 4. How do people in your culture thank someone for a gift? | | They tell the person how much they like the gift when they open it. Sometimes they follow up with a short written note thanking the person again. |
| 5. On the same occasion what is the difference between an employee's gift to a supervisor and a supervisor's gift to an employee? Who gives the bigger gift? Why? | | Employees usually give group gifts to their supervisor so that the gift is not perceived as a special favor from any one employee. The supervisor gives small gifts to employees, but never of significant value. |

TEST IX

Motivation

| | | | | | |
|---------|--------|--------|----------|-------|-------------|
| behaves | drives | effort | outcomes | reach | willingness |
|---------|--------|--------|----------|-------|-------------|

1. Motivation is what (1) drives us to try to
 (2) _____ certain goals.

2. Motivation is a decision-making process through which a person chooses desired (3) _____ and (4) _____ in ways that will lead to acquiring them.

3. Motivation is the (5) _____ to make the (6) _____ to achieve certain goals.

UNIT 25

NATIONAL DIFFERENCES

In France most of the people want to have a very long time for lunch. In Britain it doesn't seem to be important because people take a cup of tea and a very quick sandwich and it's OK.

Another very surprising thing for the foreigner is the way the people obey the law – you seem to have much more discipline than in France, and you respect the police much more than we do. For instance, people park their car everywhere, and they know it is forbidden but they do it – in Britain people don't do that. In England it's easier to feel alone, people don't bother you, don't look after you or worry about you so much, so it's easy to get sort of, to get lost or to hide away here. When you're in the United States people want to know who you are, they tend to speak to you, to find out who you are, what you're doing. Yes, one thing I should mention is that the United States is I think a much more exciting place to be than England, but there is a drawback and that is, you do have this sense of danger in the United States, especially in big cities, that you don't get so much in England or Britain as a whole. You feel safe in England. Japanese houses are really small and people live close to each other, and there aren't so many parks, there aren't so many places where you can play when you are little, and it's very difficult for people to relax. Japan is quite safe, and you can leave your handbag behind when you leave the room without being really careful about it. But in Britain you really have to keep eye on your handbag when you leave the room, and you have to

take it with you when you leave.

Task I. Translate into English and discuss:

Деловой этикет в некоторых странах Азии

Китай и страны с преобладанием китайского населения.

Китайское население абсолютно преобладает в Китае, на Тайване, в Сингапуре и Гонконге. В ряде других стран Юго-Восточной Азии также проживают большие и экономически активные группы китайцев. Национально-психологические особенности китайцев заметно проявляются в области деловых отношений, в частности в переговорных процессах. В этих странах большое значение придается соблюдению правил делового этикета, поэтому знание особенностей местной культуры общения может быть положительно оценено китайскими партнерами. Вот основные элементы **китайского** делового этикета:

- необходимо избегать ситуации, в которой вы можете поставить китайца в неловкое положение в присутствии его соотечественников. Когда критика неизбежна, выскажите ее с глазу на глаз. Можно также воспользоваться услугами посредника, особенно если речь идет о человеке с высоким социальным статусом;
- нельзя подрывать авторитет старшего по положению китайца, обращаясь в его присутствии с вопросом к его же подчиненному;
- считается корректным как можно быстрее отвечать на все запросы, предложения, переписку и приглашения. По меньшей мере немедленно высылать сообщения о том, что вы ответите в ближайшее время. Одна из самых распространенных жалоб китайских партнеров – это медлительность, с которой западные компании отвечают на их просьбы и заявки;
- не рекомендуется пропускать ритуалы и протокольные мероприятия. Совместные банкеты, приемы и прочее создают более тесные отношения, столь важные для китайской деловой практики. Рекомендуется на любое подобное мероприятие приходить с подарком (неплохим

подарком для большинства ситуаций может быть корзина с фруктами или бутылка вина). Запакованные подарки не принято распаковывать до ухода гостей, что прямо противоположно принятому у нас обычаю. На свадьбу, день рождения или похороны принято дарить небольшую денежную сумму в конверте (в красном – для живущих, в белом – по случаю кончины);

- обязательный атрибут деловых отношений в китайском обществе – обмен визитными карточками. Рекомендуется иметь визитные карточки, отпечатанные как на английском, так и на китайском языке;
- китайцы при обращении ставят фамилию на первое место. В западной практике, напротив, фамилию часто ставят на второе место, что может создать путаницу. Если вы только что познакомились с китайцем, зовите его (ее) по фамилии. Некоторые китайцы, постоянно имеющие дело с Западом, берут себе второе имя на западный манер, например Брюс Ли, Джекки Чан;
- одежда и внешность в китайском обществе значат значительно больше, чем на Западе, особенно на деловых встречах и протокольных мероприятиях. Традиционная деловая одежда - консервативный серый или темно синий костюм, строгий галстук, белая рубашка и черные или синие ботинки;
- на банкетах и приемах к столу подается рисовое вино (шаосинь), которое полагается пить после тоста. При этом бокал держат в правой руке, поддерживая ее левой. Согласно китайскому этикету, почетный гость первым пробует новое блюдо и встает из-за стола.

(Максимов А. Бизнес и “китайские церемонии”
// Азия и Африка сегодня. – 1991. – №10. – С. 35.)

Особенности общения с представителями деловых кругов **Японии**. Японцы предъявляют особо жесткие требования к этике делового общения. Как и китайцы, они тщательно придерживаются правила появляться на службе и протокольных мероприятиях в строгом деловом костюме. Главные требования

к одежде – опрятность, аккуратность и даже некоторая педантичность. Во время переговоров, как правило, пиджаки не снимают и галстуки не распускают. Особое значение в Японии имеют чистые носки без дыр: в дом или традиционный японский ресторан принято входить без обуви. Японцы ценят основательность и стремятся к более тесным, доверительным отношениям с партнерами. На них благоприятное впечатление производит внимание к делам их фирмы. Важным атрибутом установления доверительных отношений могут быть подарки и сувениры. Согласно японскому этикету, во время первой встречи подарки дарят хозяева, а не гости. Первые деловые контакты в Японии невозможны без обмена визитными карточками, которым придается важное значение. Как и при общении с китайскими партнерами, желательно, чтобы карточка была отпечатана на двух языках (английском и японском). При контактах в составе делегаций обмен визитными карточками идет строго по субординации. Нарушение субординации — равносильно оскорблению.

Японцев нужно всегда называть по фамилиям, добавляя неизменное “сан” (господин), например, Канэко-сан, Такэсита-сан. Обращение по именам и иная фамильярность в общении не приняты. Особенность ведения переговорных процессов с японскими партнерами – детальное рассмотрение всех, в том числе и маловажных на первый взгляд вопросов. Дискуссии, как правило, проходят медленно и с паузами, которые устраивают японцы для устранения расхождения мнений в своем кругу. Любое проявление нетерпения или нервозности при этом расценивается японцами как признак слабости и несоблюдение этикета. Продолжением переговорного процесса можно считать достаточно откровенные и раскованные беседы во время совместного посещения увеселительных заведений. В ресторанах и барах обычно обсуждаются те же вопросы, что и за столом переговоров. “В Японии, где традиции “ресторанной политики” отточены временем и доведены до совершенства, практически все сделки совершаются в подобной неформальной обстановке. В ходе официальных встреч их, как правило, только фиксируют. Многие западные бизнесмены (и все японские) избегают

делать неожиданные предложения или корректировать ранее достигнутые договоренности за столом переговоров. Если инициативы будут официально отвергнуты, партнер “потеряет лицо”, что может повредить его репутации и дальнейшему ходу диалога. Поэтому безопаснее сделать это как бы невзначай в неформальной обстановке. Японцы на следующий день как ни в чем не бывало возвращаются к столу переговоров, где по ролям разыгрывают спектакль с выдвижением уже согласованного в ресторане предложения. Таковы общепринятые правила игры”.

(Головнин В. Азбука делового этикета
// Эхо планеты. – 1991. – №47. – С. 30.).