

Investice do rozvoje vzdělávání



Let's talk about business

Učební texty k seminární výuce „Obchodní angličtina“

ÚVOD

Tyto učební texty předpokládají u studentů jak dobrou znalost gramatiky, tak i základní orientaci ve slovní zásobě obchodní angličtiny.

Jsou sestaveny tak, aby kombinovaly obecně vzdělávací funkci (tj. přinášejí informace o vybrané problematice) s rozšiřováním slovní zásoby a prohlubováním schopnosti aktivně získané znalosti používat.

Řazení jednotlivých témat je zvoleno tak, aby zhruba odpovídalo logické posloupnosti činností, s nimiž studenti přijdou do styku po ukončení studia (hledání zaměstnání, příprava životopisu, jednání, komunikace, řízení projektů, fúze a akvizice, poradenství, soukromé podnikání apod.). Nechybí ani kapitola věnovaná Evropské unii a klíč ke cvičením.

Pro zvýšení praktické použitelnosti textů jsou vedle cvičení a základní slovní zásoby v textech uvedeny také odkazy na užitečné zdroje informací o probíraných tématech (stránky na internetu, knihy apod.)

Součástí učebních textů je rovněž CD se slovníkovou částí, rozdělenou na ekonomickou slovní zásobu a slovní zásobu z oblasti zemědělství.

PhDr. Marie Koubová, 2010

OBSAH

JOB SEARCH1

CURRICULUM VITAE.....3

JOB DESCRIPTION5

MEETINGS.....8

WORK11

DECISION MAKING13

COMMUNICATION16

PROJECT MANAGEMENT20

MERGERS AND ACQUISITIONS.....22

LOSING YOUR JOB.....24

STARTING BUSINESS.....25

CONSULTING.....29

EUROPEAN UNION32

BIBLIOGRAPHY35

KEY36

JOB SEARCH

Job search (job hunting or job seeking) is the process of looking for employment, due to **unemployment** or discontent with a current position. The immediate goal of job seeking is usually to obtain a **job interview** with an employer which may lead to getting hired. The **job hunter or seeker** typically first looks for **job vacancies** or employment opportunities.

Common methods of job hunting are:

- using a job search engine
- looking through the classified advertising in newspapers
- using a private or public **employment agency** or recruiter
- finding a job through a friend or an extended business network

Another recommended method of job hunting is to use **cold calling** or emailing to companies that one desires to work for and inquire to whether there are any job vacancies.

UNEMPLOYMENT

Eurostat, the statistical office of the European Union, defines unemployed as persons aged 15 to 74 who are not working, looked for work in the last four weeks, and are ready to start working within two weeks (this complies with standards of International Labour Organisation).

JOB INTERVIEW

A job interview is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the job.

JOB HUNTER/JOB SEEKER

Someone who does not have a job and is looking for one.

JOB VACANCY

*A job that is available for someone to start doing; **vacancy for:** We have no vacancies for sales managers at the moment.*

EMPLOYMENT AGENCY

A business that makes money by finding jobs for people.

Job centre: a place where jobs are advertised and training courses are provided for people who are looking for work (especially in the UK)

COLD CALLING

A process of approaching prospective employers (but also customers or clients), typically via telephone, who were not expecting such an interaction. The word "cold" is used because the person receiving the call is not expecting a call or has not specifically asked to be contacted by you.

Read the following job advertisement. Does it include all necessary information?

ASSOCIATE AGENT/INSURANCE SALES

Swap cold calls for hot leads! A Local Nationwide Insurance Agency is growing and we need an experienced sales professional to sell life insurance products. Qualified candidate must be self-motivated, be an effective closer and have excellent customer service skills. You should also have to be able to obtain Life&Health Sales License.

JOB SEARCH

application form	žádost o místo
apply for st.	ucházet se o něco
competence	schopnost, kvalifikace
discontent	nespokojený
dismiss from	propustit ze zaměstnání
fire	vyhodit ze zaměstnání
lay-off	dočasná nezaměstnanost
intern	stážista
notice	výpověď, dát výpověď
job interview	pracovní (přijímací) pohovor
bad-mouth	pomlouvat
questionnaire	dotazník
recruiting firm	personální agentura
outplacement	převedení do jiného zaměstnání
weird	zvláštní, podivný, výstřední

HAVE YOU EVER HEARD OF EGOSURFING???

Read the text and fill in the missing words.

Today, people searchingjob are advised not only..... google the names of the people or companies they want to work....., but also to look themselves on the internet. This process is called „egosurfing“ and it is a good way how to save yourself embarrassing questions during the interview resulting the fact that somebody namedyou has rather weird sense of humour.

TRICKY INTERVIEW QUESTIONS AND HOW TO ANSWER THEM

To get the job you need not only to apply for it and send your CV but also to pass the interview. Some of the questions during the interview might be a bit tricky. Read the tips below and then try to prepare your own answers to each of these questions.

For more tricky Q&As - see <http://jobsearch.about.com/od/interviewquestionsanswers/a/interviewquest.htm>

Who was your best/worse boss?

- ▶ I've learned from the good ones, what to do, from the challenging ones - what not to do.
- ▶ Early in my career, I had a boss who helped me a great deal. But honestly I learned something from each boss I've had.

Why Are You Leaving Your Job?

Regardless of why you left, don't speak badly about your previous employer. The interviewer may wonder if you will be bad-mouthing his company next time you're looking for work.

- ▶ There isn't room for growth with my current employer and I'm ready to move on.
- ▶ I was laid-off from my last position when our department was eliminated due to corporate restructuring.
- ▶ I'm relocating to this area due to family circumstances and left my previous position in order to make the move.
- ▶ I'm looking for a company where I can contribute and grow in a team-oriented environment.

Why were you fired?

- ▶ My competencies were not the right match for my employer's needs but it looks like they'd be a good fit in your organization.
- ▶ After thinking about why I left, I realize I should have done some things differently. That job was a learning experience and I think I'm wiser now. I'd like the chance to prove that to you.

What are your salary expectations?

When interviewing for a new position, do not bring up compensation until the employer makes you an offer.

- ▶ My salary requirements are open based upon the position and the overall compensation package.
- ▶ I would like to know more about the responsibilities and the challenges of the job prior to discussing salary.

Another option is to give the employer a salary range based upon the salary research you've done up front.

CURRICULUM VITAE

A curriculum vitae or CV provides an overview of a person's life and qualifications. The CV is typically the first item that **a potential employer** encounters regarding the job seeker and is used **to screen** applicants, often followed by an interview, when seeking employment.

In the European Union, there has been an attempt to develop a standardized CV model known as Europass. It is **promoted** by the EU to ease skilled migration between member countries. The Europass CV system is meant to be just as helpful to employers and education providers as it is to students and job seekers. It was designed to help them understand what people changing between the countries have to offer, whilst overcoming linguistic barriers. The Europass documents also provide **recognition** for **non-accredited learning** and work experience.

SOME TIPS HOW TO PREPARE YOUR CV

Motto: If you are applying for a job as an English teacher don't send in an application in Finnish.



Zdroj: sxc.hu

Job seekers do themselves a **disservice** when they send out CVs with too much information. Employers usually don't have the time (and the patience) to sift through irrelevant information like your hobbies, interests or how many wives you had. The golden rule is - stick to the basics!

GOOD THINGS TO DO

A CV WITHOUT MISTAKES AND TYPOS

Most employers assume that if you send out a résumé littered with typos and mistakes, you'll have the same lack of concern for the work at their company. Though spell check is good and can pick up most errors, do not trust it 100 percent and ask somebody else to read the CV, too.

SEND YOUR CV IN A CORRECT FORM

Guess who wants to look at your résumé printed on fluorescent paper, covered in crazy symbols and exotic fonts? Nobody! Similarly, avoid using links to personal web sites or your photo-sharing site, as well as strange or funny e-mail addresses. More employers are likely to respond to pbrosnan@email.com than to careadamaboutjob@email.com.

SEND A CV WITHOUT YOUR PHOTO AND PERSONAL ATTRIBUTES

Unless specifically asked for (which is quite rare), don't include your photograph as your looks are irrelevant to your potential employer. The same applies to your height, weight, age, race or religion - they are all unimportant to an employer.

BE POSITIVE

Never include any negative information on your résumé. Leave out reasons for leaving (it is better to explain during an interview, and only if asked). Never write anything bad about a previous employer. Keep your résumé positive!

Potential employer - potenciální zaměstnavatel

Screen - (zde) vybírat

Promote - podporovat, propagovat

Recognition - uznání (neakreditovaného vzdělání)

Disservice - špatná (medvědí) služba

FOR MORE INFORMATION

<http://www.europass.ie/europass/>

<http://jobsearch.about.com/od/cvsamples/a/blsamplecv.htm>



CURRICULUM VITAE

Here you have a template of Europass CV. Read the instructions and fill it in. Practice makes perfect!



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)

Address(es)

Telephone(s)

Fax(es)

E-mail

Nationality

Date of birth

Gender

Desired employment / Occupational field

Work experience

Dates Add separate entries for each relevant post occupied, starting from the most recent. (remove if not relevant, see instructions)

Occupation or position held

Main activities and responsibilities

Name and address of employer

Type of business or sector

Education and training

Dates Add separate entries for each relevant course you have completed, starting from the most recent. (remove if not relevant, see instructions)

Title of qualification awarded

Principal subjects/occupational skills covered

Name and type of organisation providing education and training

Level in national or international classification

Personal skills and competences

Mother tongue(s) **Specify mother tongue** (if relevant add other mother tongue(s),

Other language(s)

Self-assessment

European level (*)

Language

Language

Understanding

Listening

Reading

Speaking

Spoken interaction

Spoken production

Writing

(*) [Common European Framework of Reference for Languages](#)

CURRICULUM VITAE



Social skills and competences Describe your competences and indicate where they were acquired

Organisational skills and competences Describe your competences and indicate where they were acquired

Technical skills and competences Describe your competences and indicate where they were acquired)

Computer skills and competences Describe your competences and indicate where they were acquired

Artistic skills and competences Describe your competences and indicate where they were acquired

Other skills and competences Describe your competences and indicate where they were acquired

Driving licence State here whether you hold a driving licence and if so for which categories of vehicle

Additional information Include here any other information that may be relevant, for example contact persons, references.
(Remove heading if not relevant, see instructions)

Annexes List any items attached. (Remove heading if not relevant, see instructions)

JOB DESCRIPTION

A job description is a list of the general tasks, or functions, and responsibilities of a position.

It should include information such as:

- to whom the person **reports**;
- specifications such as the qualifications needed by the person in the job;
- salary range for the position, benefits (compensation type, hourly or salary, and amount. Standard benefits and any **fringe benefits** associated with the position);
- **job title** (a specific designation of a post within an organization);
- **job duties** (other term: tasks performed) - ie. description of each essential duty or responsibility which comprises the employee's functions;

JOB DESCRIPTION - CEO

Fill in missing words in a text describing the primary responsibilities of CEO using the list of words below the exercise.

PRIMARY RESPONSIBILITIES

- Develop a plan to advance the company's and objectives and to promote revenue, profitability, and as an organization.
- Oversee company operations to insure production, quality, service, and management of resources.
- Plan, develop, and implement strategies for generating resources and/or for the company.
- Identify..... and merger opportunities and direct implementation activities.
- Approve company operational procedures, policies, and standards.
- Review reports and financial statements to determine progress and status in attaining objectives and revise objectives and plans current conditions.
- Evaluate of executives for compliance with established policies and objectives of the company and contributions in attaining objectives.
- Represent the company at legislative sessions, committee meetings, and at formal functions.
- Promote the company to local, regional, national, and international constituencies.
- Build a network using personal contacts, direct mail, special events, and foundation support.
- Present company report at Annual Stockholder and meetings.
- Direct company planning and committees.
- foreign operations to include evaluating operating and financial performance.

*performance revenues strategic oversee mission growth Board of Director efficiency
cost effective activity in accordance with fundraising policy-making acquisition*

VOCABULARY

to whom the person reports - kdo je přímý nadřízený
fringe benefit - sociální výhoda
job title - pracovní zařazení
job duty - pracovní povinnosti (prováděné úkony)

FOR MORE INFORMATION

Free samples of job descriptions:
http://humanresources.about.com/od/jobdescriptions/Job_Descriptions_Free_Samples_Examples.htm

USEFUL PHRASES

JOB APPLICATION

- I would like to apply for the position of....
- I am replying to your advertisement of July 7, 2010 in MF Dnes for the post of....
- I am enclosing my CV for the position of....
- I would like to know if you might have a vacancy in your..... for a....
- I am applying for the position you are offering because I would like to learn new skills....
- I hope you will give my application a favourable consideration
- Kindly let me know if you would like me to supply any further details.

ŽÁDOST O ZAMĚSTNÁNÍ

- Rád bych se ucházel/a o místo.....
- Odpovídám na Váš inzerát ze 7.7. 2010 v MF Dnes na místo.....
- Přikládám svůj životopis k žádosti o místo....
- Chtěl/a bych vědět, zda nemáte náhodou volné místo ve vaší/vašem na funkci....
- Ucházím se o vámi nabízené místo, protože bych se chtěl/a naučit nové dovednosti...
- Doufám, že moji žádost posoudíte příznivě.
- Sdělte mi laskavě, zda bych měl/a doplnit ještě nějaké další podrobnosti.

EMPLOYMENT

- Who do you work for?
- What is your job?
- Where are you employed?
- How long have you been with this company?
- What is your position?
- Which department do you work in?
- I am head of sales.
- I am in the business.
- I have been with XXX for
- I work as a sales manager.
- I work for DT company.
- I work in retail.
- I have been working here for.....
- I am in charge of...
- I cooperate with...
- I am responsible for....
- I manage.....
- I deal with.....
- I sell
- I supervise.....
- I handle....

ZAMĚSTNÁNÍ

- Pro koho pracujete?
- Jaké máte zaměstnání?
- Kde jste zaměstnán/a?
- Jak dlouho jste u této společnosti?
- Jaké je Vaše postavení?
- V kterém oddělení pracujete?
- Jsem vedoucím prodeje.
- Pracuji v oboru.
- Ve společnosti xxxx jsem již
- Pracuji jako obchodní manažer
- Pracuji u společnosti DT.
- Pracuji v maloobchodě.
- Pracuji zde již....
- Vedu (mám na starosti)...
- Spolupracuji s
- Zodpovídám za....
- Řídím....
- Jednám/zabývám se....
- Prodávám...
- Dohlížím na
- Zpracovávám....

WERE YOU FIRED, LAID-OFF OR MADE REDUNDANT?

Fire (vyhodit z práce) - to remove an employee from the job, typically for reasons such as poor work quality or disagreeable behavior.

Lay-off (propustit) - to suspend or terminate an employment (with or without notice) by the employer or management. Layoffs are not caused by any fault of the employees but by reasons such as lack of work, cash, or material. Permanent layoff is called **redundancy**.



MEETINGS

HOW TO PREPARE A SUCCESSFULL MEETING

The answer is very simple. If you want to have a successful meeting you must have a well-prepared agenda. It is a key tool that serves many purposes: it prevents misunderstandings, allows participants to prepare and also helps to keep control of the process.

TO DOs

- ▶ **List the names of attendees (do not forget to include apologies for absences).** It is good for the people to know who will be at the meeting.
- ▶ **Include a special heading to monitor the implementation of decisions made during the previous meeting.** It puts some pressure on participants to really do what they promised, too.
- ▶ To keep the meeting under control **set a time limit for the discussion.** It will help people stay focused.
- ▶ **Order the items on agenda in logical sequence.** It may happen that you will need to get a decision on /approval of one thing before you can discuss another. (If no logical sequence is required, try to offset the difficult or controversial items by easy ones)

NOT TO DOs

- ▶ **Assume that the participants know all the details of every heading and include necessary information.** When you write „New furniture“, not everybody will realize that you want to buy a new furniture for the office. Some might think that you are mentioning the furniture recently bought for your branch office.
- ▶ **Leave the heading without stating the name of the person responsible for introducing the heading and without identification the type of activity** (it may be st. like this: Proposal to purchase a new furniture. Responsible: Petr Kovář - decision).
- ▶ **End without one or two easy items everybody will agree to.** The truth is that it is always good to finish on positive note.

The best meeting times are 9.00 a.m. and 3.00 p.m. - before people are immersed in daily work or after they have shaken off the grogginess from lunch.

BUSINESS ETIQUETTE

In today's increasingly global business environment, it pays to be aware of the international rules of etiquette. While nobody forgets to conduct extensive research around foreign operating standards, economic conditions, political environment, etc, many of us easily overlook other important factors, such as the traditions, customs and etiquette of the host nation.



Remember that knowing when to hand out business cards, when to accept a gift, and what to order at dinner is not less important than knowing all

about your business. A great resource is www.executiveplanet.com.

By selecting your destination country you'll get an overview of what you can and what you must not do, you will learn the appropriate corporate etiquette and get tips and hints how to conduct business in specific areas of the world.

Use the template of the agenda and try to prepare an agenda for the kick-off meeting of the team.

Meeting Title

MINUTES

[MEETING DATE]

[MEETING TIME]

[MEETING LOCATION]

MEETING CALLED BY	
TYPE OF MEETING	
FACILITATOR	
NOTE TAKER	
TIMEKEEPER	
ATTENDEES	

Agenda topics

[TIME ALLOTTED]

[AGENDA TOPIC]

[PRESENTER]

DISCUSSION		
CONCLUSIONS		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

[TIME ALLOTTED]

[AGENDA TOPIC]

[PRESENTER]

DISCUSSION		
CONCLUSIONS		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

note taker - zapisovatel
agenda - pořad jednání
conclusion - závěr
topic - téma

timekeeper - časoměřič
time allotted - čas vyhrazený danému bodu
action items - body k vykonání
item - bod/položka na programu jednání

MEETINGS

In most meetings of hierarchical organizations run by conventional methods, the manager with the most authority and decision-making power is generally the **chairperson**. This manager controls how the meeting proceeds, **deals with the conflict** between participants/**subordinates**, talks more than anyone else, and is responsible for making all final decisions.

The big trouble is that the manager **attempts** to play too many roles at one time. It is like trying to be referee and scorekeeper as well as a captain of the soccer team. No matter how experienced, efficient, and smart he is, a manager cannot do a good job filling all these important and conflicting positions at once.

The key to solving these problems is to separate a process role (often played by the manager as chairperson) from the power or decision-making role. The manager maintains his/her involvement in the issues and responsibility for making decisions and delegates all the procedural functions to another person - the facilitator.

The facilitator is a meeting chauffeur. Neutral and nonevaluating, the facilitator is responsible for making sure the participants are using the most effective methods for **accomplishing** their tasks in the shortest time. The manager, as decision maker, participates fully in the meeting, fights for his/her ideas, sets **constraints**, and does not **give up** any power or responsibility.

WHAT ARE THE FIVE INGREDIENTS OF AN EFFECTIVE MEETING?

Read the statements below and select five you consider true

- A person who does all the talking.
- A common focus on content
- A person responsible for maintaining an open and balanced flow of conversation
- A person responsible for protecting individuals from personal attacks
- Clearly defined roles and responsibilities of everyone present at the meeting.
- A person determining who will speak and how the meeting is to proceed
- A boss that runs the whole meeting and supervises content, process and hidden agenda of participants.
- Clearly defined and agreed upon roles and responsibilities of everyone present at the meeting.
- A common focus on process.
- A secretary who takes care of minutes, agenda, time schedule, materials and refreshment.

VOCABULARY

attempt - pokus, pokoušet se, usilovat o
accomplish - docílit, dokázat, dosáhnout, splnit
chairperson - osoba, která řídí schůzi, předseda
common - společný, též běžný, obvyklý
constraint - překážka, omezení
deal with - zabývat se něčím, postarat se o
give up - vzdát se, upustit od něčeho
maintain - udržovat
responsibility - odpovědnost
subordinate - podřízený

FOR MORE INFORMATION

BOOKS:

How to make meeting work: *Michael Doyle, David Straus*, Jove Books, New York, ISBN: 0 -515 -09048-4

The Project Meeting Facilitator: Facilitation Skills to Make the Most of Project Meeting, *Tammy Adams, Janet A. Means, Michael S. Pivey*, Wiley & Sons, ISBN 978 -0 - 7879-8706-0

WORK

Will you be able to talk about various aspects of your current job or the job you would like to have? Read the following e-mail where Martin explains the type of job/work he would like to have and complete it with either „work“ or „job“.

Komu (To): ben.holt@saltypines.ca

Předmět: mv job

Text emailu:

Hi Ben,

thank you for your offer. The problem is that I don't want a part-time..... I want tofull-time. I am prepared to wait for the rightand do some voluntary.....for a while. For sure, I want more.....satisfaction than I have now. Sasha said I should try the internet as there are many pages specialized insearch. I have already prepared my profile to post it there. As you are an experienced HR specialist, could you please have a look at it? I will send it in a separate e-mail.

Thanks a lot,
Martin

Potvrdit přečtení

Zrušit Uložit rozeepsaný Odeslat email

THIS IS THE DRAFT OF MARTIN'S PROFILE. AS HE WAS NOT SURE OF SOME EXPRESSIONS HE LEFT THEM OUT. CAN YOU COMPLETE THE TEXT? USE THE LIST OF WORDS BELOW.

I am an experienced banking expert with five years's a) **hands-on**.....at a global commercial bank. I can offer a successful b).....**record** in corporate banking segment. Also, I have c) **in-depth**.....of European and American banking regulation.

I can demonstrate d) **proven**in the area of investment property loans and mortgages. My excellent e)**skills** allow me to communicate at all levels of an organization. As I have spent 5 years in USA, I speak English with f) **near-native**..... In addition, I have a strong g)**background** in banking history, which helps me to understand market developments in context.

Academic

interpersonal

track

ability

experience

knowledge

proficiency

WORK

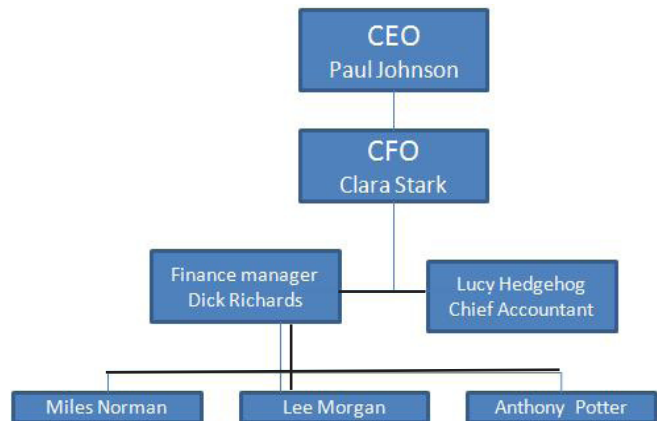
Martin has been finally offered a job he likes. Do you want to know more about his new employer? Then complete the missing vowels and you will have a general idea about Martin's new company.

It is a top level management consulting firm with h__dq__rt__rs in New York, USA. It has seven s_b__di__r__ in Europe, and one in Asia. It has seven specialized br_nch_s in South America. It has 56_ff_c_s in 25 c__ntr__s of the world.

At the new company Martin should learn soon who does what. In Martin's company it is quite simple.

Paulthe company.
He.....a lot of work to Clara. She.....to Paul every month. Miles, Lee and Anthony directly under Dick. Miles, Lee and Anthony are Dick is their direct line..... They are his.....

delegate co-workers report manager run work subordinates



After some time Martin writes a new e-mail to Ben informing him about his new job and conditions. Some of the expressions are not correct. Can you find them?

Dear Ben,

I apologize for the gap in our correspondce but I have got the job, finally. I must tell you, it is a great job. Not only have I a high salary but I get alot of benefecials and a generous expensives account for business trips, too.

I also earn provision for getting new customers and at the end of the year, I will get a bones, too.

As far as the conditions are concerned I have flexihours and as it is sometimes hard to concentrate in the open-design office I can homework. The only disadvantage is I can't take any days free during my three-month probate period.

MORE INFORMATION ABOUT ORGANIZATIONAL CHARTS

Organization charts are typically used to show people the intended structure of the organization. It is supposed to reflect the power structure of the company. Often, it only reflects the responsibility structure. The charts typically are pyramidal in shape. They show the person in charge at the top. Below them are clustered their subordinates, usually in progressively smaller boxes. Usually, individuals shown on the same horizontal level in the Org Chart are perceived to be „peers“ within the organization.

Source: <http://management.about.com/cs/generalmanagement/a/OrgCharts.htm>

DECISION MAKING

How good are you in decision making? Look at the questions below and make your decision. Then compare your answers with the comments.

Question 1: Your friend tossed the coin ten times and it always landed on heads. Now he asks you to place Euro 100 on the next choice. What do you choose - heads or tails?

Question 2: Think of the nuclear accidents that happened in the past. On scale of 1 (not at all) to 10 (totally) how much would you support building a nuclear power plant close to the place you live?

COMMENTS

The reasons why we make bad decisions are various. One of them is that we use poor criteria, for ex. our own experience or the **rules of thumb**. But be careful these are not the good ones. Why? Take the first question. What did you decide to go for - **heads** or **tails**? If you asked your friends many of them would intuitively choose tails. The truth is that the probability of heads to tails is 50 : 50! Another reason of our bad decisions is that we use wrong information or we give false importance to what we see as significant data. Also, we are not objective - this is the case of the second question. Many of us would decide based on personal values and **bias**, not on objective criteria (the risks, health protection measures etc.).

HOW TO MAKE EFFECTIVE DECISIONS

Phase 1: Decide to decide. This is the moment when you recognize that a decision needs to be taken to achieve certain goal.

Phase 2: Collect and evaluate information: To make an effective decision you need reliable information in the amount providing good insight. Also, it is important to set clear and relevant criteria for evaluation.

Phase 3: Decide on an option. There is a number of decision-making tools that will help you compare the advantages and disadvantages of different options (PMI, Pareto analysis, etc.). Based on these tools and your gut feeling you can select the best option.

Phase 4. Implement the decision. Once you decide it is absolutely necessary to motivate yourself and others to accept the consequences of your decision and support it with necessary actions. Remember: the secret is effective decision makers is that they explain the reasons and positive intentions behind their actions, describe the benefits for affected entities and have communication skills and mental capacity to manage conflict.

Phase 5: Evaluate the decision. Analyse the extent to which your decisions achieve their goals. If you decision was not successful try to find out, what was the reason.

For more problem-solving tools- see: http://www.mindtools.com/pages/main/newMN_TED.htm

VOCABULARY

rule of thumb - pravidlo získané zkušeností

heads - panna (na minci)

tails - orel (na minci)

bias - náchyllost, předpojatost

commitment - závazek

faced with st. - čelit čemu, být konfrontován s čím

gut feeling - tušení, instinkt

implement st. - realizovat, uskutečnit

proceed - postupovat

rely on st. - spoléhat se na něci

tool - nástroj

consequence - následek

intention - úmysl

achieve - dosáhnout, splnit

timeframe - časový rámec

DECISION MAKING

ALTERNATIVE DECISION MAKING METHODS AND THEIR MOST PROBABLE OUTCOMES

DECISION-MAKING METHOD	OUTCOME
<ul style="list-style-type: none"> RIOT STRIKE PROTEST 	LOSE/LOSE
<ul style="list-style-type: none"> MAJORITY VOTE EXECUTIVE DECISION ARBITRATION JURY TRIAL COLLECTIVE BARGAINING 	WIN/LOSE
<ul style="list-style-type: none"> COLLABORATIVE PROBLEM SOLVING LEADING TO CONSENSUS 	WIN/WIN

For more information: Decision-making : exchange of good practices / European commission. -- Luxembourg : Office for official publications of the European communities, 2007. -- 53 s., ISBN 978-92-79-05646-8

How to Find a Win/Win Solution

The way the organization chooses to make decisions has significant *impact* on the quality of its decisions. Most *decision-making techniques* produce either *win/lose* or *win/win* decisions - as shown in the following example: A group of four friends has been split for years by an argument where to spend vacation. Two of them love sea and want to spend summer on the beach. The third one is a mountaineer and longs for the mountains. The fourth does not feel strongly one way or the other. Being tired of paying high summer rentals they finally decide to invest in their own summer quarters, but they have to decide where. They have several options how to do it. Read them and decide which one is a win/win solution.

WIN/WIN

WIN/LOSE

1. **Majority vote**
2. **One person appointed to decide.**
3. **Consensus** (not a compromise)

EXPLANATION

1. Majority vote

First two vote for the shore. The third for mountains, and the fourth abstains. The first two won. The third has lost. He could make life miserable for the rest of the group if he is dragged off to the shore every summer (win/lose).

2. One person appointed to decide

Obvious choice would be the fourth member who will be in danger of **alienating** at least one of the three other members no matter what he/she decides (win/lose)

4. Consensus

Instead of choosing between two unworkable alternatives they found new alternative - they decided to buy a camper and divide vacation between two locations. They found a solution everybody could accept without feeling that he/she was losing anything important (win/win).

TO MAKE A DECISION OR TO TAKE A DECISION?

In British English it is possible to *make a decision* or to *take a decision* (make is a little bit more common). On the other hand in American English it is possible to use only *make a decision*. The same rule does not apply to related terms - while *decision making* is widely used, *decision taking* is a highly unusual alternative. So now you can make your decision how to use „*make/take a decision*“.

DECISION MAKING

Each of us thinks and feels differently so it is natural that we make decisions in different ways. Read the definitions of four major decision-making styles and link them with their name. What type of a decision maker are you?

Task oriented, highly motivated when dealing with a challenge. Takes time to analyse the various possibilities in more detail.

Strong people oriented. Communicates easily and uses simple understandable messages. Consults with others, is open to suggestions and happy to compromise. Prefers looser sense of leadership. His/her goal is that everybody owns the decision that was made.

Task oriented, strong need for power, wants to feel that he/she controls the others. Prefers to keep things simple and pragmatic. Does not need much information to make a decision.

Strong need for achievement. People-oriented and less analytical. Collects data through talking to people, especially experts. Creative, looks for a concept bringing the best results in the long term.

ANALYTIC

BEHAVIORAL

CONCEPTUAL

DIRECTIVE


EXERCISE: WHICH TYPE OF DECISION MAKER WOULD SAY WHAT?

Look at the comments below and try to match them with the type of a decision maker.

1. As I see it we all agree that the third option is the most appropriate and will bring us the best outcome in the long term. Is that right?
2. Based on all the data we have collected it is clear that the last solution is by far the most logical.
3. I think we have discussed it sufficiently and have got a clear commitment from everyone. Can we agree to implement the first solution?
4. Implement this solution report back at the end of the next quarter.

Impact on - dopad na * decision-making techniques - způsoby rozhodování * win-lose decision - rozhodnutí, kde „vyhraje“ jen jedna strana * win-win decision - rozhodnutí, které jsou schopny přijmout obě strany, majority vote - rozhodnutí většinou hlasů * consensus - shoda. souhlas * alienate - zneprátnit, ztratit sympatie * outcome - výsledek * looser - volnější * own a decision - považovat přijaté rozhodnutí za své

COMMUNICATION



Gaining Organizational Buy-in for Strategy Execution
Create Awareness

Introducing Your Organization to Enterprise Strategy Execution

There's a time-honored expression that says "companies don't plan to fail; they fail to plan," meaning that even the brightest business minds can become so focused on growing the business that they lose sight of how they're going to make it happen. The reasons for it are many and varied, but most often point to a failure to align every employee at every level of your organization to the overall company vision.

Strategy Execution and Performance Management are the best methods to achieve this alignment.

These methodologies ultimately requires that every level of the organization – President, CEO, Business Unit Heads, other senior leaders, middle management and front-line employees – buy into the idea and be actively, continuously involved.

How do you achieve this buy-in? Each entity should be approached in different ways and at different points during deployment.

TELL ME MORE

- Educating Your Organization From Within
- Gaining Executive & Leadership Buy-in
- The Strategy Execution Evolution

SHOW ME

- View Demo
- How Active Strategy Can Help
- Case Studies
- White Papers

SIGN ME UP

- Live & Archived Webinars
- Email Updates

Receive

'Active under the p really cultu aligni energ the c and p the s direc

Quality & Manage

Read the advert above and select the correct definitions of a term „buy-in“ from the statements provided below .

Buy-in:

1. Buy-in occurs when a manager or a management team from outside the company raises the necessary finance, buys the company, and becomes the company's new management.
2. A process of lobbying for support of part of the influential group before suggesting an idea, arguing a case or submitting a report. (Often a synonym for commitment and dedication, too).
3. A significant aspect of players/participants accepting goals and direction from a coach or leader.
4. Buy-in occurs when every employee at every level is aligned to the overall company vision.

DO YOU UNDERSTAND CORPORATE TITLES?

CEO = chief executive office, **CFO** = chief financial officer, **CCO** = chief communications officer/ chief compliance officer/ chief creative officer, **COO** = chief operating officer, **CLO** = chief legal officer, **CAO** - chief administrative officer or chief accounting officer, **CISO** = chief information safety officer, **CMO** - chief marketing officer, **CHRO** - chief human resource officer, **CTO** - chief technical officer, **CDO** - chief data officer, **CNO** - chief networking officer, **CRO** - chief risk officer, **CPO** - chief procurement officer.

Did you know that ...

Sumner Murray Redstone (majority owner of the National Amusements theater chain) is the oldest CEO amongst Fortune 500 companies and was ranked #86 on Forbes magazine's list of the hundred richest people in the world in 2007, with an estimated worth of US\$ 9 billion?

COMMUNICATION

Poor or absent communication is one of our greatest enemies in the effort to gain buy-in, for ex. for the change in organization. Unfortunately, what often **passes for** good communication in companies is the **top-down reporting** of organizational changes. In this approach, the communication gets the form of reporting to employees and other **stakeholders** the actions the management proposes to take in order to realize the change. Usually it means that the management tells who, what, when, and where. It also gives short **shrif** to the why. This approach allows people to **draw their own conclusions** even if they have little real information on which to base these conclusions, lets them **speculate about** motives, and give them just enough information to encourage them to **invent** what they believe is the real story.

Read the article and decide:

- What is the inevitable outcome of this type of communication?
- In your opinion is this a widely used approach or a rarely used one?
- What would be your approach when communicating change to the employees?

Read the text, remove unnecessary words and correct mistakes

The opposite contrary of reactive communication is strategic communication, a process by which the leadership of an organization deliberately manages its communications proactively so that they are open, candid, and focused on the main and key issues.

All of the organization's actions are described and detailed as reasoned and logical responses to the forces of the marketplace in which the organization is operating and where it navigates.

And employees are regarded as the critical agents who needs information for their work and to collaborate in a form of a mutual cooperation with other in supporting a clear and known business vission.

FEEDBACK

Usually we tend to **give and receive feedback** only when something **goes wrong**. If it goes well, we **take it for granted**. But praising others is highly motivating and may bring better results.

So do not forget to include positive feedback in your daily work. You may use some of these statements:

I am very impressed with.... I am very pleased with.... I have seen a **marked** improvement..... Well done!
This was brilliant! You have done first-rate/first class job! I really appreciate your work.....

VOCABULARY

pass for - projít jako, považovat za...
top-down reporting - informování shora dolů (od nejvyšších míst po nejnižší)
stakeholder - zainteresovaná strana
give a short shrif - stručně/krátce se zmínit
draw a conclusion - vyvodit závěr, dojít k závěru
speculate about - spekulovat o něčem
give feedback - poskytovat zpětnou vazbu
receive feedback - přijímat zpětnou vazbu
go wrong - nedařit se
take for granted - považovat něco za samozřejmost
marked - výrazný

FOR MORE INFORMATION

WEISSMAN: Presenting to Win: The Art of Telling Your Story. Publisher: FT Press; 1st edition (March 3, 2003), Hardcover: 304 pages. ISBN 10: 0130464139.

Mathew McKay, Martha Davis and Patrick Fanning: Messages: The Communication Skills Book. New Harbinger Publications; 2nd edition (September 1995). ISBN 1572240229.

MCKENNA Powerful Communication Skills: How to Communicate with Confidence. New York: Barnes & Noble Books, 2004, 116 pages. ISBN 0-7607-4553-6.

COMMUNICATION

THE COMPLAINT

You held a workshop in a hotel. Unfortunately, everything there went unexpectedly wrong. The hotel did not supply any of the services you requested and did not reserve enough rooms so you had to send the participants home.

With the help of the words from the list try to complete the following letter of complaint. Note: you may need to use a related words (noun instead of the verb etc.)

I am writing to complain about what I regard as serious.....on your part. The fact you did not provide the services and accommodation we had ordered caused us considerable..... As you will understand, this is totally..... I had to make.....for a second seminar for my clients at a significant cost to both my company and the clients.

As a result, I expect.....from your hotel to cover my losses. This involves a full.....of my booking cost, as well as substantial damages. Anything less would be.....

You will find aof the total cost in the accompanying document. If I do not receive a reply from you by May 31, you will be hearing from my.....

accept
arrange
compensate
convenient
law
neglect
refund
sum
satisfy

MINUTES OF THE MEETING (that was held on the problems with the workshop)

report
cancel
register
send
offer
approve
make
demand
find

Mark..... on the problems with the hotel. The workshop had to be as the hotel did not provide the necessary equipment and accommodation for the participants. There were thirty participants.....

Next steps:

Samantha will.....out a personal letter of apology to every participant and willa free place on the next workshop. Boss will.....the terms and conditions of our offer.

Samantha willa formal complaint to the hotel andfull refund.

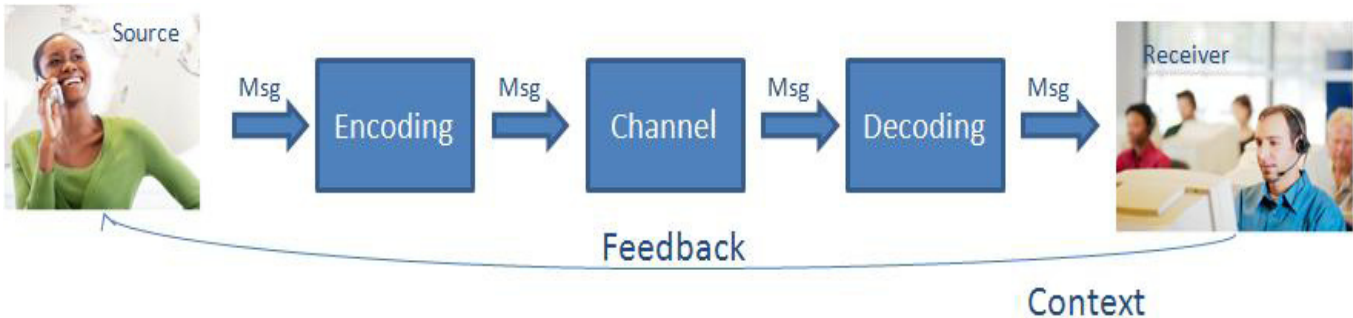
Mark will use his contacts in Manchester anda new venue.

COMMUNICATION

COMMUNICATION SKILLS

- Effective communication is all about conveying your messages to other people clearly and unambiguously. It's also about receiving information that others are sending to you, with as little distortion as possible.
- Doing this involves effort from both the sender of the message and the receiver. And it's a process that can be fraught with error, with messages muddled by the sender, or misinterpreted by the recipient. When not detected, it can cause tremendous confusion, wasted effort and missed opportunity.
- In fact, communication is only successful when both the sender and the receiver understand the same information as a result of the communication.
- By successfully getting your message across, you convey your thoughts and ideas effectively. When not successful, the thoughts and ideas that you actually send do not necessarily reflect what you think, causing a communications breakdown and creating roadblocks that stand in the way of your goals – both personally and professionally.

Problems with communication can pop-up at every stage of the communication process which consists of the **sender, encoding, the channel, decoding, the receiver, feedback and the context** (see the diagram below). At each stage, there is the potential for misunderstanding and confusion.



Read the description of each of the stage and fill in the correct letters.

Source...

You need to **be clear** why you're communicating, and what you want to communicate.

Encoding

It is the process of transferring the information into a form that can be sent and correctly decoded at the other end. The information has to be **conveyed** clearly and simply. It is vital to **anticipate** and **eliminate** sources of confusion (for example, cultural issues, mistaken assumptions, gaps etc.) and to know the audience.

Channel

Verbal channels: face-to-face meetings, telephone and videoconferencing and written channels such as letters, emails, memos and reports.

Decoding...

To decode you have to **take time to read** a message carefully and listen actively. The decoder should also have enough knowledge to understand the message.

Receiver

Individual member of your audience. Remember that each of these individuals enters into the **communication** process with ideas and feelings that will influence their understanding of your message, and their response.

Feedback

Your audience will provide you verbal and nonverbal reactions to your communicated message. **Pay close attention** to this feedback as this is the only indicator whether your audience has understood your message.

Context

The situation in which your message is delivered is the context. This may **influence** the surrounding environment or broader culture (corporate culture, international cultures, and so on).

„Every decoding is another encoding“ – David Lodge, Small World

PROJECT MANAGEMENT

WHAT IS PROJECT MANAGEMENT?

Project management is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives

WHAT IS A PROJECT?

A project in business and science is a collaborative enterprise, frequently involving research or design, that is carefully planned to achieve a particular aim. (*Oxford English Dictionary*).

WHAT ARE THE KEY FEATURES OF THE PROJECT?

Think of the projects you know or participated in and summarize key features of a project.

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

THE PROJECT CYCLE

The projects normally follow a number of phases. The Project Management Institute (PMI) is a global organization that aims to define standards for project work have defined the following five phases.



- | | | | | |
|--|---|---|--|---|
| <ul style="list-style-type: none"> ● A review of the project's scope and goals ● In line with the expectations of all stakeholders ● Detailed estimation of risk ● Recruitment of project team ● First discussion of roles and responsibilities | <ul style="list-style-type: none"> ● Detailed planning of intended outcomes ● Defined cost of required resources ● Created a work breakdown structure (who does what and by when) ● Detailed schedule with milestones | <ul style="list-style-type: none"> ● Producing deliverables - ie. planned outcomes according to the schedule ● Dealing with unexpected events | <ul style="list-style-type: none"> ● Run in parallel with execution of the project ● Supervision with the aim to minimize deviation from the original plan. ● Changes to scope, schedule, budget and roles - when necessary | <ul style="list-style-type: none"> ● Formal acceptance of the project deliverables by user or client ● Review of the project internally and externally ● Preparation of project closure document and project evaluation report |
|--|---|---|--|---|

FOR MORE INFORMATION:

Project Management Institute: www.pmi.org

International Project Management Association: www.ipma.ch

PROJECT MANAGEMENT

KEY TERMS AND PHRASES FOR THE PROJECT MANAGEMENT

BASICS

- ▶ Who is responsible for...
- ▶ When this will be delivered?
- ▶ How much time will it take?
- ▶ How much will it cost?

MISSION AND VISION

- ▶ The mission is to...
- ▶ The vision of the project is...
- ▶ At the end of the project, we will have ...

ROLES AND RESPONSIBILITIES

- ▶ Our main responsibility in the project is to...
- ▶ As a team, we all need to...
- ▶ One of our main tasks is to...

ORGANIZATION

- ▶ The project leader reports to the steering committee
- ▶ The project will consist of five initiatives (sub-projects)

BUDGETING

- ▶ We will need at least to FTEs to complete this project.
- ▶ We will need more resources to finish the project in time.
- ▶ Successfully completed project can save....
- ▶ We need two engagement managers working full-time on the project and two business analyst working part-time,

SCHEDULE

- ▶ The project is scheduled to be completed on...
- ▶ The project has four major milestones...
- ▶ We need to set the deadline
- ▶ The deliverable for the completed project consists of ...

RISKS

- ▶ One of the major risks of this project is...
- ▶ We have included a time buffer to be able to deal with the unforeseen problems.
- ▶ We have prepared a contingency plan...

COMMUNICATION

- ▶ We have selected two main delivery channels...
- ▶ This plan has to be announced to (sb) before (date).
- ▶ The progress review meeting is scheduled for every other week.

USEFUL TERMS

budgeting - plánování rozpočtu

contingency plan - plán pro mimořádné případy

deadline - závazný termín

deliverable - výsledek projektu

FTE (full time equivalent) -

plný pracovní úvazek

milestone - milník (ukončení části projektu)

mission - poslání, cíl

objective - cíl

steering committee - řídicí výbor

time buffer - časová rezerva

approval process - schvalovací proces

business requirements - obchodní požadavky

cost-benefit analysis - analýza poměru vynaložených prostředků k celkovému zisku

critical-path analysis - analýza kritické cesty

project champion - nejlepší člen projektového týmu

leverage - vliv

slippage - časový skluz

stakeholder - zainteresovaná osoba

work breakdown structure -

WBS - struktura rozdělení prací

be scheduled to do st. - mít

něco udělat podle plánu

interface - styčná plocha, styčné body

corrective actions - nápravné kroky, nápravná opatření

feasibility study - studie proveditelnosti, realizační studie

constraint - omezení, hranice

hold sb. accountable - činit

někoho zodpovědným

executive - výkonný, řídicí

project closure document -

zpráva o ukončení projektu

FOR MORE INFORMATION

A Guide to the Project Management Body of Knowledge (PM-BOK Guide) - an internationally recognized standard, that provides the fundamentals of project management.

<http://www.pmi.org/Marketplace/Pages/ProductDetail.aspx?GM-Product=00100035801>

MERGERS AND ACQUISITIONS

WHAT IS A MERGER?

In the pure sense of the term, a merger happens when two firms, often of about the same size, agree to go forward as a single new company rather than remain separately owned and operated. This kind of action is more precisely referred to as a „merger of equals.“ Both companies' stocks are surrendered and new company stock is issued in its place.

Can you think of some mergers in your country?

WHAT IS A CONSOLIDATION

The combining of separate companies, functional areas, or product lines, into a single one is called a consolidation. It differs from a merger in that a new entity is created in this case.

WHAT IS AN ACQUISITION

When one company takes over another and clearly establishes itself as the new owner, the purchase is called an acquisition. From a legal point of view, the target company ceases to exist, the buyer „swallows“ the business and the buyer's stock continues to be traded.

Acquisitions can be either friendly or hostile. Friendly acquisitions occur when the target firm expresses its agreement to be acquired, whereas hostile acquisitions don't have the same agreement from the target firm and the acquiring firm needs to actively purchase large stakes of the target company in order to have a majority stake.

One plus one makes three: this equation is the special alchemy of a merger or an acquisition. The key principle behind buying a company is to create shareholder value over and above that of the sum of the two companies. Two companies together are more valuable than two separate companies - at least, that's the reasoning behind M&A.

(Source: <http://www.investopedia.com/university/mergers/mergers1.asp>).

READ THE DEFINITIONS OF MERGER VARIETES BELOW AND COMPLETE THEM USING THE CORRECT WORDS

Horizontal merger - is a merger of two companies that are in _____ competition and share the same product lines and markets.

Vertical merger is a merger of _____ or a supplier and company (for ex. merger of a tetra-pack company and milk producer)

We talk about **market-extension merger** when two companies that sell the same products in _____ markets merge.

Product-extension merger is when two companies selling _____ but related products in the same market agree to join into a new company.

Conglomeration denotes a merger of two companies that have _____ business areas.

DIFFERENT * NO COMMON * A CUSTOMER AND COMPANY * DIFFERENT * DIRECT

MERGERS AND ACQUISITIONS

POST MERGER MANAGEMENT

Merger integration, or post-merger integration refers to the aspect of an organizational merger that involves combining the original socio-technical systems of the merging organizations into one such newly-combined system.

A major success factor for any merger or acquisition is that the post merger integration (PMI) of both companies is properly planned and executed.

The empirical studies indicate that one of every two PMI efforts fares poorly. What should be done to prevent this? Following are five critical success factors that executives must attain to lead their companies to M&A success.

Quickly establish the company's vision and values

Foster and ensure information-sharing

Communicate

Lead the leaders

Actively forge the culture

KEY STEPS FOR THE MERGER TO BE SUCCESSFUL

- ▶ Connection of two different corporate cultures
- ▶ Preparation of employees for change
- ▶ New organization chart, divided powers and responsibilities
- ▶ External and internal communication before, during and after M&A
- ▶ Talent management



"The benefits of this merger are compelling for the stockholders of both MCI and WorldCom -- powerful synergies and ownership in the best performing communications stock over the past decade. This merger is about growth -- value for stockholders, enhanced products and services for customers and new opportunities for employees,"

Bernard J. Ebbers

USEFUL TERMS

acquisition - akvizice

Corporate - podnikový

Corporate culture - podniková kultura (souhrn představ, přístupů a hodnot ve firmě všeobecně sdílených a relativně dlouhodobě udržovaných, které se tak osvědčily, že jsou chápány jako všeobecně platné. Noví členové organizace je mají pokud možno zvládat, ztotožnit se s nimi a jednat podle nich)

due diligence - proces komplexního poznání, zmapování, analyzování a interpretace informací o prověřovaném subjektu

forge - tvořit, vyvíjet

foster - podporovat

friendly acquisition - přátelská akvizice

hostile acquisition - nepřátelská akvizice

merger - fúze

PMM - post merger management - řízení post-akvizičního období

success factor - faktor úspěchu

talent management - řízení kariéry vybraných pracovníků

http://www.manda-institute.org/docs/m&a/towersperrin_02_Achieving%20Post-Merger%20Integration%20I.pdf

LOSING YOUR JOB

Why do workers get fired?

People can be fired from jobs for a variety of reasons. Look at the words in the columns below and link them together to form some of the common reasons why employers dismiss workers:

EXCESSIVE

A LACK OF

DRUG OR ALCOHOL

VIOLATING

LACK OF

INABILITY TO MEET

SKILL OR ABILITY NEEDED

COMPANY POLICIES

QUALITY WORK

WORK LOADS AND DEMANDS

USE ON THE JOB

ABSENCES

SIX STEPS TO SURVIVE LAY-OFF

Lay-offs happen even to the best of workers when the economy weakens, companies merge, companies downsize, employers adopt new technologies, and other changes occur. Therefore it is important to be prepared and to know what steps to do. Before you read the lines below try to make your own list of necessary steps.

■ Step 1

Plan your budget for the next 6 to 12 months (look where and how you can cut expenses, how long can you live on your „emergency“ savings account, what financial resources do you have)

■ Step 2

Begin job searching long before your final day on the job.

■ Step 3

Contact employment bureau.

■ Step 4

Don't take the lay off personally, and don't get discouraged. View the change as an opportunity!

■ Step 5

Determine and arrange unemployment benefits if you qualify.

■ Step 6

Meet with potential employers. Apply for jobs, stay positive, and remember all you have to (and can) offer!

OUTPLACEMENT

If you're dismissed from a job, your employer may offer you outplacement services provided by a contracted firm. What services does it provide?

Outplacement consultants do not find you a job, but they offer a variety of support and guidance services that may include: office services, work space, a reference library with job search materials, guidance to help you clarify your goals, values, and desired direction, transition support and guidance, job search marketing techniques and guidance, resume assistance, and interview guidance.

Do you know any outplacement company?

STARTING BUSINESS

WHICH TYPE OF COMPANY?

There are quite a few ways to start a business. You can start your business as a Sole Proprietor, create a Partnership, or Incorporate. The type of company structure you will chose for your business depends on factors such as: riskiness of the industry, number of partners, financing requirements, taxation, long term vs. short term and others.

SOLE PROPRIETORSHIP

A sole proprietorship also known as a sole trader, or simply proprietorship is a type of business entity which is owned and run by one individual and where there is no legal distinction between the owner and the business. All profits and all losses accrue to the owner (subject to taxation). All assets of the business are owned by the proprietor and all debts of the business are their debts and they must pay them from their personal resources. This means that the owner has unlimited liability. It is a „sole“ proprietorship in the sense that the owner has no partners (partnership). A sole proprietor may do business with a trade name other than his or her legal name. This also allows the proprietor to open a business account with banking institutions.

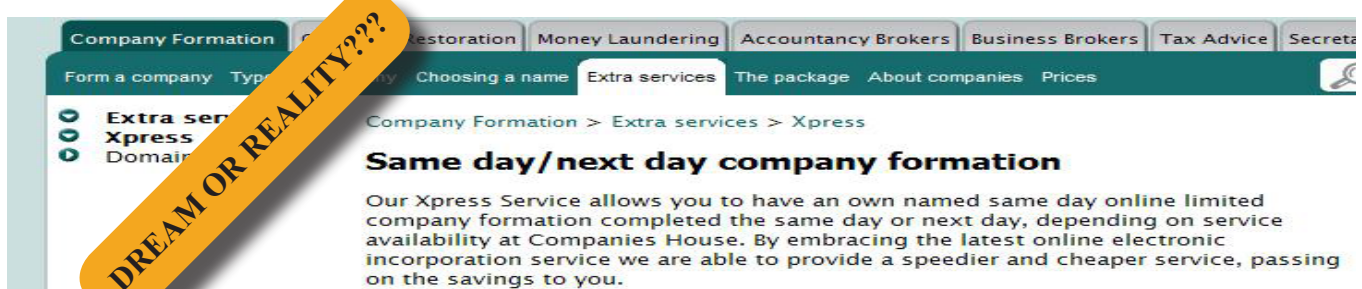
PARTNERSHIP

A partnership is a type of business entity in which partners (owners) share with each other the profits or losses of the business. Partnerships are often favored over corporations for taxation purposes, as the partnership structure does not generally incur a tax on profits before it is distributed to the partners. Owners of a partnership may be however exposed to greater personal liability than they would as shareholders of a corporation. There are two types of partners. General partners have an obligation of strict liability to third parties injured by the Partnership. The liability of limited partners is limited to their investment in the partnership.

A silent partner is one who still shares in the profits and losses of the business, but who is uninvolved in its management, and/or whose association with the business is not publicly known; these partners usually provide capital.

A LIMITED LIABILITY COMPANY

Limited liability company is a flexible form of business enterprise that blends elements of partnership and corporate structures. It is a legal form of business company, that provides limited liability to its owners. It is a hybrid business entity having certain characteristics of both a corporation and a partnership or sole proprietorship (depending on how many owners there are). It is often more flexible than a corporation and it is well-suited for companies with a single owner. Both public and private firms can take the limited liability form. In the UK, public companies are called public limited companies (PLC, Plc or plc.). Limited liability was introduced after an era of depression in order to reduce the financial risks of owning a business, and so to stimulate business creation.



DREAM OR REALITY???

Company Formation > Extra services > Xpress

Same day/next day company formation

Our Xpress Service allows you to have an own named same day online limited company formation completed the same day or next day, depending on service availability at Companies House. By embracing the latest online electronic incorporation service we are able to provide a speedier and cheaper service, passing on the savings to you.

STARTING BUSINESS

Based on the information on the previous page decide what are the cons and pros of each type of company.

Sole proprietorship

PRO

CON

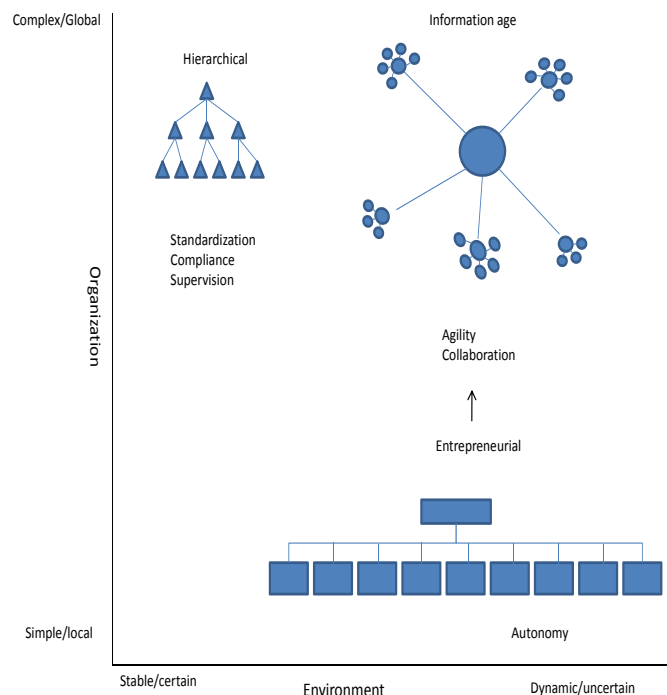
- ▶ Easy to start and manage ✓
- ▶ Difficult to find investors
- ▶ The owner has full autonomy with regard to business decisions
- ▶ Inexpensive
- ▶ Unlimited personal liability for business debts and lawsuits
- ▶ No separate tax returns, business gains and losses are reported in your personal income tax returns
- ▶ Illness can endanger your business
- ▶ Flexible to manage, it gives you complete control
- ▶ Business expenses and losses are tax deductible

Limited liability company

- ▶ Affords limited liability
- ▶ The owners can only lose the amount invested in the company
- ▶ Formal structure that is investment friendly
- ▶ The LLC dissolves if a partner leaves the organization, retires, or dies
- ▶ Partners can divide profits not proportional to their investment in the company, however, most LLC choose to divide profits proportionally
- ▶ If in a partnership, a partner has the authority to bind the partnership to a contract

Look at the diagrams and fill in the missing words

- 1 organizations control operating processes through standardization of jobs.
2. The jobs in organisations are separated into sequential steps and carried out under direct supervision.
3. organisations allow fast response without any loss of control. Daily personal interaction between the owner and employees ensures flexibility and responsiveness.
4.organizations can manage the complexity of the large hierarchical structure without losing speed of entrepreneurial start-up. IT plays a critical role and ensures quick access to detailed, real-time information.
5. Organisational control of organisations becomes dynamic, information-enabled learning process rather than a static monitoring system.



STARTING BUSINESS

Some of the following lines contain an unnecessary word. Underline them.

1 Lester is the owner of a **one** small manufacturing business. When **his** business prospects look
 2 good, he orders \$50,000 worth of supplies and uses them in creating merchandise.
 3 Unfortunately, there's a sudden drop in **the** demand for his products, **however**, and Lester
 4 can't sell the items he has produced. When the company that **had** sold Lester the supplies
 5 demands payment, he can't pay the bill. As sole proprietor, Lester is personally liable for this
 6 business **related** obligation. This means that the creditor can sue him and go after not only
 7 Lester's business assets, but **also** his personal property as well. This can include **both** his
 8 house, his car, and his **own** personal bank account.

Fill in the missing words

- The company is separated.....several different business units.
- Management should encourage staff to use informationbehalf of the organization.
- The limited liability companies must be formed accordance with the law 26 of 1954.
- LLCs are neither new nor strange the business community in the civil law countries.
- A sole proprietorship also does not have to be concerned double taxation.
- A business organized as a sole trader will likely have a hard time raising capital since it has to make all the business's funds.
- You should be aware these characteristics, as they can have a significant impact your business.
- You as a sole proprietor are personally liableall the debts of your sole proprietorship.
- What may be advantageous you may be disadvantageous someone else.

VOCABULARY

levy - odvod (daní), vybírat (daně)

silent partner - tichý společník

legal form - právní forma

share st. with sb./st.- sdílet (něco) s někým/něčím

fraud - podvod, zpronevěra

misrepresentation - uvedení v omyl

jurisdiction - jurisdikce, soudní pravomoc

vast majority - velká většina

personal resources - osobní zdroje

owner - vlastník, majitel

distinction between - rozdíl mezi

commit to - zavázat (se) k něčemu

dissolve a company - zrušit/rozpustit společnost

go after - jít po něčem/někom

demand - požadavek, vyžadovat

creditor - věřitel

raise capital - získat kapitál

profit - zisk

loss - ztráta

accrue to - připadnout (komu)

taxation - zdanění

sole proprietor - živnostník

asset - aktivum, majetek

debt - dluh (vyslov: det)

liability - ručení, odpovědnost

trade name - obchodní značka, název firmy

incur - způsobit, přivodit

tax deductible - odečitatelné z daní

cope with - poradit si s něčím

merchandise - zboží (jako předmět obchodu)

prospects - vyhlídky, šance

drop (in) - pokles (čeho)

liable for - zodpovědný za

sue - zažalovat, podat žalobu

fund - finance, kapitál, fond (nikoliv nadace)

be aware of - být si vědom

STARTING BUSINESS

E-business and e-commerce - is there any difference?

Electronic business, commonly referred to as "eBusiness" or "e-business", may be defined as the application of information and communication technologies (ICT) in support of all the activities of business. Electronic business methods enable companies to link their internal and external data processing systems more efficiently and flexibly, to work more closely with suppliers and partners, and to better satisfy the needs and expectations of their customers.

And to answer the question in the headline, in practice, e-business is more than just e-commerce. E-business involves business processes spanning the entire value chain: electronic purchasing and supply chain management, processing orders electronically, handling customer service, and cooperating with business partners. Special technical standards for e-business facilitate the exchange of data between companies. E-business software solutions allow the integration of intra and inter firm business processes. E-business can be conducted using the Web, the Internet, intranets, extranets, or some combination of these.

Basically, electronic commerce (EC) is the process of buying, transferring, or exchanging products, services, and/or information via computer networks. By using e-commerce solutions, companies can present their goods more effectively, take orders and invoice on-line and handle transactions electronically. It does not mean only improved margins for the companies, but also faster and more responsive service for the customers.

Read the article about e-business and e-commerce and decide which of the statements below are true.

- | | | |
|---|------|-------|
| 1. E-business is a business relation established between a company and an internet provider. | TRUE | FALSE |
| 2. E-business is the application of ICT in support of the management processes of the company. | TRUE | FALSE |
| 3. E-business methods enable companies to link their internal and external data processing systems more efficiently. | TRUE | FALSE |
| 4. E-commerce is in fact the proces of bying, transferring, or exchanging products, services, and/or information via computer network incl. internet. | TRUE | FALSE |
| 5. E-business and e-commerce are just two terms describing the same thing. | TRUE | FALSE |

Fill each gap with a suitable word.

Many companies have recently been taking their first steps in the world of electronic business. Initially, they expected the Internet to be (1) ..no/little.....more than an "add on" to (2) their..... current business procedures. However, companies are now discovering (3)that/how.....electronic business will not just prove to be an efficient or cheaper sales channel (4).....but.....will fundamentealy change the way they do business. Companies in sectors (5)such....as retailing or financial services are already realising substantial savings by using the internet to encourage (6) ...the..... growth of self-service activities.

CONSULTING

Like it or not, consultants are a key part of the business world - which does not mean that we cannot make fun of them. Just a little bit...

HOW TO IDENTIFY A CONSULTANT

A man or a woman is a consultant when he/she:

- ▶ Can't stop using words that don't exist.
- ▶ Use so much jargon in conversation that friends think he/she is speaking a foreign language.
- ▶ Has a constant urge to give advice on subjects he/she knows nothing about.
- ▶ Is always-hyphenating-words-that-don't-need-to-be-hyphenated.
- ▶ Keeps seeing bullet points everywhere.
- ▶ Refers to the first month of his/her relationship as a „diagnostic period“.
- ▶ Celebrates anniversary by conducting a performance review.
- ▶ Refers to lovemaking as a „win-win“.

Why do we need consultants?

Read the sentences below and fill in the missing words using the list of words available

Consultants **provide** specialist knowledge and expertise that can help their clients **to deal with** business problems. Their aim is to provide analytical approach and creative **insights**, in order **to deliver** solutions that will **improve** bottom-line results.

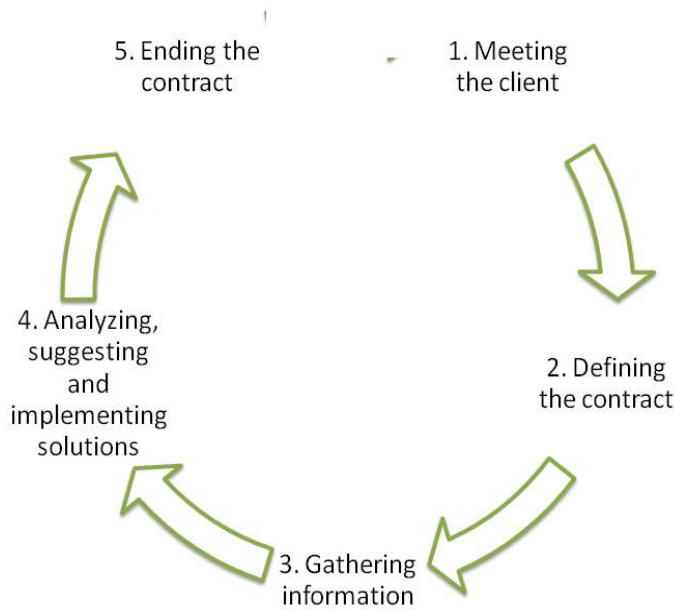
provide to deal with insights to deliver improve

Do you really want to know what the consultants do and how they work? Then check web pages of McKinsey&Comp., Boston Consulting Group, PwC, KPMG or Deloitte.

WORDS FROM THE CONSULTING WORLD

brand - značka	negotiation - vyjednávání, jednání
brand building - budování značky	peer - osoba stejného postavení, kolega
break st. down - rozdělit, rozčlenit (něco)	root cause - příčina
clarify st. - objasnit něco	sensitive- citlivý
committment - závazek, odhodlání	severe - tvrdý
compliance procedures - postupy, které zaručují	stakeholder - zainteresovaná strana
dodržování směrnic a zákonů	vulnerable - zranitelný
keep st. confidential - držet něco v utajení	performance review - hodnocení výkonu
confidentiality - důvěrnost, mlčenlivost	hyphenate- spojovat spojovníkem
core skills - klíčové dovednosti	bullet points - odrážky (hlavně černé kulaté)
customized- vytvořený na míru	budget - rozpočet
deliverable - výsledek	social life - společenský život
implement st. - realizovat, zavést	urge - nutkání
in-depth - detailní, důkladný	insight - vhled, proniknutí do podstaty věci
leverage st. - využít	like it or not - ať už se vám to líbí nebo ne...

The consulting process

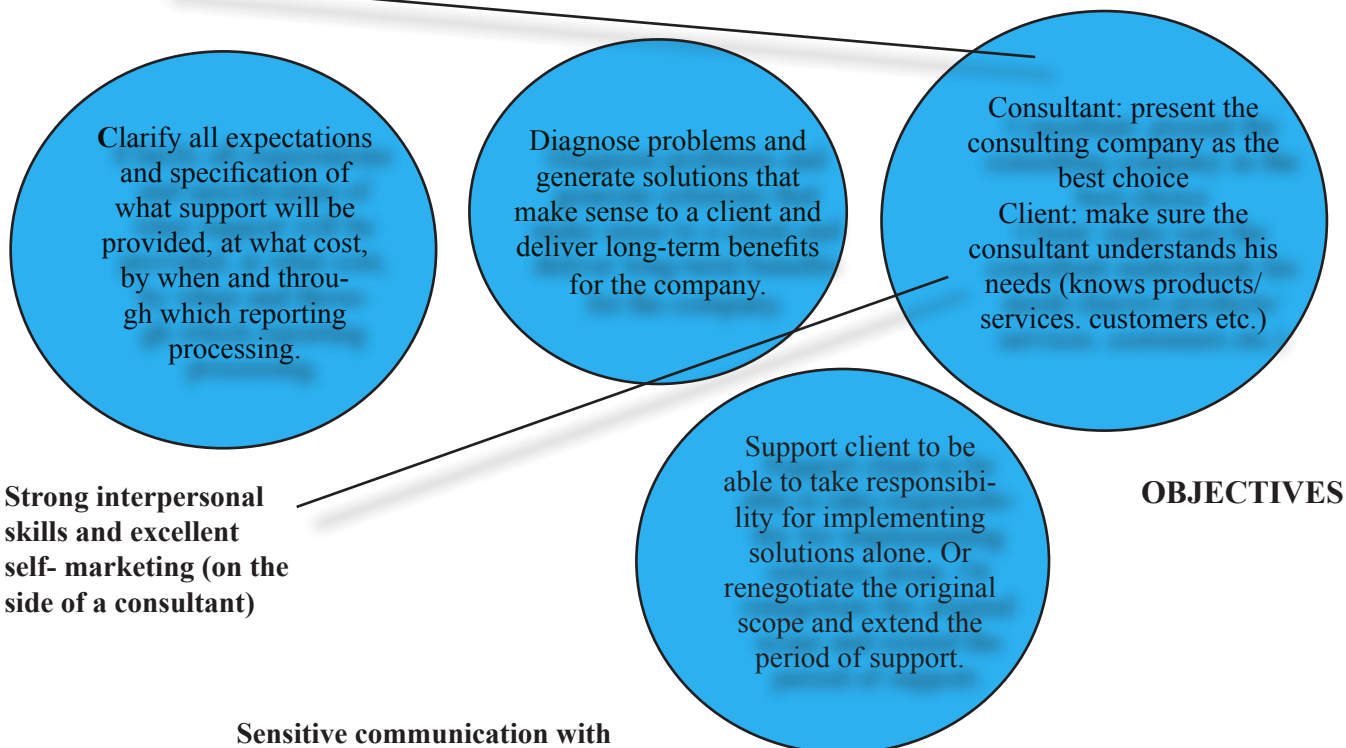


Though consultancy is a complex process, it can be broken down into several steps. Each of these steps has a specific objective and requires specific communication skills. Look at the lists of objectives and skills and try to match them with individual steps of the consulting process.

Collect high-quality data based on which good solutions can be provided while respecting the confidentiality (apart from things that cannot be kept confidential for the legal compliance reasons).

STEPS

Meeting the client	Defining the contract	Gathering information	Analyzing, suggesting and implementing	Ending the contract
--------------------	-----------------------	-----------------------	--	---------------------



OBJECTIVES

Strong interpersonal skills and excellent self-marketing (on the side of a consultant)

Coaching

Sensitive communication with the aim to identify the root causes of a problem, or to solve the problem client knows about or solve the problem jointly with the client and share the expertise.

SKILLS

Convincing people to be open

Creativity and sensitivity

EUROPEAN UNION

What is the European Union?

The European Union is an organisation of 27 European states. Its headquarters is in Brussels, Belgium. The general purpose of the EU is the economic integration and common policies. Everything it does results from **treaties**, which are formally written agreements signed by **member countries**. These treaties form the primary legislation of the EU. The secondary legislation consists of **regulations** and **directives**. The laws of the member states do not apply if these are in conflict with the **supranational legal system**.

The European Union was founded on 1 November 1993. It developed from the European Community. The Maastricht Treaty transformed the European Community into the European Union. The symbols of the EU are the European Union flag (a circle of 12 golden stars on a blue background symbolizing perfection and unity) and the **anthem** (Ode to Joy by Ludwig van Beethoven).

The main goals of the European Union

- ▶ **Monetary Union - a single currency for Europe (monetary unit = euro since 2002)**
- ▶ **Freedom of movement**
- ▶ **Education development**
- ▶ **Peace keeping**
- ▶ **Relaxed border check**
- ▶ **Environmental care**
- ▶ **More job opportunities**



Link the name of the EU body with the correct description of its activities

The Council of the EU (Rada Evropské unie)

- The highest administrative body in the EU.
- It proposes policies and laws for the Council.
- Responsible for day-to-day running of the community.
- Members chosen by the Community governments for 5 years.

The European Commission (Evropská komise)

- 785 members, elected by citizens of the EU for 5 years.
- Little real power apart from checking the work of the Council and the Commission.
- It is responsible for corrections, suggestions, changes to laws before passed by the Council.

The European Parliament (Evropský parlament)

- The council of Ministers.
- Represents national governments.
- The most powerful EU body.
- Primary decision-making authority of the EU.

Other EU bodies:

- The European Court of Justice (Evropský soudní dvůr)
- The European Central Bank (Evropská centrální banka)

anthem - hymna

treaty - mezinárodní dohoda/smlouva

member country - členská země

regulations and directives - předpisy a směrnice

supranational legal system - nadnárodní právní systém

EUROPEAN UNION

The common agricultural policy (CAP) dates back to the early days of European integration, when Member States made a commitment to restructuring and increasing food production, which had been damaged as a result of the Second World War. Today, the CAP still has a pivotal role in the European Union, not just because farmland and forests account for more than 90% of land within the EU, but also because it has become an essential mechanism for facing new challenges in terms of food quality, environmental protection and trade.

To have an idea about the „language“ of agriculture related regulations, read the part of the Council Regulation below and answer the questions on the next page.



Council Regulation (EC) No 1234/2007 of 22 October 2007 establishing a common organisation of agricultural markets and on specific provisions for certain agricultural products (Single CMO Regulation).

SUMMARY

The common organisation of agricultural markets provides a single legal framework governing the domestic market, trade with third countries and rules regarding competition.

INTERNAL MARKET

Market intervention

This Regulation governs public intervention on the agricultural products market. In particular, this includes the definition of reference prices and methods for fixing intervention prices in relation to the reference price, opening periods for buying-in and maximum quantities. Prices are specified for cereals, paddy rice, white and raw sugar, beef and veal, milk, butter, skimmed milk powder and pigmeat.

The disposal of products from intervention stocks must ensure market stability, equal access to goods and equal treatment of buyers.

Furthermore, private storage aid is specified for certain products (cream and certain butters and cheeses). It is also possible for other products (white sugar, olive oil, fresh or chilled meat from adult bovine animals, skimmed milk powder, cheeses and pigmeat, sheepmeat and goatmeat).

Special intervention measures

The EU may take special intervention measures. These may be of a general nature, i.e. to finance half the expenditure borne by Member States in the event of animal diseases and loss of consumer confidence. Certain sectors (cereals, rice and sugar) benefit from specific measures. In certain sectors (particularly live plants, beef and veal, pigmeat, sheepmeat and goatmeat, eggs and poultry), Community measures may be taken to encourage the adjustment of supply to market requirements.

EUROPEAN UNION

1. What does the Council Regulation establishes?
2. What does the abbreviation CMO stands for?
3. What is the common organisation of agricultural markets good for?
4. Is the private storage aid specified only for cream, certain butters and cheeses or is it possible for other products, too?
5. What is the nature of special intervention measures EU may take?



EUR-Lex is a simple tool enabling easy and free access to European Union law and other documents considered to be public. The website (<http://eur-lex.europa.eu>) is available in 23 official languages of the European Union.

It includes about 2 815 000 documents with texts dating back to 1951. The database is updated daily and every year around 12 000 documents are added. To find the required document you can search for ex. by document number, file category, keywords, author etc. (see the table below).

EUR -Lex offers:

- ▶ daily editions of the Official Journal (Úřední věstník) of the European Union online. The Journal is the principle source of EUR-Lex content and consists of two series: L (Legislation) and C (Information and Notices).
- ▶ simple search, advanced search and browsing options,
- ▶ the possibility to display and/or download documents (PDF, HTML, DOC, TIFF),
- ▶ analytical metadata for each document.

<p>■ General search</p> <ul style="list-style-type: none"> ▶ Search terms ▶ Date or time span ▶ Author ▶ Classification headings ▶ Keywords (EUROVOC) <p>■ Search by document number</p> <ul style="list-style-type: none"> ▶ Natural number ▶ CELEX number ▶ Consolidated text 	<p>■ Search by file category</p> <ul style="list-style-type: none"> ▶ Treaties ▶ Legislation ▶ Preparatory acts ▶ Case-law ▶ Parliamentary questions <p>■ Search by publication reference</p> <ul style="list-style-type: none"> ▶ Official Journal ▶ European Court Reports
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EUROPEAN UNION

As any other legal documents also the commission regulations use a specific language. How do you understand it? Read both versions and then try to translate the two missing paragraphs into Czech.

COMMISSION REGULATION (EEC) No 1764/86
of 27 May 1986
on minimum quality requirements for tomato-based products
eligible for production aid

THE COMMISSION OF THE EUROPEAN
COMMUNITIES,

Having regard to the Treaty establishing the European Economic Community,

Having regard to Council Regulation (EEC) No 426/86 of 24 February 1986 on the common organization of the market in products processed from fruit and vegetables (1), and in particular Article 6 (4) thereof,

Whereas Article 2 (1) of Regulation (EEC) No 426/86 provides for a system of production aid for certain products; whereas Article 6 (1) (b) of the Regulation lays down that aid shall be paid only for products which meet minimum quality standards to be laid down;

Whereas the aim of such quality requirements is to avoid production of products for which no demand exists or products which would create distortion of the market; whereas the requirements must be based on traditional fair manufacturing procedures;

Whereas with a view to implementing the production aid system this Regulation must be applied in conjunction with Commission Regulation (EEC) No 1599/84 of 5 June 1984 laying down detailed rules for the application of production aid for products processed from fruit and vegetables (2), as last amended by Regulation (EEC) No 1155/86 (3), in particular as regards examination of the processed products;

Whereas the quality requirements laid down in this Regulation are measures for implementing the production aid system; whereas quality requirements for the marketing of the products are not yet established by the Community; whereas national requirements to that end may continue to be applied by the Member States, provided they are compatible with the provisions of the Treaty on the free movement of goods;

Whereas the Management Committee for Products Processed from Fruit and Vegetables has not delivered an opinion within the time limit set by its Chairman,

HAS ADOPTED THIS REGULATION:

NAŘÍZENÍ KOMISE (EHS) č. 1764/86
ze dne 27. května 1986
o minimálních požadavcích na jakost produktů zpracovaných z rajčat, na které se vztahuje podpora produkce

KOMISE EVROPSKÝCH SPOLEČENSTVÍ,

s ohledem na Smlouvu o založení Evropského hospodářského společenství,

s ohledem na nařízení Rady (EHS) č. 426/86 ze dne 24. února 1986 o společné organizaci trhu s produkty zpracovanými z ovoce a zeleniny (1), a zejména na čl. 6 odst. 4 uvedeného nařízení,

vzhledem k tomu, že čl. 2 odst. 1 nařízení (EHS) č. 426/86 zavádí pro určité produkty režim podpory produkce; že čl. 6 odst. 1 písm. b) stanoví, že podpora bude vyplacena pouze na produkty odpovídající minimálním požadavkům na jakost, které budou stanoveny;

vzhledem k tomu, že cílem uvedených požadavků na jakost je zamezit výrobě produktů, po kterých není poptávka nebo by vedla k narušení trhu; že požadavky na jakost musí vycházet z tradičních výrobních postupů;

vzhledem k tomu, že Řídicí výbor pro produkty zpracované z ovoce a zeleniny nepřijal stanovisko ve lhůtě stanovené předsedou,

PŘIJALA TOTO NAŘÍZENÍ:

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- ▶ <http://www.europass.ie/europass>
- ▶ <http://jobsearch.about.com>
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- ▶ <http://www.mindtools.com>
- ▶ <http://www.mckinsey.cz/mckinsey.com>
- ▶ <http://www.pmi.org>
- ▶ <http://manda-institute.org>

D: Noviny a časopisy

- ▶ The Economist
- ▶ Business Week
- ▶ Business Spotlight

E: Obrázky

- ▶ www.sxc.hu

KEY

PAGE 1

The ad should also state: name of the company and its location, what education is required, what type of job is offered (full-time, part-time, trade license), whether the job is suitable for graduates etc. Also there is no contact data, deadline for applications, method of submitting the application (via e-mail...)

PAGE 2

EGOSURGING

Today, people searching **FOR** job are advised not only **TO** google the names of the people or companies they want to work **FOR**, but also to look **FOR** themselves on the internet. This process is called „egosurfing“ and it is a good way how to save yourself **FROM** embarrassing questions during the interview resulting **FROM** the fact that somebody named **LIKE** you has rather weird sense of humour.

PAGE 6

PRIMARY RESPONSIBILITIES

- Develop a STRATEGIC plan to advance the company's MISSION and objectives and to promote revenue, profitability, and GROWTH as an organization.
- Oversee company operations to insure production EFFICIENCY, quality, service, and COST -EFFECTIVE management of resources.
- Plan, develop, and implement strategies for generating resources and/or REVENUES for the company.
- Identify ACQUISITION and merger opportunities and direct implementation activities.
- Approve company operational procedures, policies, and standards.
- Review ACTIVITY reports and financial statements to determine progress and status in attaining objectives and revise objectives and plans IN ACCORDANCE WITH current conditions.
- Evaluate PERFORMANCE of executives for compliance with established policies and objectives of the company and contributions in attaining objectives.
- Represent the company at legislative sessions, committee meetings, and at formal functions.
- Promote the company to local, regional, national, and international constituencies.
- Build a FUNDRAISING network using personal contacts, direct mail, special events, and foundation support.
- Present company report at Annual Stockholder and BOARD OF DIRECTOR meetings.
- Direct company planning and POLICY MAKING committees.
- OVERSEE foreign operations to include evaluating operating and financial performance.

PAGE 10

FIVE INGREDIENTS OF AN EFFECTIVE MEETING

- A common focus on content
- A common focus on process.
- A person responsible for maintaining an open and balanced flow of conversation
- A person responsible for protecting individuals from personal attacks
- Clearly defined and agreed upon roles and responsibilities of everyone present at the meeting.

PAGE 11

Hi Ben,

thank you for your offer. The problem is that I don't want a part-time **JOB** I want to **WORK** full-time. I am prepared to wait for the right **JOB** and do some voluntary **WORK** for a while. For sure, I want more **JOB** satisfaction than I have now. Sasha said I should try the internet as there are many pages specialized in **JOB** search. I have already prepared my profile to post it there.

As you are an experienced HR specialist, could you please have a look at it? I will send it in a separate e-mail. Thanks a lot,

Martin

I am an experienced banking expert with five years' a) **hands-on EXPERIENCE** at an global commercial bank. I can offer a successful b) **TRACK record** in corporate banking segment. Also, I have c) **in-depth KNOWLEDGE** of European and American banking regulation.

I can demonstrate d) **proven ABILITY** in the area of investment property loans and mortgages. My excellent e) **INTERPERSONAL skills** allow me to communicate at all levels of an organization. As I have spent 5 years in USA, I speak English with f) **near-native PROFICIENCY**. In addition, I have a strong g) **ACADEMIC background** in banking history, which helps me to understand market developments in context.

Hands-on experience - praktické zkušenosti, track record - souhrn dosažených výkonů, near-native proficiency - schopnost zvládat cizí jazyk téměř na úrovni rodilého mluvčího

PAGE 12

It is a top level management consulting firm with **HEADQUARTERS** in New York, USA. It has seven **SUBSIDIARIES** in Europe, and one in Asia. It has seven specialized **BRANCHES** in South America. It has 56 **OFFICES** in 25 **COUNTRIES** of the world.

Paul **RUNS** the company. He **GELEGATES** a lot of work to Clara. She **REPORTS** to Paul every month. Miles, Lee and Anthony **WORK** directly under Dick. Miles, Lee and Anthony are **CO-WORKERS**. Dick is their direct line **MANAGER**. They are his **SUBORDINATES**

Dear Ben,

I apologize for the gap in our **CORRESPONDENCE** but I have got the job, finally. I must tell you, it is a great job. Not only have I a high salary but I get a lot of **BENEFITS** and a generous **EXPENSE** account for business trips, too.

I also earn **COMMISSION** on getting new customers and at the end of the year, I will get a **BONUS**, too.

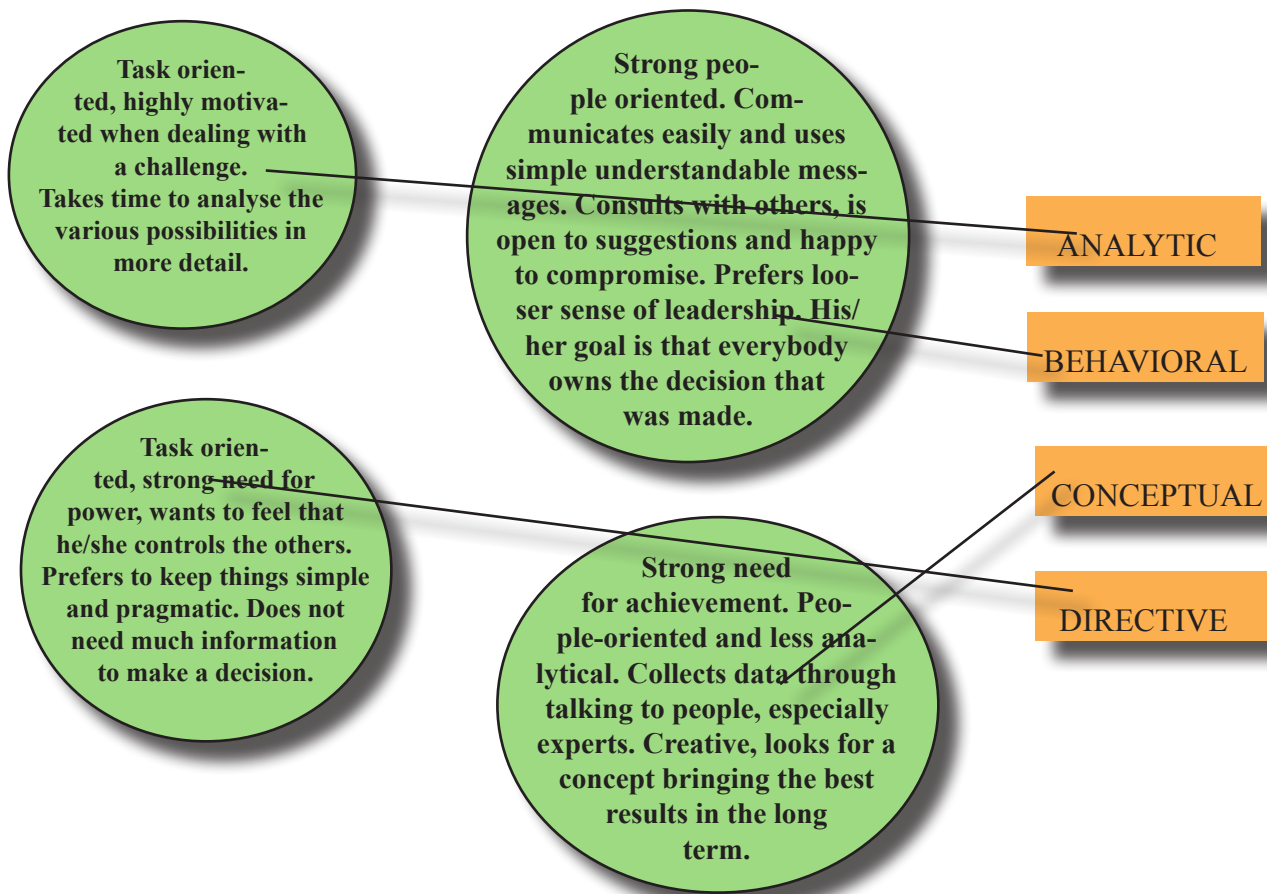
As far as the conditions are concerned I have **FLEXITIME** and as it is sometimes hard to concentrate in the **OPEN-PLAN** office I can **TELEWORK**. The only disadvantage is I can't take any days free during my three-month **PROBATIONARY** period.

Beneficial - užitečný, prospěšný x benefit - mimoplatová výhoda * expensive - drahý x expense - výdaj, vydání * provision - zaopatření, zajištění, předpis, ustanovení * commission - provize
bones- kosti, bonus - prémie, bonus, přídavek * flexitime- pružná pracovní doba * open-plan office - velkoprostorová kancelář * homework - domácí úloha x telework - práce z domova * probate - prozkoumat závěť x probationary x zkušební

PAGE 14

	WIN/WIN	WIN/LOSE
1. Majority vote		X
2. One person appointed to decide.		X
3. Consensus (not a compromise)	X	

PAGE 15



EXERCISE: WHICH TYPE OF DECISION MAKER WOULD SAY WHAT?

Look at the comments below and try to match them with the type of a decision maker.

1. As I see it we all agree that the third option is the most appropriate and will bring us the best outcome in the long term. Is that right? - **CONCEPTUAL**
2. Based on all the data we have collected it is clear that the last solution is by far the most logical. - **ANALYTICAL**
3. I think we have discussed it sufficiently and have got a clear commitment from everyone. Can we agree to implement the first solution? - **BEHAVIORAL**
4. Implement this solution report back at the end of the next quarter. **DIRECTIVE**

PAGE 16

Buy-in:

- The process of lobbying for support of part of the influential group before suggesting an idea, arguing a case or submitting a report. (Often a synonym for commitment and dedication, too).
 - Buy-in occurs when every employee at every level is aligned to the overall company vision.
-

PAGE 17

Read the text, remove unnecessary words () and correct mistakes (CAPITAL LETTERS)

The opposite (**contrary**) of reactive communication is strategic communication, (a **process**) by which the leadership of an organization deliberately manages its communications proactively so that they are open, candid, and focused on the main (**and key**) issues.

All of the organization's actions are described (**and detailed**) as reasoned and logical responses to the forces of the marketplace in which the organization is operating (**and where it navigates**).

And employees are regarded as the critical agents who **NEED** information for their work and to collaborate (**in a form of a mutual cooperation**) with **OTHERS** in supporting a clear and known business **VISION**.

PAGE 18

I am writing to complain about what I regard as serious NEGLIGENCE on your part. The fact you did not provide the equipment and accommodation we had ordered caused us considerable INCONVENIENCES. As you will understand, this is totally UNACCEPTABLE. I had to make ARRANGEMENTS for a second seminar for my clients at a significant cost to both my company and the clients.

As a result, I expect COMPENSATION from your hotel to cover my losses. This involves a full REFUND of my booking cost, as well as substantial damages. Anything less would be UNSATISFACTORY.

You will find a SUMMARY of the total cost in the accompanying document. If I do not receive a reply from you by May 31, you will be hearing from my LAWYERS.

negligence - nedbalost, compensation - náhrada škod, refund - vrácení peněz,

Mark REPORTS on the problems with the hotel. The workshop had to be CANCELLED as the hotel did not provide the necessary equipment and accommodation for the participants. There were thirty participants REGISTERED.

Next steps:

Samantha will SEND out a personal letter of apology to every participant and will OFFER a free place on the next workshop. Boss will APPROVE the terms and conditions of our offer.

Samantha will MAKE a formal complaint to the hotel and DEMAND full refund.

Mark will use his contacts in Manchester and FIND a new venue.

PAGE 19**Source...**

You need to **be clear** why you're communicating, and what you want to communicate.

Encoding

It is the process of transferring the information into a form that can be sent and correctly decoded at the other end. The information has to be **conveyed** clearly and simply. It is vital to **anticipate and eliminate** sources of confusion (for example, cultural issues, mistaken assumptions, gaps etc.) and to know the audience.

Channel

Verbal channels: face-to-face meetings, telephone and videoconferencing and written channels such as letters, emails, memos and reports.

Decoding...

To decode you have to **take time to read** a message carefully and listen actively. The decoder should also have enough knowledge to understand the message.

Receiver

Individual member of your audience. Remember that each of these individuals enters into the **communication** process with ideas and feelings that will influence their understanding of your message, and their response.

Feedback

Your audience will provide you verbal and nonverbal reactions to your communicated message. **Pay close attention** to this feedback as this is the only indicator whether your audience has understood your message.

Context

The situation in which your message is delivered is the context. This may **include** the surrounding environment or broader culture (corporate culture, international cultures, and so on).

PAGE 20**WHAT ARE THE KEY FEATURES OF THE PROJECT?**

Think of the projects you know or participated in and summarize key features of a project.

1. A start and end date
 2. Specified resources for the project - budget, personnel, equipment
 3. Organization with clear roles and responsibilities incl. sponsor and project leader
 4. Clearly specified objectives or outcomes
-

PAGE 22**READ THE DEFINITIONS OF MERGER VARIETES BELOW AND COMPLETE THEM USING THE CORRECT WORDS**

Horizontal merger - is a merger of two companies that are in **direct** competition and share the same product lines and markets.

Vertical merger is a merger of a **customer and company** or a supplier and company (for ex. merger of a tetra-pack company and milk producer)

We talk about **market-extension merger** when two companies that sell the same products in **different** markets merge.

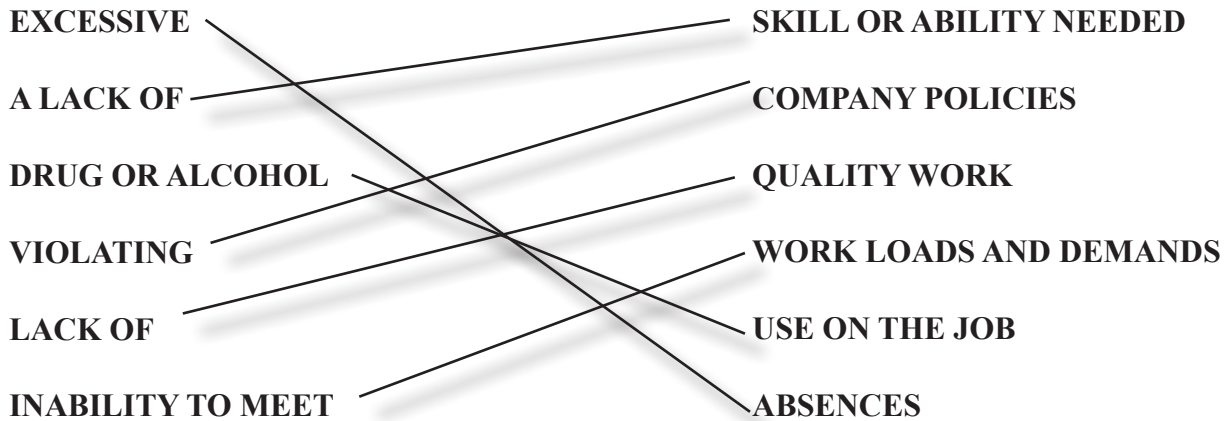
Product-extension merger is when two companies selling **different** but related products in the same market agree to join into a new company.

Conglomeration denotes a merger of two companies that have **no common** business areas.

PAGE 24

Why do workers get fired?

People can be fired from jobs for a variety of reasons. Look at the words in the columns below and link them together to form some of the common reasons why employers dismiss workers:



PAGE 26

Sole proprietorship	PRO	CON
▶ Easy to start and manage	X	
▶ Difficult to find investors		X
▶ The owner has full autonomy with regard to business decisions	X	
▶ Inexpensive	X	
▶ Unlimited personal liability for business debts and lawsuits		X
▶ No separate tax returns, business gains and losses are reported in your personal income tax returns	X	
▶ Illness can endanger your business		X
▶ Flexible to manage, it gives you complete control	X	
▶ Business expenses and losses are tax deductible	X	
Limited liability company		
▶ Affords limited liability	X	
▶ The owners can only lose the amount invested in the company	X	
▶ Formal structure that is investment friendly	X	
▶ The LLC dissolves if a partner leaves the organization, retires, or dies		X
▶ Partners can divide profits not proportional to their investment in the company, however, most LLC choose to divide profits proportionally		X
▶ If in a partnership, a partner has the authority to bind the partnership to a contract		X

PAGE 26**Look at the diagrams and fill in the missing words**

- 1 HIERARCHICAL organizations control operating processes through standardization of jobs.
2. The jobs in HIERARCHICAL organisations are separated into sequential steps and carried out under direct supervision.
3. ENTREPRENEURIAL organisations allow fast response without any loss of control. Daily personal interaction between the owner and employees ensures flexibility and responsiveness.
4. INFORMATION AGE organizations can manage the complexity of the large hierarchical structure without losing speed of entrepreneurial start-up. IT plays a critical role and ensures quick access to detailed, real-time information.
5. Organisational control of INFORMATION AGE organisations becomes dynamic, information-enabled learning process rather than a static monitoring system.

PAGE 27

1 Lester is the owner of a **one** small manufacturing business. When **his** business prospects look
 2 good, he orders \$50,000 worth of supplies and uses them in creating merchandise.
 3 Unfortunately, there's a sudden drop in **the** demand for his products, **however**, and Lester
 4 can't sell the items he has produced. When the company that **had** sold Lester the supplies
 5 demands payment, he can't pay the bill. As sole proprietor, Lester is personally liable for this
 6 business **related** obligation. This means that the creditor can sue him and go after not only
 7 Lester's business assets, but **also** his personal property as well. This can include **both** his
 8 house, his car, and his **own** personal bank account.

Fill in the missing words

- The company is separated **IN** several different business units.
- Management should encourage staff to use information **ON** behalf of the organization.
- The limited liability companies must be formed **IN** accordance with the law 26 of 1954.
- LLCs are neither new nor strange **TO** the business community in the civil law countries.
- A sole proprietorship also does not have to be concerned **ABOUT** double taxation.
- A business organized as a sole trader will likely have a hard time raising capital since it has to **make UP FOR** all the business's funds.
- You should be aware **OF** these characteristics, as they can have a significant impact **ON** your business.
- You as a sole proprietor are personally liable **FOR** all the debts of your sole proprietorship.
- What may be advantageous **TO** you may be disadvantageous **TO** someone else.

PAGE 28

1. FALSE
2. FALSE
3. TRUE
4. TRUE
5. FALSE

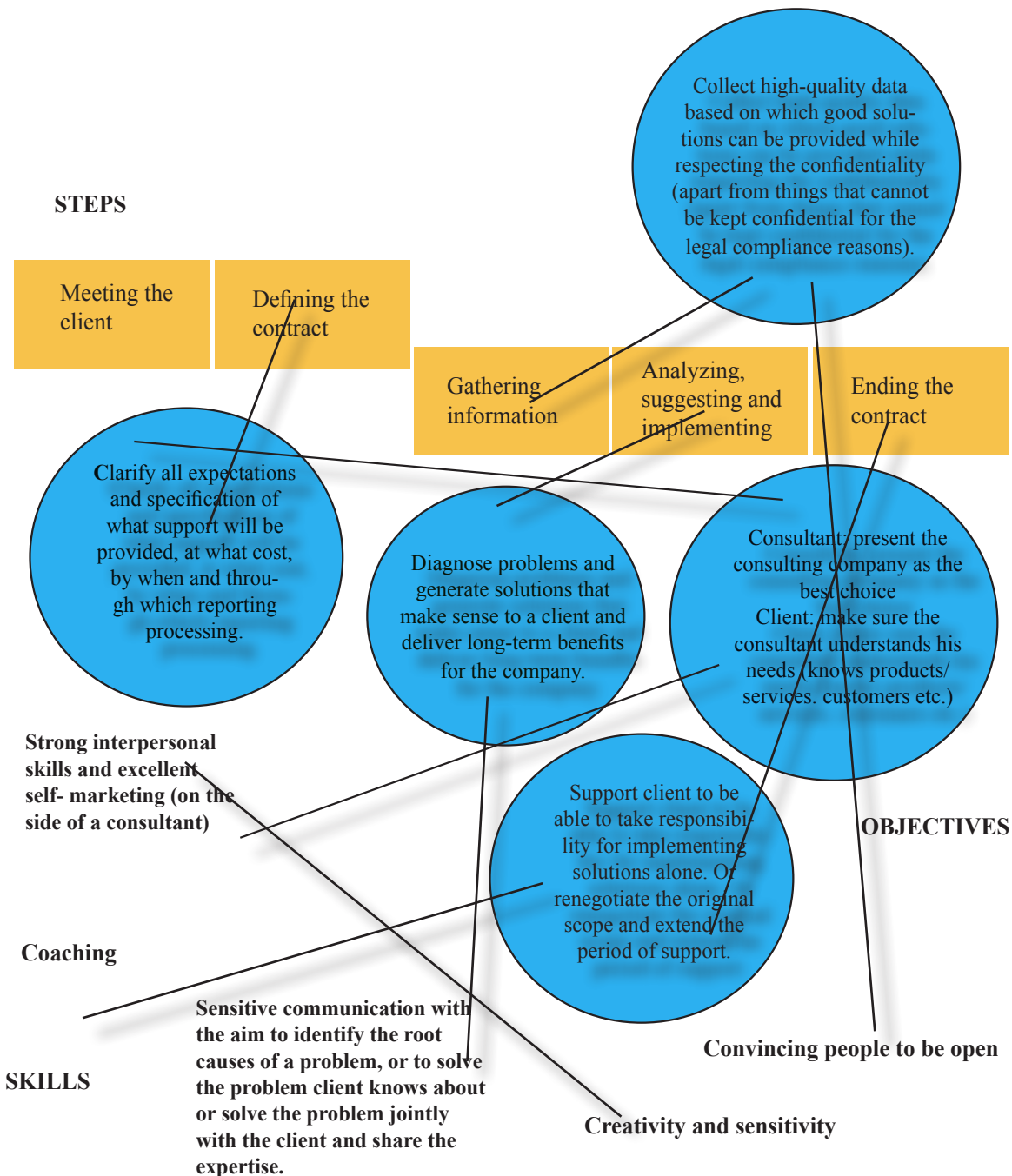
PAGE 28

Many companies have recently been taking their first steps in the world of electronic business. Initially, they expected the Internet to be **NO** more than an “add on” to **THEIR** current business procedures. However, companies are now discovering **THAT** electronic business will not just prove to be an efficient or cheaper sales channel **BUT** will fundamentally change the way they do business. Companies in sectors **SUCH** as retailing or financial services are already realising substantial savings by using the internet to encourage **THE** growth of self-service activities.

PAGE 29

Consultants **provide** specialist knowledge and expertise that can help their clients **to deal with** business problems. Their aim is to provide analytical approach and creative **insights**, in order **to deliver** solutions that will **improve** bottom-line results.

PAGE 30



PAGE 31**The Council of the EU
(Rada Evropské unie)**

- The council of Ministers.
- Represents national governments.
- The most powerful EU body.
- Primary decision-making authority of the EU.

**The European Commission
(Evropská komise)**

- The highest administrative body in the EU.
- It proposes policies and laws for the Council.
- Responsible for day-to-day running of the community.
- Members chosen by the Community governments for 5 years.

**The European Parliament
(Evropský parlament)**

- 785 members, elected by citizens of the EU for 5 years.
- Little real power apart from checking the work of the Council and the Commission.
- It is responsible for corrections, suggestions, changes to laws before passed by the Council.

PAGE 33

1. Common organisation of agricultural markets
2. Common market organisation
3. It provides single legal framework governing the domestic market, trade with third countries and rules regarding competition
4. It is possible for other products such as white sugar, olive oil, skimmed milk powder etc.)
5. General nature (finance half the expenditure borne in the event of animal diseases), specific measures to encourage the adjustment of supply to market requirements.

PAGE 34

vzhledem k tomu, že za účelem uplatňování režimu podpory produkce musí být toto nařízení provedeno společně s nařízením Komise (EHS) č. 1599/84 ze dne 5. června 1984, kterým se stanoví prováděcí pravidla k režimu podpor produkce produktů zpracovaných z ovoce a zeleniny (2), naposledy pozměněným nařízením (EHS) č. 1155/86 (3), a zejména s ohledem na kontrolu zpracovaných produktů;

vzhledem k tomu, že požadavky na jakost stanovené v tomto nařízení jsou měřítkem pro uplatňování režimu podpor produkce; že na úrovni Společenství dosud nebyly stanoveny žádné požadavky na jakost produktů a jejich uvádění na trh; že vnitrostátní požadavky na jakost mohou členské státy nadále používat k tomuto účelu, pokud jsou slučitelné s ustanoveními Smlouvy o volném pohybu zboží;