

Course Notes

Course : Oral Business Communication

Course Code : **ENG 202**

Course Instructor: İmren Gürbaşar

Making an Oral Presentation

Oral presentations are usually graded on two parts. **Content** and **delivery**.

Content refers to the quality, quantity, correctness, and appropriateness of analyses, or a topic presented, including such dimensions as logical flow through the presentation, coverage of major issues, use of specifics, avoidance of generalities, absence of mistakes, and feasibility of recommendations.

Delivery include such dimensions as audience attentiveness, clarity of visual aids, appropriate dress, persuasiveness of arguments, tone of voice, eye contact, and posture. Great ideas are of no value unless others can be convinced of their merit through clear communication. The guidelines presented here can help you make an effective oral presentation.

- **Organising The Presentation:**

Begin your presentation by introducing yourself and giving a clear outline of topics to be covered. If a team is presenting, specify the sequence of speakers and the areas each person will address. At the beginning of an oral presentation, try to capture your audience's interest and attention. You could do this by displaying some products made by the company, telling an interesting short story about the company, or sharing an experience that you had related to the company, its products, or its services. You could develop or obtain a video to show at the beginning of class: you could visit a local distributor of the firm's products and tape a personal interview with the business owner or manager. A light or humorous introduction can be effective at the beginning of a presentation.

Be sure the setting of your presentation is well organized, with chairs, flip charts, a transparency projector, and whatever else you plan to use. Arrive at least 15 minutes early at the classroom to organize the setting, and be sure your materials are ready to go. Make sure everyone can see your visual aids well.

- **Controlling your voice**

An effective rate of speaking ranges from 100 to 125 words per minute. Practice your presentation out loud to determine if you are going too fast. Individuals commonly speak too fast when nervous. Breathe deeply before and during the presentation to help yourself slow down. Have a glass of water available: pausing to take a drink will wet your throat, give you time to collect your thoughts, control your nervousness, slow you down, and signal to the audience a change in topic.

Avoid a monotone by placing emphasis on different words or sentences. Speak loudly and clearly, but don't shout. Silence can be used effectively to break a monotone voice. Stop at the end of each sentence, rather than running sentences together with *and* or *uh*.

- **Managing Body Language**

Be sure not to fold your arms, lean on the podium, put your hands in your pockets, or put your hands behind you. Keep a straight posture, with one foot slightly *in* front of the other. Do not turn your back to the audience, which is not only rude but which also prevents your voice from projecting well. Avoid using too many hand gestures. On occasion leave the podium or table and walk toward your audience, but do not walk around too much. Never block the audience's view of your visual aids.

Maintain good eye contact throughout the presentation. This is the best way to persuade your audience. There is nothing more reassuring to a speaker than to see members of the audience nod in agreement or smile. Try to look everyone in the eye at least once during your presentation, but focus more on individuals who look interested than on persons who seem bored. Use humour and smiles as appropriate throughout your presentation to stay in touch with your audience. A presentation should never be dull.

- **Speaking From Notes:**

Be sure not to read to your audience, because reading puts people to sleep. Perhaps worse than reading is memorising. Do not try to memorise anything. Rather, practice using notes unobtrusively. Make sure your notes are written clearly so you will not flounder trying to read your own writing. Include only main ideas on your note cards. Keep note cards on a podium or table if possible so that you won't drop them or get them out of order: walking with note cards tends to be distracting.

- **Constructing Visual Aids:**

Make sure your visual aids are legible to individuals in the back of the room. Use colour to highlight special items. Avoid putting complete sentences on visual aids: rather, use short phrases and then elaborate on issues orally as you make your presentation. Generally, there should be no more than four to six lines of text on each visual aid. Use clear headings and subheadings. Be careful about spelling and grammar, use a consistent style of lettering. Use masking tape or an easel for posters - do not hold posters in your hand. Transparencies and handouts are excellent aids: however, be careful not to use too many handouts or your audience may concentrate on them instead of you during the presentation.

- **Answering Questions;**

It is best to field questions at the end of your presentation, rather than during the presentation itself. Encourage questions and take your time to respond to each one. Answering questions can be persuasive because it involves you with the audience. If a team is giving the presentation, the audience should direct questions to a specific person. During the question and answer period, be polite, confident and courteous. Avoid verbose responses. Do not get defensive with your answers, even if a hostile or confrontational question is asked. Staying calm during potentially disruptive situations such as cross-examination reflects self-confidence, maturity, poise, and command of the particular company and its industry. Stand up throughout the question and answer period.

Preparing Expository-Informative Oratory-Persuasive Presentations or Speeches

HERE ARE THE 6 KEY STEPS FOR PREPARING ONE OF THESE SPEECHES

1. CHOOSE YOUR TOPIC:

INFORMATIVE-EXPOS: Pick a topic where you will explain something, help people understand, show how to use or do something, etc. Hot topics typically involve scientific or technological breakthroughs that are obviously useful and important to the judges you will have.

PERSUASIVE-ORATORY: Pick a topic that you have a strong opinion on. Hot topics typically involve problems that both the government and the judge can take action on.

2. MAKE A THESIS STATEMENT:

What point do you want to get across?

FOR INFORMATIVE SPEECHES: "I will explain . . ." "I will show how to . . ."

FOR PERSUASIVE SPEECHES: "The government should . . ." "We should stop . . ." "X is a harmful practice."

3. CREATE POINTS THAT SUPPORT YOUR THESIS:

Take a moment and think up what would support your thesis. Write the points down on a sheet of paper, leaving room after each one so that you can add supports for them.

TYPICAL ORGANIZATIONS FOR AN INFORMATIVE SPEECH

How to speech: 4 key steps to doing the thing you are talking about.

Example: Step One: Reformat the hard drive. Step Two: Place the CD into the computer and begin installation. Step Three: Fine tune your operating system.

History/what happened speech: Points listing out from the beginning to the latest thing you want to discuss in your speech.

Example: First, the people inhabited the territory. Second, there were great conflicts. Third, there were good and sad after-effects.

What is it speech: 2 to 4 main points that discuss the key elements of your subject.

Example: First, there must be small numbers; Second, a focus on general rather than specialized education; Third, a focus on more intellectual rather than practical or technical knowledge.

Explain it speech: 2 or 4 main points that go through the key elements of something to explain it.

Example: A plane flies by first, its wing design; second, engine forward movement; third, direction of wing flaps.

Typical organizations for an

TYPICAL ORGANIZATIONS FOR A PERSUASIVE SPEECH

Problem-solution: First point shows there is a harmful problem; Second point shows a proposal and proof that it would solve the problem; it is good to get the judge/audience involved in taking their own actions to help solve the problem.

Demonstration that something is wrong/right: First, list out an agreeable standard for judging (things that kill should be rejected; things that intrude on our civil liberties should be rejected); Second, show that the thing you are talking about does indeed violate the standard you set.

Main reasons approach: Just list out the reasons why your thesis is true. First, because of x; Second, because of y; Third, because of z.

4. NOW, DEVELOP SUPPORT FOR YOUR THESIS

Now, write down supports for your points. Take time to research your topic thoroughly and get yourself stories, statistics, expert opinion, and more to make your speech standout. Kinds of supports you should use in your speech:

1. Interest supports to increase interest in your speech: stories, examples, personal experiences, interaction (e.g. games or questions you ask of your audience).
2. Evidence supports to increase solid support in your speech: statistics, expert opinions, direct quotations, studies, surveys, and facts.
3. Multimedia aids such as posters with writing and pictures, PowerPoint, music or recordings on a stereo player, videotapes and DVD's.

5. WRITE YOUR INTRODUCTION AND CONCLUSION.

Write your introduction. Give a quick attention getter, state the thesis, tell why it is important to you and your audience. Typically in forensic competition, it is expected that you "preview" your main points in the introduction by listing out the main points you will present.

Write your conclusion. Tie the speech together, build to a higher point and give it a sense of conclusion.

6. DELIVER THE SPEECH

Practice and prepare to present your material as effectively as possible.

THE DIFFERENCE: INFORMATIVE VERSUS PERSUASIVE VERSUS AFTER DINNER SPEECHES

INFORMATIVE SPEECH--give us information that describes something or states how to do something; it does not give your opinion as a main point; it avoids making judgments that the things you are talking about are bad/good, etc.

PERSUASIVE SPEECH--persuade us to change our beliefs or actions; shows us YOUR opinion on a subject--that you think it is good/bad, right/wrong, moral/immoral, justified/unjustified, that we should/should not do something.

General Presentation -Example topics: ' Women's position'

TOPIC	Names
WOMEN'S PLACE IN SOCIETY	
WOMEN'S PLACE IN DECISION MAKING POSITIONS	
WOMEN'S PLACE IN POLITICS	
WOMEN'S PLACE AT WORK	
WOMEN'S PLACE AT HOME	
WOMEN'S PLACE IN RELIGION	
WOMEN'S PLACE IN ARTS	
INTERNATIONAL WOMEN'S DAY	
VIOLENCE AGAINST WOMEN	
DOMESTIC VIOLENCE	
TRAFFICKING IN WOMEN	
SEXUAL HARRASMENT	
SEXUAL ASSAULT	

Informative Presentation -Example topics: 'Psycology of Couolors'

TOPIC	Names
RED	
YELLOW	
ORANGE	
BLUE	
GREEN	
INDIGO	
PURPLE	
TURQUOISE	
PINK	
MAGENTA	
BROWN	
GRAY	
WHITE	
BLACK	

REQUIREMENTS FOR THE CONTENTS OF THE FOLDER
FOR THE JOB INTERVIEW

1-CV with a formal picture

Student number and department should be included in the personal details section

2- Application letter

3- One page summary of the company chosen

4- Job description

No cover page should be included

Departments Name	Positions	Company
Business Administration	Sales Manager	Coca Cola
Human Resource Management	Human Resources Manager	Coca Cola
Banking & Finance	Credit Manager	HSBC Bank
European Union Relations	European Countries Relations Manager	NEU
Economics Central Bank	Research & Development Officer	Turkey
Marketing	Marketing Manager	Coca Cola
International Business	International Sales Manager	Coca Cola
Accounting	Sales Manager	Coca Cola
Banking & Finance (2yrs)	Credit Manager	HSBC

Employment

Work plays a major part in most people's lives, and in recent years many people's working environment has changed radically. As the labour market becomes more flexible, many employers respond by increasing the number of fixed-term contracts and part-time workers.

The Human Resources department of a company is responsible for planning, recruitment of new people, staff training and development, staff appraisal, welfare, pensions administration and industrial relations. It works to ensure that the right people are available to meet the company's needs.

Basic terms

employment
work (noun)
job
position
post
unemployed

out of work
on the dole
self-employed
work freelance
voluntary work

employment

having a paid job: *The fastest growing sector in the labour market is in the employment of women.*

work

what you do to earn money: *Could you tell me about the kind of work you are looking for?*

job

work done regularly, usually to earn money; an occupation: *He's got a highly-paid job in the oil business.*

position

a job: *How many applications have we received for the position of Production Manager?*

post

a job: *I believe we have a suitable post for him in our Chicago office.*

unemployed (adjective)

without a job: *How long have you been unemployed?*

the unemployed (noun)

people without jobs: *The Government provides incentives to the unemployed to start their own businesses.*

out of work

without a job: *Hundreds of people have been out of work since the closure of the Japanese electronics plant.*

on the dole (BrE, colloquial)

registered unemployed and receiving benefit from the state:
He's been on the dole since the plant closed last year.

self-employed

having your own business: *The 1980s saw rapid growth in the numbers of self-employed in the UK.*

work freelance (verb)

to work, often for more than one employer, and be paid separately for each piece of work: *She works freelance as a financial journalist.*

voluntary work

unpaid work, usually for a charity: *Many people like to include voluntary work on their CV.*

- i** The term 'Human Resources Management' is increasingly replacing the term 'Personnel Management'.
○ **work** is an uncountable noun; *After graduation, she hopes to find work overseas.*
○ **job** is a countable noun; *After graduation, she hopes to find a job overseas.*

Word partnerships: job

'Job' is commonly used in combination with the words below:

job ...	description title sharing analysis rotation satisfaction security advertisement
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A **job title** describes the function of a job, for example 'Sales Manager'.

An outline of the major responsibilities of a job is called a **job description**. A **job analysis** is carried out to examine a particular job in detail.

When a position is vacant, an organization puts a kind of notice, a **job advertisement**, in a newspaper, company bulletin or on the Internet.

Some companies move their workers regularly between teams or departments. This is known as **job rotation**. When two people do a single job between them it is known as **job-sharing**. **Job security** is knowing or feeling that a job will last for a long time, and **job satisfaction** is a feeling of contentment and achievement which comes from a job.

*This badge shows your name, the company name and your **job title**.*

*His experience and qualifications match the **job description** very well.*

*We've requested a **job analysis** to help us make decisions about the future of this post.*

*There are several **job advertisements** for administrative staff in today's newspaper.*

***Job rotation** has enabled our staff to broaden their range of skills.*

*Our company believes in the value of **job-sharing**, both for employees and the business.*

*Personal financial planning has been made difficult by the lack of **job security** in the modern workplace.*

*Although the pay is quite low, there is a high level of **job satisfaction**.*

i Use capitals for specific job titles. Compare *'He's the Sales Manager at Winton Electronics'* and *'I think he's a sales manager'*.

Human Resources: the people

'Human Resources' means people, plus the skills and experience they bring to an organization. Job titles such as 'Accounts Manager' or 'Personal Assistant' define what people do, while the following words describe people's roles in more general terms:

employer	staff
boss	employee
manager	worker
supervisor	white-collar worker
personnel	blue-collar worker
workforce	colleague

An **employer** is a person or company that provides jobs. **Boss** is an informal word meaning 'someone in authority', for example an employer or owner of a company, or simply someone in a superior position. The person who runs a specific part of an organization is called a **manager**. The job title will depend on the area of responsibility, for example 'Production Manager'. Someone who is in charge of making sure a job is well done eg. on the factory floor, or in retailing, is sometimes called a **supervisor**.

Personnel, **workforce** and **staff** are general terms used to talk about the people who work for an organization.

Employees and **workers** are the people who work in an organization. Professionals or people who work in offices are **white-collar workers**, while manual workers such as factory workers are called **blue-collar workers**.

Someone who works with you in your job is a **colleague** (sometimes called a co-worker).

*NTF is an equal opportunities **employer**.*

*I'll have a word with the **boss** about leaving early this afternoon.*

*Could you report to the Marketing **Manager**, please?*

*If you have any problems please talk to your **supervisor**.*

*We cannot afford to lose skilled **personnel**.*

*The **workforce** has been reduced by half in the last ten years.*

*In Siemens, the number of overseas **staff** has increased by forty thousand in the last eighteen months.*

*All the company's **employees** are encouraged to take part in training courses.*

***White-collar workers** are most likely to be affected by the merger.*

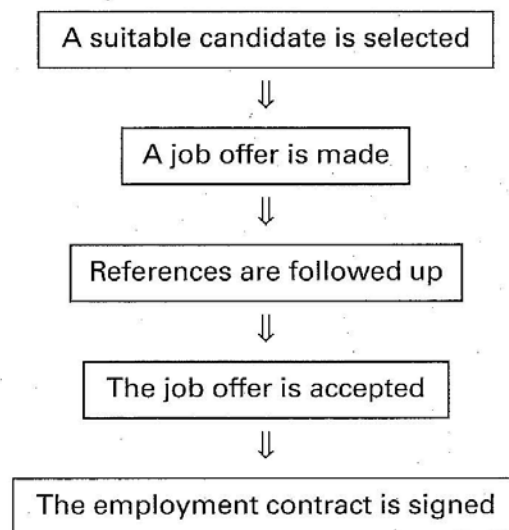
*Health and safety regulations state that all **blue-collar workers** must be issued with a uniform.*

*Many of her **colleagues** are less well qualified than she is.*

Recruitment procedure

Recruitment is the process of employing new people. This process will vary from one organization to another. In a small company, for example, it may be done quite informally, while a large corporation will have established procedures. The chart below shows the steps of a typical staff recruitment process.





Recruitment: the jobseeker's role

jobseeker
 apply for a job
 application form
 curriculum vitae (*BrE*)

résumé (*AmE*)
 covering letter
 applicant

A **jobseeker** is a person who is looking for a job. If you are a jobseeker and you are interested in a particular post, you may decide to **apply for the job**. The first step is to get an **application form** and a job description from the company. The next step is to complete the form and return it with your **curriculum vitae (CV, *BrE*)** or **résumé (*AmE*)**, which is a summary of your work history, education, and skills. You should also send a **covering letter**, supporting your CV. By doing this you have become an **applicant**.

*Local government offices have set up a telephone advice line for **jobseekers**.*

*In the last three months I have **applied for** six jobs.*

*Could you send me an **application form** and a job description please?*

*Please send your application, including a **CV**, to the address below.*

*Please send a full CV with a **covering letter** stating your current salary.*

*A total of ten **applicants** have been invited for interviews.*

Curriculum vitae (résumé)

A well-written CV (or résumé) is a vital part of any job application and makes an immediate impression on the people making the selection. A CV should be targeted at a particular position or company, and should aim to show how the candidate can be an asset to that organization.

Here are some suggestions to help you write a CV in English, but remember that in different countries there may be different practices. For example, you may decide that it is not important to include your marital status in a CV, but in some countries employers will expect to see it.

Contents of a CV

- **personal details:** name, address, telephone, e-mail, date of birth, nationality (if required), marital status (if required).
- **professional experience:** focus on your responsibilities and achievements rather than just names of companies and dates. Start with your most recent position and work backwards.
- **education and qualifications:** don't go back too far unless it's important to your application; recent graduates should pick out achievements eg. positions of leadership, evidence of successful teamwork whilst at university.
- **skills:** emphasize your skills, for instance, computing, languages, driving.
- **interests:** include only what will be viewed positively by the employer.
- **referees:** give the names of two people you can trust to be positive about you, or simply state that references are available on request.

Style

- Be concise. Keep it to one, or at most two, sides of a page.
- Use bulleted points rather than paragraphs.

CV/ résumé (experienced applicant)

Cameron Grant

Address: 14/3 Greenknowe Ave., Potts Point, NSW 2055,
Australia

Tel: 2883 455

e-mail: cgrant@alc.com

Nationality: Australian

Date of birth: 1 May 1965

Work history

1994 to date: International Business Manager, Haircare
Ltd, Sydney
Producer of hair care products

Responsibilities:

- *marketing in Europe and the Far East*
- *packaging development and design input*
- *setting up and developing distribution network*
- *negotiating contracts with major retailers*

1987–1991: Overseas Marketing Manager, Fourstar
International, Tokyo
Manufacturer of broadcasting equipment

- *formulated strategy, developed distribution network,
dealt with agents and customers*
- *produced sales material*
- *represented company at trade fairs worldwide*

Education

1993 MBA, London Business School

1987 BA Economics and Japanese, Sydney University,
Sydney, Australia

Skills

fluent Japanese

holder of pilot's licence, four hundred hours of flying

Interests

keen interest in flying

hiking

member of Greenpeace

CV/résumé (recent graduate)

Beverley Roberts

Personal details

Address: 122 Honor Oak Road, Forest Hill, London
SE23 4NM
Tel: 669 3439
e-mail: broberts@goserve.net
Nationality: British
Date of birth: 4 October 1976

Education

1999 MSc Computing for Business and
Industry, Napier University, Edinburgh
1998 BA Business Administration (2.2),
University of South Wales
1994 Hull Grammar School. 'A' levels in Italian
(A), Computer studies (A) and Economics
(B)

Work experience

Summer 1998 Website design, Hypercommunications
Ltd, Cardiff
Member of corporate website design team
Summer 1996: Adventure camp group leader,
Nottingham
Responsible for sailing tuition

Skills

- full driving licence
- fluent Italian
- experience of sailing training with under-sixteens
- first aid certificate

Interests

- member of university sailing team until graduation
- contributor of articles to yachting magazines
- keen painter with a strong interest in modern art

Names of referees available on request.

Recruitment: the company's role

Advertising

vacancy employment agency	headhunter
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When a company identifies a need for new staff, they may advertise the **vacancy** in national newspapers, or may contact an **employment agency**, a private company that matches jobseekers (people looking for work) with jobs. If the vacancy is an executive or senior management position, then a consultant known as a **headhunter** may be engaged to approach suitable people in other companies.

*She was promoted when a **vacancy** came up in the Kuala Lumpur office.*

*I've contacted several **employment agencies**, without any results.*

*She rejected approaches from several **headhunters**, but decided to stay in her present position as Head of Sales.*

Screening the applicants

application screening process	shortlist candidate
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Once the organization has received the jobseekers' **applications**, the **screening process** begins: reading through the applications and rejecting those that are unsuitable. The result of this process is a **shortlist** of applicants who will move on to the next stage. A person who is invited for an interview becomes a **candidate**.

*We received hundreds of **applications** for only two positions.*

*After we receive the applications, the **screening process** can begin.*

*Eight applicants are on the **shortlist** and have been contacted.*

*All the **candidates** on the shortlist have an MBA.*

Interviewing

interview
interviewee
interviewer
reference (*BrE*)
testimonial (*AmE*)

accept a job offer
turn down a job offer
appoint someone
employment contract

An **interview** is a formal meeting between a candidate and people from the company. In this situation, the candidate is the **interviewee** and the representatives of the company are the **interviewers**. After an interview, the interviewers will follow up the **references** or testimonials of promising candidates. To do this they ask for a letter about the candidate from a previous employer (or a tutor, in the case of a recent graduate).

Once this process has been completed, the interviewers need to select the best candidate for the job and offer him or her the post. The candidate will then **accept**, or **turn down**, the **job offer**. When the person has been officially **appointed** (given the job), an **employment contract** is signed, agreeing the working conditions and salary.

*The **interview** will last for about forty minutes.*

*Could you supply me with a **reference** for Joseph Okuda, please?*

*Well, have you **accepted the job offer**?*

*Why did you **turn down the job offer** in that property firm?*

*In her early thirties, she was **appointed** head of Public Relations.*

The job interview

Most interviews are conducted by a panel of interviewers, i.e. more than one person.

Checklist for interviewers

- Decide in advance how the candidates will be assessed.
- Plan how the interview will be conducted.
- Make a list of questions and decide who will ask them.
- Read the applications carefully beforehand.

- Help the candidates to relax by making small-talk.
- Explain what will happen in the interview.
- Ask open-ended questions.
- Leave time for the candidate to ask questions at the end.
- Explain when and how the candidate will be told the result of the interview.

Checklist for interviewees

- Research the organization in advance.
- Read the job description carefully.
- Think about the questions you may be asked, and plan your responses.
- Be prepared to talk about your career, both past and future.
- Be ready to explain why you think you are suitable for the job.
- Practise with someone beforehand if you are nervous.
- Ask questions.

Job interview questions

Some questions asked by interviewers at interviews are job-specific, relating to a particular post or field of work. Others are of a more general nature and encourage the candidate to talk about work experience, future goals and reasons for applying for the post. Open-ended questions give the interviewees the opportunity to express themselves, and give the interviewers the chance to assess the candidates' responses.

Below are some questions that are frequently asked in job interviews:

- Why do you want to join this company?
- What do you think you can bring to this job?
contribute to this job?
- What changes would you implement if you got this job?
- How would you feel about relocating to (Malaysia)?
working in a very small team?
developing communications
training courses?

- Could you tell us something about your responsibilities in your last job?
long term goals?
experience of dealing with difficult clients?
- What has brought you to this point in your career?
- What would you say are your strengths?
weaknesses?
- How would you deal with (a dissatisfied customer)?
handle (the following situation) ...?
- What do you see yourself doing in five years?
- How do you see yourself developing personally?

Money

Towards the end of an interview it may be appropriate to discuss money and fringe benefits, though the finer details will usually be discussed when the job offer is made.

income
salary
wages

remuneration
commission
fee

The money a person receives, including salary, dividends, interest, and rent on properties is called **income**. In the workplace, a white-collar worker receives an annual **salary** which is paid monthly, while a blue-collar worker receives a weekly payment called **wages**. **Remuneration** is a general term meaning 'payment for work'. In some jobs (in sales for example), the employee receives a **commission**, which is a percentage of the amount he or she has sold. A **fee** is money paid for the professional services of people such as lawyers, consultants and architects.

*His total **income** for this year including dividends and fringe benefits is expected to reach \$250,000.*

*What **salary** were you offered?*

*Workers faced a drop in **wages** as recession hit Japan.*

*We offer an excellent **remuneration** and benefits package to the right candidate.*

*This post offers a basic salary plus generous **commission**.*

*Lawyers' **fees** will have to be paid by the end of this month.*

Fringe benefits

perks
benefits package
private medical insurance

company pension scheme
share options

Fringe benefits or **perks** are extras received by an employee in addition to wages or salary. In managerial positions these are usually generous, and are negotiated when a job offer is being made. A **benefits package** may include some of the following: a company pension scheme, **private medical insurance**, company car, share options. A **company pension scheme** is a private pension plan which the employer (and often the employee) contributes to. **Share options** give the employee the chance to buy shares in the company at a reduced rate.

*One of the more enjoyable **perks** of the job is being able to use the gym in the basement.*

*The salary and **benefits package** are negotiable.*

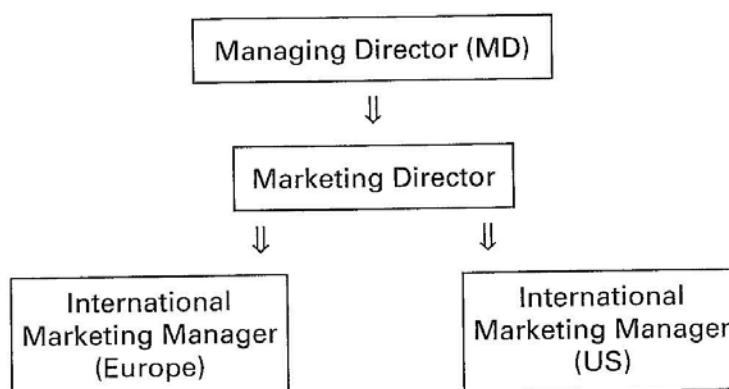
*As well as a company car, we can offer you free **private medical insurance**.*

*You can join the **company pension scheme** immediately.*

*Company **share options** are seen as one of the most valuable fringe benefits.*

Job responsibilities and company structure

Here is a simple diagram showing part of a company's hierarchy which is being explained to a new employee in the marketing department.



- The company is **headed by** the Managing Director, Victor Galloway.
- Paula Wells, the Marketing Director **is responsible for** the marketing department.
- Both marketing managers **report** directly **to** Paula.
- The International Marketing Manager for Europe, Judith Roca, is **in charge of** the promotional campaign in Poland.
- She is **assisted by** a marketing team of six people.
- Your team **is accountable to** the International Marketing Manager for the US, Alan Kotowski.

To **head** a company is to lead it. If you are under the authority of another person, you are **accountable to** them, or you **report to** them. To **assist** someone means to help or support them.

You are **in charge of** something, or **responsible for** it, if it is under your control.

Changes in the workplace

Change in organizations occurs for social, political and economic reasons such as recession, privatization, mergers and takeovers. Companies respond to change in many ways, including the following:

restructuring
downsizing

delayering

restructuring

changing the fundamental structure or shape of an organization or group: *The car industry in Europe has undergone massive restructuring in recent years.*

downsizing

reducing the number of employees: *We see downsizing as our only option if the company is to remain competitive.*

delayering

reducing the number of levels of management: *As a result of delayering, the corporation now has a much flatter hierarchy.*

Leaving a job

There are various ways to leave a job, some voluntary and some involuntary. The words and phrases below are commonly used to talk about leaving, or being forced to leave, a position:

resign
quit (a job, a post)

retire
take early retirement

You **resign**, or you **quit** your job, when you choose to leave it. At the age of sixty or sixty-five many employees **retire**, though the retirement age varies from one country to another. Some employees leave at an earlier age; this is known as **taking early retirement**.

*Mr Russell, Director of the organic food retailer, **has resigned**.*

*Stephen Nicoli, chief executive of Greener Holidays is expected to **quit** his post as the company's share price continues to fall.*

*The Chairman has announced that he **will retire** in April on his sixty-fifth birthday.*

*Forty-seven workers in the factory have agreed to **take early retirement**.*

redundancy
lay-off
make someone redundant

lay someone off
redundancy payment

Company reorganization, relocation or closure often result in job losses. These job losses are known as **redundancies** or **lay-offs**. An employee who is **made redundant** or **laid off** may receive a **redundancy payment**. This is an amount of money paid out to compensate the employee for the job loss, based on the number of years worked in the organization and the salary earned.

*Two thousand workers face **redundancy** in the semiconductor industry.*

*Four hundred workers will be **made redundant** over the next twelve months as the US parent company closes its UK operations.*

*She set up her own consultancy firm using her **redundancy payment**.*

*More **lay-offs** are predicted in the rail industry.*

There are plans to **lay off** twenty per cent of the workforce.

dismiss
fire

sack

To terminate a contract of employment is to **dismiss**, **fire** or **sack** an employee.

*The union is calling for strike action after five drivers were **dismissed**.*

*Two people **were fired** after being caught stealing company products.*

*He **was sacked** for persistent lateness.*

Industrial relations

'Industrial relations' refers to the relationship between management and workers. The human resources department deals with all aspects of this relationship, for example dismissals, conflicts, negotiations over pay and conditions. Key words in industrial relations include the following:

trade union
labor union
collective bargaining
union representative

employers' association
strike
industrial action
industrial dispute

trade union (BrE)

labor union (AmE)

an association of workers in one or more industries, formed to improve pay and working conditions through collective bargaining: *Trade unions in the UK, where membership has declined hugely in the last ten years, are working to recruit new members.*

collective bargaining

negotiation between trade union and employer regarding pay and conditions: *In the 1980s more than fifty per cent of British workers' pay was decided through collective bargaining.*

union representative

a person who is elected by union members to speak and act on their behalf: *Union representatives are meeting tomorrow to discuss the pay proposals.*

employers' association

an organization of employers formed to take part in the collective bargaining process: *The employers' association for manufacturers of building materials is called The Cement Makers' Federation.*

strike

to refuse to work, in protest against something: *Rail workers have voted to strike from the tenth of this month.*

industrial action

organized action such as a strike, taken by employees to protest against pay or conditions: *Workers at the MJI Chemical plant have called for industrial action to protest against recent dismissals.*

industrial dispute

a disagreement between employers and employees, generally about pay and working conditions: *Negotiations finally brought an end to the long-running industrial dispute at the factory.*

Impress at Interviews

The many books available on likely interview questions revolve around a handful of basics. If you practise answering those basic questions you will give a good account of yourself on the day of your interview.

5 minute FIX



If you're called to an internal interview at very short notice, take a few minutes to prepare yourself.

- Check your general appearance – you'll feel more confident if you look good.
- Write down a dozen likely questions and prepare answers to all of them.
- Take slow, deep breaths for a minute to calm yourself.

Know What to Say and How to Say It

Communicating in an interview should be easy – we all like to talk about ourselves. However, nervousness usually gets in the way. You can help yourself to overcome your nervousness by practising your answers to likely questions in a mock interview with a friend. If you know just what to say, how to sit, and what you want to ask, you will feel confident. An interview is your opportunity to talk about yourself. This is one occasion where you can be sure that the person asking questions really does want to listen to your answers. Speak slowly, never faster than the person asking the question. Try to

concentrate on what you are being asked, rather than on how nervous or uncertain you feel. If you don't understand a question, ask the interviewer to rephrase it – this is a better option than talking off the point. And remember, while you may be very keen to get the job, the person interviewing you is just as anxious to find the right person.

TIP No matter how casual the organization, your appearance will be scrutinized. Dress appropriately and show that you have made an effort.

Practice Makes Perfect

In any job interview, certain questions are guaranteed to come up. Practise answering these questions so that you will appear confident and in control when you are faced with them during an interview.

→ **Why do you want this job?**

This is where you will stress the areas where you think you provide a match for the job. Talk about how your skills suit the job rather than what the job is going to give you.

→ **Why do you want to work for this organization?**

Do your research so that you can talk about the organization's dynamism, reputation, management style, and track record.

→ **What qualities do you think the job requires?**

Draw attention to your strengths by listing the skills you can bring to the job.

→ **What can you contribute?**

Give an example of something that shows how good you are, and say how the organization could benefit from this talent.

→ **What are your weak points?**

This is a difficult question but you should never answer that you have none. Think about a weakness that you have overcome and turn the question around to show that you have the self-awareness, capacity, and will to improve.

Effective Interview Techniques

HIGH IMPACT

- Asking questions about the interviewer's experience of working for the organization
- Asking about opportunities and chances to develop your proposed role
- Asking questions based on research into the organization and its activities

NEGATIVE IMPACT

- Being passive – answering what you're asked without asking any questions
- Asking only about salary, conditions, and benefits
- Failing to find out anything before the interview about the organization's background, needs, or likely ambitions

IMPRESS AT INTERVIEWS

The Group Interview

The least formidable type of interview is the one-to-one situation. Group interviews are utilized increasingly and you need to be aware of how to handle yourself with confidence in these situations if you are to give the best possible account of yourself.

Do Yourself Justice

Group interviews allow interviewers to watch how you interact with others – they will be trying to establish whether you are a leader, a follower, a bully, or are too shy to express yourself in a group. This type of interview usually involves a group exercise, a debate on which the participants have to reach agreement, or a mock meeting that each person chairs in turn. Don't try to be someone you are not, and don't allow the situation to stifle your expression. If you seem self-conscious and shy then the interviewer will suspect that you may have problems working in a team. Try to lead rather than follow, but do this in such a way that you demonstrate clearly to the interviewer that you are a team player.

**Interviewers
read every
signal you
send out**

The Panel Interview

At a panel interview a number of people will be asking the questions. Most interviewees will find this very stressful and your ability to handle stress well will be one of the factors being examined by the panel. Make sure that you engage every member of the interview panel, making eye contact with those who don't actually speak – remember that they are just as much part of your audience as the person asking the question. Start by looking straight at the person who asks a question, then make eye contact with everyone on the panel as you talk, returning to the questioner as you finish making your response.

Clear and Confident Body language

Resist excited gestures, remember to look straight ahead but don't overdo the eye contact, and avoid "closed" body positions such as folded arms and crossed legs.

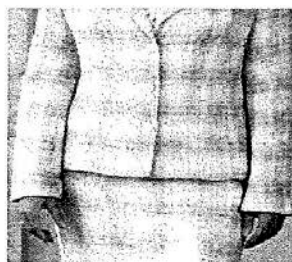
Make an Impression

Try to keep your expression friendly, but neutral. Practise some expressions in front of a mirror before an interview – you may be surprised by how some of them make you look.



Direct Your Gaze

Always look straight ahead, and keep your expression open, when meeting people for the first time. Avoid looking over people's heads – this will convey feelings of superiority.



Look Confident Stand up straight and keep your hands relaxed by your sides, ready to shake hands with your interviewers. Putting your hands in your pockets will look too casual for the situation.

IMPRESS AT INTERVIEWS