ПРЕЗИДЕНТСКАЯ АКАДЕМИЯ

РАНХИГС | АЛТАЙ

АБУБАКАРОВА Е.В.

BUSINESS ENGLISH: CROSS-CULTURAL APPROACH

УЧЕБНОЕ ПОСОБИЕ
ПО АНГЛИЙСКОМУ ЯЗЫКУ ДЛЯ СТУДЕНТОВ
ЭКОНОМИЧЕСКИХ СПЕЦИАЛЬНОСТЕЙ

Федеральное государственное бюджетное
образовательное учреждение высшего образования
РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА
и ГОСУДАРСТВЕННОЙ СЛУЖБЫ
при ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ

Алтайский филиал

АБУБАКАРОВА Е.В.

BUSINESS ENGLISH: CROSS-CULTURAL APPROACH

**Учебное пособие по английскому языку
для студентов экономических специальностей**

Барнаул, 2026

Об издании – 1, 2

УДК 811.111(075.8)
ББК 81.2 Англ-923
А13

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Абубакарова Е.В. Business English: Cross-Cultural Approach: учебное пособие по английскому языку для студентов экономических специальностей / Е.В. Абубакарова. – Барнаул, Алтайский филиал РАНХиГС, 2026. – 1 CD-R (3,00 Мб). – Загл. с титул. экрана. – Текст: электронный.

Систем. требования: Intel Pentium 1,6 GHz и более; 512 Мб (RAM); Microsoft Windows 7 и выше; Adobe Reader.

Электронное учебное пособие

Учебное пособие адресовано студентам вузов и ссузов, будущим специалистам в области экономики и нацелено на развитие кросс-культурной компетенции в деловой коммуникации.

Первый модуль знакомит с теорией культурных измерений Г. Хофстеде, а также понятиями культурного и эмоционального интеллекта. Второй модуль посвящен организационной культуре в многонациональных компаниях, проблеме баланса работы и жизни в западной и восточной традициях. Каждый модуль содержит задания для развития чтения, говорения и письма, а также лексико-грамматические упражнения в контексте профессионального общения. Третий модуль посвящен развитию навыков письменной речи и содержит обширный банк креативных письменных заданий.

Пособие сочетает теоретические основы с практическими кейсами, дискуссиями и ролевыми играми, что формирует у студентов готовность к эффективному взаимодействию в международной бизнес-среде.

ISBN 978-5-6054400-7-9

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Module 1

Culture in Business Environment



Warm-up

Discuss the following questions:

- What are the main things that define a culture?
- Why does culture matter in business?
- What theories to study culture do you know?

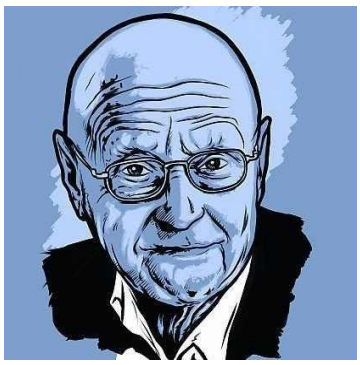
UNIT 1

1. READING

1.1. Read the following text and answer the questions.

1. What are the main dimensions of Hofstede's Theory?
2. What is the application of Hofstede's cultural dimensions in international business?

Hofstede's Cultural Dimensions Theory



Any company that conducts business across borders knows how important it is to be aware and respectful of the cultural differences that are sure to arise. According to Dutch management researcher Geert Hofstede, there are six dimensions to understanding the differences in culture across countries.

1. Power-Distance Index. This index describes the extent to which the less powerful members of an organization or institution – such as a family – accept and expect that power is distributed unequally. A society with high power distance will create and enforce strict hierarchies with a top-down effect, whereas low power distance groups will solicit and incorporate feedback from all levels, bridging the gap between authority figures and those "below" them. On one hand, Europeans and Americans do not value power very much, focusing more on individuality. On the other hand, Arab countries emphasize the influences derived from power, and their institutions, whether government departments or enterprises, are more or less tinged with power. Thus, European and Arab countries differ substantially in their power distance.

2. Collectivism vs. Individualism. It refers to the integration of individuals into groups. Individualistic societies stress achievement and individual rights, focusing on the needs of oneself and one's immediate family. A person's self-image in this

category is defined as “I.” In contrast, collectivist societies place greater importance on the goals and well-being of the group, with a person’s self-image in this category being more similar to a “We.” Communication tends to be more direct in individualistic societies but more indirect in collectivistic ones. Japan is an example of a collectivistic culture while the United States is an individualistic culture.

3. Uncertainty Avoidance Index. This dimension refers to a culture’s tolerance for and reaction to change. A high uncertainty avoidance index indicates a low tolerance for uncertainty, ambiguity, and risk-taking. Both the institutions and individuals within these societies seek to minimize the unknown through strict rules and regulations. People within these cultures also tend to be more emotional. In contrast, those in low uncertainty avoidance cultures accept and feel comfortable in unstructured situations or changeable environments and try to have as few rules as possible. This means that people within these cultures tend to be more tolerant of change. For example, Japan, which has a high degree of uncertainty avoidance, has implemented lifetime employment. In contrast, the United States, a country with a low level of uncertainty avoidance, has not implemented or actively explored lifetime employment.

4. Femininity vs. Masculinity. This dimension looks at how much a society values traditional masculine and feminine roles and qualities. A masculine society values assertiveness, courage, strength, and competition; a feminine society values cooperation, nurturing, modesty, caring for others and the quality of life. Japan, China, the United States and Mexico can be good examples of masculine countries. On the contrary, the nations that present a high degree of femininity are: Sweden, Norway, Finland and Denmark.

5. Short-Term vs. Long-Term Orientation. This dimension refers to the degree to which cultures encourage delaying gratification or the material, social, and emotional needs of their members. Societies with long-term orientations tend to focus on long-term success. These societies emphasize traits such as persistence, perseverance, thrift, saving, long-term growth, and the capacity for adaptation. Short-term orientation in a society, in contrast, indicates a focus on quick results and

respect for tradition. Long-term oriented countries include China, Japan, Korea, India, and Thailand while short-term oriented countries include Nigeria, Philippines, and Canada.

6. *Restraint vs. Indulgence.* This dimension considers the extent and tendency of a society to fulfill its desires. In a highly indulgent society, people may tend to spend more money on luxuries and enjoy more freedom when it comes to leisure time activities. In a restrained society, people are more likely to save money and focus on practical needs. Among indulgent countries are Australia, Canada, the US, Argentina, Chile, and several African countries. Russia, China, Japan and South Korea are among restrained-oriented countries.

Hofstede's cultural dimensions can be used to predict how people from different cultures will interact with each other, help managers to understand why their employees behave the way they do, and also help businesses adapt their products and marketing to different cultures.

2. VOCABULARY

2.1. Match the words with their definitions and guess their meanings.

1. **be aware of**	**a)** remedy a deficiency
2. **create a hierarchy** [haɪərɑːrkɪ]	**b)** show the importance of the quality of being confident and not frightened to say what you want or believe
3. **a top-down effect**	**c)** recognize the importance of working together
4. **solicit feedback**	**d)** have some control over people and activities
5. **bridge a gap**	**e)** pleasure or satisfaction, or something which provides this
6. **be tinged with power**	**f)** continued effort to do or achieve something, even when this is difficult or takes a long time

7. lifetime employment	**g)** an unclear or confusing situation
8. **emphasize assertiveness**	**h)** ask for comments, reviews
9. **perseverance** [pɜːsɪˈvɪər(ə)ns]	**i)** know facts about something
10. **gratification** [grætɪfiˈkeɪʃn]	**j)** acting in a calm and controlled way
11. **ambiguity** [æmbɪˈgjuːɪtɪ]	**k)** make a system of organizing people into different ranks or levels of importance
12. **prioritize cooperation**	**l)** a group of people which values the satisfaction of human needs and desires
13. indulgent society	**m)** a promise by a company to an employee that they will have a job for their whole working life
14. **restrained** (adj.)	**n)** controlled, directed, or organized from the top

2.2. Fill in the gaps with the words from Ex. 2.1.

1. After decades of dedicated service, the company honored its long-time employee with a _____contract, ensuring a secure financial future for him and his family.
2. The international team was instructed to _____and effective communication to successfully complete the complex project within the tight deadline.
3. The educational program aimed to _____ in digital literacy among the elderly population by providing free computer classes and online resources.
4. The small business owner's _____in the face of financial difficulties ultimately led to the success of her startup, which became a leading player in the local market.

5. The company's financial reports showed a _____approach to spending, indicating a commitment to fiscal responsibility and long-term sustainability.

6. The government's monetary policy had a _____on the economy, as the interest rate changes influenced the overall spending and investment patterns of businesses and consumers.

7. Investors must _____the potential risks associated with investing in emerging markets, including currency fluctuations and regulatory changes.

8. The country's_____, characterized by high consumer spending and a culture of instant gratification, contributed to its significant trade deficit and economic instability.

9. The negotiations between the two companies were_____, as the larger corporation's dominant market position gave it significant leverage in the discussions over the potential merger.

10. The company's customer service team actively _____from clients to improve their products and services, leading to increased customer satisfaction and loyalty.

11. The complexity of the tax laws created _____in the interpretation of certain provisions, leading to disputes between the government and businesses over compliance and liability.

2.3. Replace the highlighted words in the text with the appropriate alternative from Ex. 2.1.

In the rapidly changing economic landscape, it is essential for businesses to ***understand*** the need to adapt and evolve to stay competitive. To achieve this, leaders must ***accentuate decisiveness*** in their decision-making processes, creating a clear ***ranking*** within the organization to ensure everyone is working towards the same goals.

However, the pursuit of instant ***pleasure*** can often lead to short-sighted decisions that neglect the long-term benefits of the company. ***To tide over*** short-term

gains and long-term success, businesses must prioritize perseverance and resilience in the face of challenges.

One of the key challenges in achieving this is the ***uncertainty*** that often surrounds complex economic issues. To overcome this, it is crucial to ***require assessments*** from all levels of the organization, ensuring that everyone's voice is heard and valued. This approach not only fosters a sense of inclusivity but also encourages employees to take ownership of their work and contribute to the company's success.

3. COMPREHENSION

3.1. Answer the questions.

1. What is the difference between high and low power distance cultures?
2. How does power distance affect communication?
3. How does indulgence affect business?
4. What is the difference between feminine and masculine society?
5. How are individualism and collectivism manifested in business / workplace?

3.2. Choose the correct option.

1. Employees call their supervisors by their first names in countries with ***low power distance / high power distance.***
2. Employees have better maternity leave policies and more affordable childcare in countries with a ***low degree of femininity / high degree of femininity.***
3. Employees tend to work autonomously and independently in countries with a ***low uncertainty avoidance index / high uncertainty avoidance index.***
4. Managers make decisions without taking into consideration their employees' opinion in countries with ***low power distance / high power distance.***
5. Individuals believe that people should focus on the results of the past in their present life in countries with ***long-term orientations / short-term orientations.***

6. Employees trust absolute knowledge and judgments and do not tolerate radical behaviors in countries with a ***low uncertainty avoidance index / high uncertainty avoidance index.***

7. Individuals believe that people should focus on the impact of the present on their future life in countries with ***long-term orientations / short-term orientations.***

3.3. Complete the table with the set of characteristics that best fits each cultural dimension.

High Power Distance	**Low Power Distance**
strict hierarchy *unequal rights* *respect for authority…*	
Collectivism	**Individualism**
High Uncertainty Avoidance	**Low Uncertainty Avoidance**
Femininity	**Masculinity**
Short-Term Orientation	**Long-Term Orientation**
Restraint	**Indulgence**

3.4. Complete the table with countries to illustrate cultural dimensions.

Collectivistic Culture	High Power Distance Culture	Feminine Culture	High Uncertainty Avoidance Culture	Restrained Culture	Short-Term Oriented Culture
Spain, Japan, China, Russia, Turkey…					
Individualistic Culture	**Low Power Distance Culture**	**Masculine Culture**	**Low Uncertainty Avoidance Culture**	**Indulgent Culture**	**Long-Term oriented Culture**

4. SPEAKING

4.1. Choose any country from the following chart and characterize its culture in accordance with Hofstede's Cultural Dimensions. Speak about the peculiarities of running a business there.

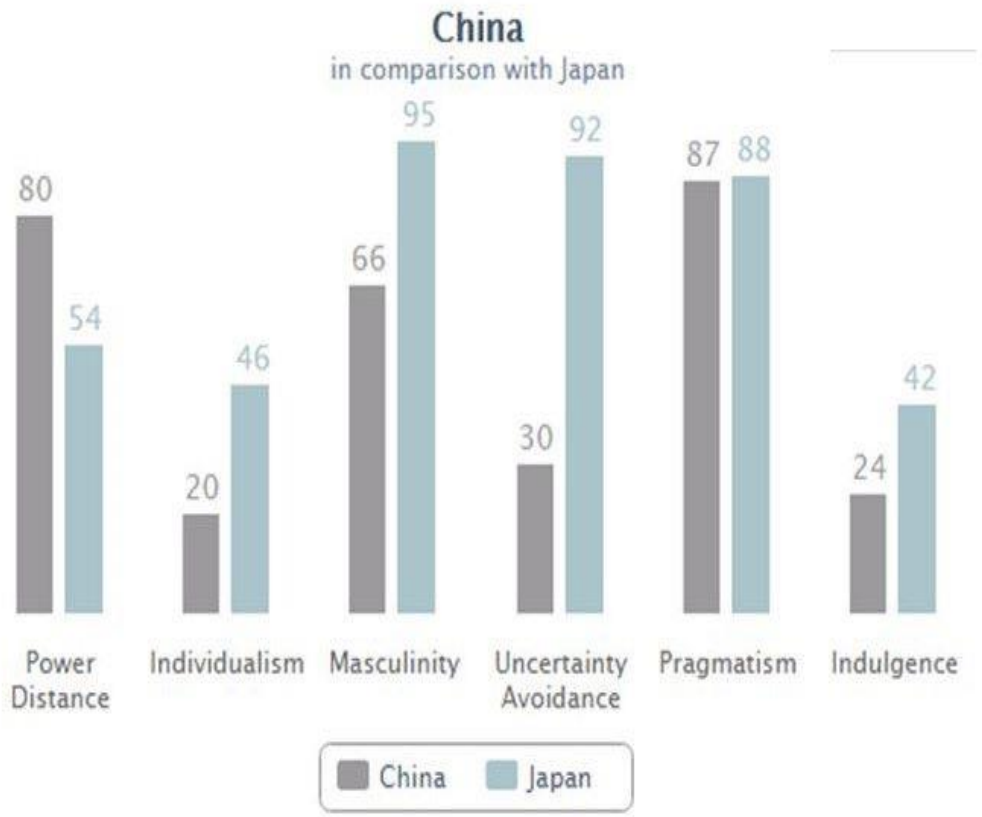
Country	Power Distance	Individualism	Masculinity	Uncertainty Avoidance	Long-Term Orientation
France	68	71	43	86	-
Germany	35	67	66	65	31
Hong Kong	68	25	57	29	96
India	77	48	56	40	61
Japan	54	46	95	92	80
Malaysia	104	26	50	36	-
Netherlands	38	80	14	53	44
Singapore	74	20	48	8	48

South Korea	60	18	39	85	75
Sweden	31	71	5	29	33
Switzerland	34	68	70	58	-
United Kingdom	35	89	66	35	25
United States	40	91	62	46	29

5. WRITING

5.1. The graph below illustrates the cultural differences between China and Japan. Summarize the information by selecting and reporting the main features, and make comparisons where relevant. Write a Bar Chart Essay of 150 words.

(For the best Bar Chart Essay plan refer to *Writing Bank*)



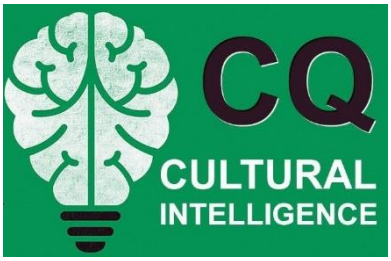
UNIT 2

1. READING

1.1. Read the following text and answer the questions.

1. What is cultural intelligence in business?
2. What is the role of cultural intelligence in international business?

Navigating Global Business: The Crucial Role of Cultural Intelligence



Culture is so powerful that it can affect how even a lowly insect is perceived. It should come as no surprise that the human actions, gestures, and speech patterns a person encounters in a foreign business setting are subject to an even wider range of interpretations, including ones that can make misunderstandings likely and cooperation impossible. But occasionally an outsider has a seemingly natural ability to interpret someone's unfamiliar and ambiguous gestures in just the way that person's compatriots and colleagues would, even to mirror them. We call that *cultural intelligence or CQ***.**

In a world where crossing boundaries is routine, CQ becomes a vitally important aptitude and skill. With cultural intelligence, you'll know how to work effectively with people from different cultural backgrounds and strategically use cultural differences to come up with more innovative solutions.

An American manager had his cultural intelligence tested while serving on a design team that included two German engineers. As other team members floated their ideas, the engineers condemned them repeatedly as stunted or immature or worse. The American manager concluded that Germans in general are rude and aggressive. A modicum of cultural intelligence would have helped the American realize he was mistakenly equating the merit of an idea with the merit of the person presenting it and that the Germans were able to make a sharp distinction between the two.

One more example, illustrating the importance of CQ for global business, can be a multinational company ..hat wanted to enter the Chinese market. It hired a local consultant to help them understand the cultural nuances and expectations of their potential customers. The consultant advised them to avoid using the color white in their logo and packaging, as it is associated with death and mourning in China. The company followed the advice and chose a different color scheme, which helped them to create a positive impression and attract more customers.

These examples show how CQ can make a difference in the success or failure of global business endeavors. Therefore, it is imperative for managers and leaders to develop and enhance their CQ, and to apply it in their daily work. By doing so, they can build trust and rapport with their multicultural stakeholders, foster a culture of learning and innovation, and achieve their global objectives.

According to P. Christopher Earley and Elaine Mosakowski there are three components of developing cultural intelligence: *Head, Body, and Heart.*

The Head refers to the cognitive skills which deal with our ability to understand a different culture and adapt our behavior in ways that will streamline our communication with the members of the said culture and eradicate some of the most common communication barriers. This also means that our cognitive skills can help us better understand different cultures, by doing some research and showing an active interest in our colleagues with different backgrounds.

The Body, or physical means, refers to our ability to notice how different cultures use physical cues and reciprocate them. By doing this, we're showing our coworkers that we're making a conscious effort to understand their culture and ensure we don't offend them inadvertently. It's not enough to say you understand the culture of your foreign colleagues or guests. You need to show them you understand it — with your actions and behavior.

The Heart is the emotional understanding that is closely connected with motivation. When adapting to new cultures, we're almost certainly going to face challenges and setbacks. We are not afraid to make mistakes because we know that we have good intentions and we are willing to learn from our mistakes.

Why can some people act appropriately and effectively in new cultures or among people with unfamiliar backgrounds while others flounder? The people who are socially the most successful among their peers often have the greatest difficulty making sense of, and then being accepted by, cultural strangers. Those who fully embody the habits and norms of their native culture may be the most alien when they enter a culture not their own. Sometimes, people who are somewhat detached from their own culture can more easily adopt the mores and even the body language of an unfamiliar host. They're used to being observers and making a conscious effort to fit in. It is obvious that the answer doesn't lie only in tacit knowledge or in emotional or social intelligence. To become a culturally intelligent global leader and strategist, one needs to develop four dimensions of CQ: cognitive (knowledge), metacognitive (self-awareness), motivational (interest and willingness to learn), and behavioral (the ability to adapt). A person with high CQ, whether cultivated or innate, can understand and master cross-cultural situations, persevere, and do the right thing when needed.

2. VOCABULARY

2.1. Match the words with their definitions and guess their meanings.

1. encounter (v)	**a)** to suggest or think of an idea or plan
2. a compatriot	**b)** to draw the attention of people who buy goods or a service
3. come up with	**c)** to improve the quality, amount, or strength of something
4. condemn [kən'dem]	**d)** to get rid of or destroy something completely

5. modicum of smth. [ˈmɒd.ɪ.kəm]	**e)** any efforts or initiatives related to commercial or professional success
6. attract customers	**f)** to have a good understanding of someone and an ability to communicate well with them
7. make a difference in	**g)** to change something so that it works better, esp. by making it simpler
8. enhance (v) [ɪn'hɑːns]	**h)** to meet someone or something unexpectedly
9. build rapport with [ræ'pɔː]	**i)** to share the same feelings as someone else, or to behave in the same way as someone else
10. tacit knowledge	**j)** to change a situation or condition in an important way
11. streamline (v)	**k)** to criticize something or someone strongly
12. eradicate (v) [ɪ'rædɪkeɪt]	**l)** to deal with something that happens that delays or prevents a process from developing
13. reciprocate [rɪ'sɪprəkeɪt]	**m)** knowledge that you do not get from being taught, or from books, etc. but get from personal experience
14. face setbacks	**n)** a person who comes from the same country or a friend you work with
15. business endeavor [in'devə]	**o)** a small amount of something

2.2. Fill in the gaps with the words from Ex. 2.1.

1. To successfully negotiate a trade agreement, it is crucial for the economic diplomat to _____ the representatives from the other country, fostering a collaborative environment that promotes mutual understanding and cooperation.
2. The entrepreneur's innovative approach to sustainable energy solutions made her new _____a groundbreaking success, attracting significant investment and paving the way for a more environmentally friendly future.
3. The years of experience in the industry gave him _____ of how the stock market operates.
4. The company's new product line was designed to _____who were looking for eco-friendly alternatives to traditional household cleaning products.
5. The new marketing campaign was intended to _____brand awareness and enhance the company's position in the highly competitive market.
6. The international economic conference brought together prominent _____from around the world to discuss global economic trends and challenges.
7. The mission of this non-profit organization was to _____in the lives of underprivileged children by providing them with access to quality education and economic opportunities.
8. The economist's report _____the company's unethical business practices, which had a negative impact on the local economy and community.
9. The policy change aimed to _____income inequality by implementing progressive taxation and social welfare programs.
10. The trade agreement required the countries to _____each other's tariffs and trade restrictions to promote fair and balanced trade.
11. The entrepreneur had to _____a creative solution to overcome the challenges of launching a new business in a competitive market.

2.3. Match the verbs with the nouns to make correct word combinations. Find them in the text and translate into Russian.

1. encounter	1. customers
2. come up with	2. cultural intelligence
3. eradicate	3. culture of learning
4. condemn	4. physical cues
5. attract	5. solutions
6. enhance	6. actions
7. reciprocate	7. ideas
8. face	8. barriers
9. foster	9. communication
10. streamline	10. setbacks

3. COMPREHENSION

3.1. Answer the questions.

1. What was the American manager's initial misconception about the German engineers?
2. What is one of successful examples of companies adapting to cultural differences in their branding?
3. Why do some people struggle more with cultural adaptation than others?
4. What are the key components of high cultural intelligence?
5. How does the motivational aspect of developing cultural intelligence help individuals interact with other cultures?

3.2. Choose the correct option.

1. _____is the term used to describe the ability to interpret and understand the actions, gestures, and speech patterns of people from different cultural backgrounds.

   A) Cultural Competence

   B) Cultural Intelligence (CQ)

   C) Cross-Cultural Understanding

   D) Global Awareness

2. _____is the cognitive component of cultural intelligence, according to P. Christopher Earley and Elaine Mosakowski.

   A) The ability to notice physical cues and reciprocate them

   B) The ability to understand and adapt to different cultures

   C) The ability to make mistakes and learn from them

   D) The ability to fully embody the habits and norms of one's native culture

3. It is important for managers and leaders to develop and enhance their cultural intelligence to _____

   A) better understand different cultures and adapt their behavior accordingly

   B) make mistakes and learn from them

   C) fully embody the habits and norms of their native culture

   D) be socially successful among their peers

4. _____is the emotional understanding component of cultural intelligence, according to P. Christopher Earley and Elaine Mosakowski.

   A) The ability to notice physical cues and reciprocate them

   B) The ability to understand and adapt to different cultures

   C) The ability to make mistakes and learn from them

   D) The ability to fully embody the habits and norms of one's native culture

5. Some people struggle more with cultural adaptation than others_____

   A) because they are socially successful among their peers

   B) because they are detached from their own culture

   C) because they are not willing to make mistakes and learn from them

   D) because they are not able to fully embody the habits and norms of their native culture

3.3. Read the following situations and decide which CQ component is illustrated in each of them.

Situation 1

A Hispanic community leader in Los Angeles and an Anglo-American businessman fell into conversation at a charity event. As the former moved closer, the latter backed away. It took nearly 30 minutes of waltzing around the room for the community leader to realize that "Anglos" were not comfortable standing in such close physical proximity.

Situation 2

An Irish advertising manager Devin was working with a German construction and engineering company belonging to a British owner. Devin's experience with executives in the German retail clothing industry was that they were reasonably flexible about deadlines and receptive to highly imaginative proposals for an advertising campaign. He also knew that the British are strict about deadlines and intent on a media campaign that stressed the firm's technical expertise and the cost savings it offered. Devin was unsure how to proceed.

Situation 3

Hyong Moon had experience leading racially mixed teams of designers at GM, but when he headed up a product design and development team that included representatives from the sales, production, marketing, R&D, engineering, and finance departments, things did not go smoothly. Although he had no experience with cross-functional teams, his successes with single-function teams had given him the confidence to persevere. He commented, "I'd seen these types of disagreements in other teams, and I'd been able to help team members overcome their differences, so I knew I could do it again."

Situation 4

Henri, a French manager at Aegis, a media corporation, followed the national custom of greeting his female clients with a hug and a kiss on both cheeks. Although

Melanie, a British aerospace manager, understood that in France such familiarity was de rigueur in a professional setting, she couldn't suppress her discomfort when it happened to her, and she recoiled.

3.4. Distribute the practical steps for CQ development, given in the box, into the correct columns.

1. *Read books, articles, and reports on different cultures and regions.*
2. *Observe and imitate the communication styles and etiquette of different cultures.*
3. *Watch documentaries, movies, and shows that portray diverse cultural perspectives and realities.*
4. *Develop a positive and curious attitude towards cultural diversity, and a growth mindset that views cultural challenges as learning opportunities.*
5. *Reflect on your own cultural identity, values, and beliefs, and how they influence your perception, judgment, and decision-making.*
6. *Apply the appropriate norms and protocols of different cultures, such as greetings, introductions, titles, dress codes, and gift-giving.*
7. *Seek out and embrace opportunities to experience and explore different cultures, such as traveling, volunteering, or joining a cultural club or organization.*
8. *Seek feedback from others who have different cultural backgrounds and experiences, and listen to their opinions and perspectives with an open mind.*
9. *Learn basic phrases and greetings in different languages.*

Cognitive CQ	Metacognitive CQ	Motivational CQ	Behavioral CQ

4. SPEAKING

4.1. Choose any of the three successful businesses that have embraced cultural intelligence to drive their success, innovation, and competitive advantage and make a report about its experience in this field.

1. **Google:** one of the most influential companies in the technology industry, consists of people from diverse backgrounds and over 60,000 employees in about 50 countries.
2. **Unilever:** a multinational consumer goods company, operates in over 190 countries with a diverse workforce and caters to the needs of customers worldwide.
3. **Airbnb:** a prominent player in the hospitality industry, allows people from all over the world to rent accommodations from homeowners, which requires a deep understanding of cultural nuances and an inclusive approach.

5. WRITING

5.1. Choose any statement. Write a for-and-against essay of 200 words.

(For the best opinion essay plan refer to *Writing Bank*)

1. Cultural Intelligence is an innate ability and it cannot be taught.
2. Cultural Intelligence is more important than language skills in international business.
3. Cultural Intelligence is overemphasized and focuses too much on surface-level knowledge of cultural differences, rather than truly understanding and connecting with people from different backgrounds.

UNIT 3

1. READING

1.1. Read the following text and answer the questions.

1. What is emotional intelligence?
2. How does emotional intelligence contribute to the success of business in cross-cultural environment?

Emotional Intelligence across Cultures



Emotions play a powerful part in every relationship – first and foremost among our family but also among our friends and colleagues. Emotions can be powerful drivers in both our personal and our professional lives, but we must learn how to manage them. Otherwise, we are at the mercy of our environment, without having any control over the way we think and act.

We're repeatedly told to look people in the eye, speak up for yourself, smile while you speak, and similar platitudes. But many of these tips will get you in trouble if blindly applied to colleagues and friends in a diverse and global world. For example, direct eye contact means confidence and respect in some cultures, while the same direct eye contact means insubordination and disrespect in other cultures. Speaking up demonstrates confidence and control in the U.S. Silence demonstrates confidence and control in China. So, what should we do? "Common sense" isn't enough but we can't possibly learn the dos and don'ts for every culture we encounter. Even if we could, those generalizations are often wrong. The development of emotional intelligence is the first step for handling the emotional side of our day-to-day interactions.

Emotional intelligence (EI) is the ability to recognize and understand your own emotions, and the emotions of those around you. In other words, at its core, EI is composed of four dimensions: *perception* (the ability to identify the emotions of oneself and others), *use* **(**the ability to use the emotions of oneself and others

to guide thinking and behavior), *understanding* (the ability to interpret the emotions of oneself and others), *management (*the ability to effectively manage emotions of oneself and others).

Emotional intelligence can be developed through practice and self-reflection and can lead to a wide range of both personal and professional benefits, including improved communication skills, relationship-building, decision-making, and problem-solving. Being able to accurately identify and manage emotions can lead to increased motivation and a better ability to cope with stress. This in turn can lead to improved mental health, resilience, and psychological wellbeing. Having a higher level of emotional intelligence can also lead to better performance in the workplace, improved leadership skills, and enhanced creativity.

Organizations that prioritize emotional intelligence can also reap the rewards when it comes to employee engagement. Employees who feel valued and respected are more likely to be productive, take initiative, and stay with the company. In addition, emotionally intelligent employees are better at understanding customer needs and creating solutions that satisfy everyone involved.

However, when it comes to emotional intelligence, cultural differences are important to consider. For instance, in Western cultures, emotional intelligence is often viewed as a desirable trait that can lead to success and happiness. In Eastern cultures, the focus is more on developing virtues and self-discipline. As a result, the perception of emotional intelligence can vary drastically in different cultures.

Individualistic cultures value autonomy and a person's unique attributes. Members of individualistic cultures share negative emotions with ingroup members, but display positive emotions to non-intimate others. The United States is the highest-scoring nation on individualism, closely followed by other Anglo and Western European nations. In contrast, two-thirds of the world's population across Asia, Africa, and the Middle East live in collectivist societies. Collectivist cultures value social harmony and group membership. Members of collectivist cultures express only positive emotions to ingroup members, but more readily communicate negative emotions to outgroup members. For example, with regard to emotional expressions,

American people smile when they try to appear friendly and approachable. But, people from some Asian countries smile when they try to cover emotional pain or embarrassment.

Cultures also have different ways of dealing with difficult emotions. In some countries, people may be encouraged to talk about their feelings and seek help from professionals or friends. In other cultures, the focus may be more on holding emotions in and keeping them private. This can be seen as a way of maintaining social harmony and avoiding conflicts.

The rise of social media and the Internet has given people an opportunity to share their thoughts with the world which can help to improve emotional intelligence in a number of ways. By interacting with others on social media, users can better understand the feelings of those around them. On the other hand, social media can be used as a way to escape from difficult emotions or situations, rather than facing them head on. This can make it harder to work through difficult emotions or develop resilience and can decrease emotional intelligence as well. That is why, it is very important to find a right balance between technology use and emotional intelligence.

One should also remember that cross-cultural challenges can rarely be resolved by EQ alone because what works well in one culture will not work well in another. To be most effective when working across borders, we need to add another kind of intelligence. We need to use Cultural Intelligence.

2. VOCABULARY

2.1. Match the words with their definitions and guess their meanings.

1. be at the mercy of someone/something	**a)** the emotional investment that workers make in their businesses

2. platitude ['plætɪtju:d]	**b)** the quality of being able to return quickly to a previous good condition after problems
3. interaction	**c)** mask emotional or mental suffering
4. relationship-building	**d)** to understand one's feelings
5. interpret the emotions	**e)** to get away from feelings
6. reap the rewards	**f)** to be the first one to do something, esp. to solve a problem
7. performance in the workplace	**g)** to be in a situation where someone or something has complete power over you
8. employee engagement [ɪmˈplɔɪiː ɪn'geɪʤmənt]	**h)** to confront or deal with a problem, challenge, or situation directly and courageously, without avoiding or trying to ignore it
9. take the initiative [ɪ'nɪʃetɪv]	**i)** a remark or statement that may be true but is boring and has no meaning because it has been said so many times before

10. resilience [rɪ'zɪlɪəns]	**j)** the ability to establish and maintain positive and productive connection with others.
11. develop virtues ['vɜ:ʧu:z]	**k)** to enjoy the benefits resulting from something.
12. cover emotional pain	**l)** how well a person does a piece of work or an activity
13. escape from emotions	**m)** a situation where two or more people or things communicate with each other or react to each another
14. face head-on	**n)** to become a person with good moral qualities

2.2. Fill in the gaps with the words from Ex. 2.1.

1. The company's management team closely monitors the _____ of all employees to ensure productivity and efficiency.
2. Managers appreciate when their team members _____ to solve problems or streamline processes without being asked.
3. Marketing campaigns that are filled with empty _____ about a product's quality or value tend to be less effective than those grounded in facts.
4. Investors who _____ the potential risks and volatility of the stock market are more likely to make informed and strategic investment decision.
5. Networking events and industry conferences provide valuable opportunities for _____ among professionals in the financial sector.

6. Factors such as clear communication, opportunities for growth, and a positive work culture can all contribute to increased_____.
7. Successful economic leaders often _____such as integrity, discipline, and foresight to guide their decision-making.
8. While it's important to consider the human element, economic analysts must sometimes _____ to provide impartial, fact-based insights.
9. Analyzing the _____between consumer behavior and market trends is crucial for businesses to develop successful marketing strategies.
10. Therapists and counselors can provide tools to _____, manage anxiety, depression, or other mental health challenges in a healthy way.
11. Business leaders usually communicate more effectively, motivate teams, and build stronger relationships if they can _____ of their employees and business partners.

2.3. Make up as many sentences as you can, using the words from the word cloud.



3. COMPREHENSION

3.1. Answer the questions.

1. What are the four dimensions of emotional intelligence?
2. How can emotional intelligence lead to professional success and growth?
3. In what ways can emotional intelligence improve teamwork and collaboration?
4. How do individualistic and collectivist cultures differ in their perceptions and expressions of emotions?
5. How can the use of social media both help and hinder the development of emotional intelligence?

3.2. Read and decide if the following statements are true or false.

1. Emotions play a powerful role only in personal relationships, not professional ones.
2. With regular practice and self-examination, a person can cultivate their emotional intelligence.
3. Within Western societies, emotional intelligence is viewed as a positive quality to possess.
4. There is no connection between enhancing emotional intelligence and improvements in mental health and resilience.
5. Employees with higher emotional intelligence tend to have a poorer grasp of what their customers require.
6. The concept of emotional intelligence is made up of three essential elements.
7. Unthinkingly following communication advice such as maintaining eye contact can lead to problems in our multicultural, interconnected society.
8. Using social media platforms can enhance emotional intelligence by providing opportunities for individuals to gain deeper insights into how others are thinking and feeling.
9. Societies that promote individualism tend to place greater importance on group unity than on personal characteristics.

10. Emotional intelligence is the only intelligence required for effective international work, rendering cultural intelligence redundant.

3.3. Choose the correct option.

1. Within American culture, individuals who actively contribute to conversations and express themselves verbally are often perceived as_____

   A) unconfident B) self-assured C) intolerant

2. Our feelings have a strong influence on our actions and decisions in both our private and work lives, so it's crucial that we develop the ability to _____them.

   A) control B) suppress C) escape from

3. A high level of emotional intelligence can _____ communication skills, relationship-building, decision-making, and problem-solving.

   A) condemn B) enhance C) decrease

4. Companies that make emotional intelligence a key focus can _____ the rewards of having a more engaged workforce.

   A) miss B) pay C) reap

5. Employees who feel they are appreciated and treated with respect tend to ____ in their workplace.

   A) cover emotions B) take the initiative C) interact worse

6. Cultures also have different ways of _____ with difficult emotions.

   A) dealing B) interpreting C) expressing

7. In collectivist cultural contexts, people typically share _____emotions to those they regard as belonging to their own group.

   A) negative B) positive C) no

8. For some Asians, the expression of a smile can serve as a way to _____

   A) seem friendly B) ask for help C) hide negative emotions

9. People from cultures that emphasize individualism tend to be open about their _____emotions with their inner circle

   A) unpleasant B) pleasant C) pleasant and unpleasant

10. The increasing prominence of social media and the Internet can _____emotional intelligence as well.

A) increase B) decrease C) increase and decrease

3.4. Read the following passages and then find the best title from the options provided below.

1. *"The rise of social media and the Internet has given people an opportunity to share their thoughts with the world which can help to improve emotional intelligence in a number of ways. By interacting with others on social media, users can better understand the feelings of those around them. On the other hand, social media can be used as a way to escape from difficult emotions or situations, rather than facing them head on. This can make it harder to work through difficult emotions or develop resilience and can decrease emotional intelligence as well. That is why, it is very important to find a right balance between technology use and emotional intelligence"*

A. Emotional Intelligence in the Digital Age.

B. The Pros and Cons of Social Media for Emotional Intelligence.

C. The Negative Impact of Social Media on Emotional Intelligence.

D. Social Media and Emotional Intelligence: A Balanced Approach.

E. How Social Media Can Improve Emotional Intelligence.

2. *"However, when it comes to emotional intelligence, cultural differences are important to consider. For instance, in Western cultures, emotional intelligence is often viewed as a desirable trait that can lead to success and happiness. In Eastern cultures, the focus is more on developing virtues and self-discipline. As a result, the perception of emotional intelligence can vary drastically in different cultures."*

A. Emotional Intelligence: A Universal Concept with Cultural Variations.
B. Cultural Differences in the Perception of Emotional Intelligence.
C. The Importance of Emotional Intelligence in Western and Eastern Cultures.
D. How Culture Shapes the Meaning of Emotional Intelligence
E. How Culture Shapes the Meaning of Emotional Intelligence

4. SPEAKING

4.1. Discuss the following situation in small groups and make a decision. Prove your point of view with examples.



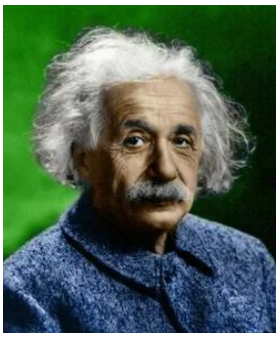
Imagine, that you are an HR manager, looking for an employee for a large multinational company.



You have a choice between two potential recruits. One is intelligent but cold, and the other is engaging but not as clever, which would you pick? Why?

5. WRITING

5.1. Write your opinion how you understand the following quote. Can it be applied to business sphere?



"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

Albert Einstein

Module 2

Cross-cultural Differences in the Workplace

Warm-up

Discuss the following questions:

- Have you ever worked with people from different cultural backgrounds?
- Have you ever had to adapt your communication style when working with people from other cultures?
- How do you think cultural differences can impact workplace dynamics and collaboration?



Unit 4

1. READING

1.1. Read the following text and answer the questions.

1. What is organizational culture?
2. What are the four main types of organizational cultures mentioned in the text?

Organizational Culture in Multinational Companies



Is there too much gossip, unfriendly competition, and chronic absenteeism in your company's office?

Working in an office where these three elements exist is a clear sign of poor organizational culture. Collectively, these toxic traits paint a picture of a company's personality (or culture). An organizational culture is a make-or-break factor. It has the power to positively or negatively influence top managers down to ordinary employees. Organizational culture is important because it sets the tone for how employees work together, how they interact with customers and partners, how they are motivated and engaged, and how they are perceived in the industry. It helps define the values and goals of the organization, which can serve to foster a sense of loyalty and trust amongst staff members. Furthermore, it can be used as a tool to attract and retain quality talent, as well as to help establish an appealing brand image and identity.

If we want to differentiate types of company cultures, we should say there are four main varieties, identified by Kim Cameron and Robert Quinn at the University of Michigan: clan culture, market culture, hierarchy culture, adhocracy culture. *The clan culture*, as the name suggests, is people-oriented. This culture brings people together and creates a sense of one big happy family. *The market culture* leans toward making profits for the company. Because of this, every company decision is made with the bottom line in mind. Employees and leaders don't team up to make internal

decisions. In short, market culture is more results-oriented than people-oriented. *The hierarchy culture* is more stable but doesn't tolerate risks. Organizations with this culture often stick to a traditional corporate structure. That means they stick to a traditional way of doing things, including following a certain dress code for its employees. In contrast, *adhocracy* encourages organizations to innovate more. Companies embracing this culture have a big appetite for cutting-edge innovations – and they're always looking to create the next big thing before anyone else. Adhocracy culture focuses on a company's external processes.

Multinational companies usually face more challenges when they try to develop a cohesive organizational culture, as they have to handle cultural differences in the workplace which refer to the variations in norms, values, behaviors, work-life balance and communication styles among individuals from different cultural backgrounds within an organizational setting.

One key aspect of cultural differences in the workplace is *communication styles*. Different cultures may have varying preferences for communication styles, such as directness, assertiveness, and non-verbal cues. For instance, in some Middle Eastern cultures, nonverbal cues are as important as spoken words, and maintaining eye contact might be considered intrusive. Conversely, Latin American cultures often embrace physical touch and warmth during conversations, which could be misinterpreted as overly familiar in certain East Asian cultures.

Cultural differences also extend to *decision-making approaches*. In Scandinavian countries like Sweden, decisions are often made through consensus, promoting a collaborative atmosphere. On the contrary, countries like France might emphasize top-down decision-making with a strong focus on authority.

Understanding and respecting varying business *etiquette norms* is crucial. In Switzerland, punctuality is sacrosanct, and tardiness is viewed as disrespectful. Conversely, in some African cultures, time is more fluid, and relationships often take precedence over schedules.

Negotiation techniques differ significantly across cultures. In Japanese business culture, building trust and rapport over extended periods is vital before

negotiations even begin. This contrasts with American business practices, where negotiations might be more direct and outcome-focused. Furthermore, cultures such as China might value patience and persistence in negotiations, whereas cultures in the Middle East could prioritize personal connections and reciprocity.

The practice of *gift-giving* varies greatly across cultures and can have unintended consequences if not understood. While gifts are often appreciated in many Asian cultures as tokens of respect and gratitude, they might be viewed as bribery in Western contexts.

Organizational hierarchy can be perceived differently across cultures. Scandinavian countries, like Denmark, emphasize flat structures and open communication, aiming to minimize power differentials. However, in countries like India, hierarchical structures are more pronounced, and respecting authority is crucial.

When international companies establish teams spanning diverse cultural backgrounds, finding common ground becomes essential to the organizational culture and maintaining efficiency and harmony. Global leaders should broaden their horizons strategically and cross-culturally, practice active listening and take turns speaking, provide cross-cultural training for different groups to get familiar with each other's communication styles, etiquette and body language. Besides, leaders should also try to develop a flexible model of organizational culture which can adapt to local situations and then apply around the world.

2. VOCABULARY

2.1. Match the words with their definitions and guess their meanings.

1. make-or-break factor	**a)** to be in charge of something

2. foster (v)	**b)** management without a formal structure that changes easily with each situation, or a company that has this style of management
3. adhocracy [ædˈhɒkrəsi]	**c)** the final line in the accounts of a company or organization, stating the total profit or loss that has been made
4. lean toward smth	**d)** very modern ideas or methods
5. cutting-edge innovations	**e)** affecting someone in a way that annoys them and makes them feel uncomfortable
6. handle (v)	**f)** the process of making important choices directed by those of highest rank
7. intrusive [ɪnˈtruː.sɪv]	**g)** behaviour in which two people or groups of people give each other help and advantages
8. bottom line	**h)** a fact or situation that makes something a success or a failure
9. top-down decision-making	**i)** something that emphasizes the desired result of an action or behavior, rather than the action or behavior itself.
10. reciprocity ['resɪ'prɔsɪtɪ]	**j)** to be more important than something else
11. tardiness [ˈtɑː.di.nəs]	**k)** to be interested in something and be likely to do a particular activity
12. take precedence over	**l)** to encourage the development or growth of ideas or feelings

13. outcome-focused	**m)** expression of admiration or high regard
14. token of respect	**n)** the quality of being late or slow

2.1. Fill in the gaps with the words from Ex. 2.1.

1. When making investment decisions, long-term sustainability should _____immediate returns.

2. In a market-driven culture, every decision is made with the _____in mind, even if it means sacrificing other priorities.

3. The CEO's attendance at the employee's retirement party was seen as a _____for their years of dedicated service.

4. The quality of a company's customer service is a _____in retaining clients and maintaining a positive brand reputation.

5. The principle of _____is an important aspect of negotiation in many Asian countries, where building trust and a sense of mutual obligation is crucial.

6. During the annual budget planning process, the finance department typically _____allocating more resources to revenue-generating activities over operational expenses.

7. The project manager emphasized the importance of punctuality, as _____can cause delays and impact the entire team's productivity.

8. In some cultures, direct eye contact during a business meeting may be considered_____, so it's important to be mindful of cultural norms.

9. In contrast to the company's traditional _____structure, the new CEO is advocating for a more collaborative, bottom-up approach.

10. Offering flexible work arrangements and a positive work-life balance can help _____employee loyalty and retention.

11. Investing in _____ is a key priority for the company, as it aims to be the first to market with the latest products and technologies.

2.3. Put the words in the right order to make sentences. Translate them into Russian.

1. company/bottom/the/profitability/is/line/for/always/ this.
2. structure/adaptable to/with/more/companies/an/change/adhocracy/are.
3. top/investing/innovations/for/in/business/is/cutting-edge/the/priority/a.
4. investors/conservative/many/lean/strategies/toward/more/investment.
5. cultural/in/be able to/leaders/differences/must/workplace/handle/ the.
6. development/this/foster/of/program/its/professional/aims to/the/employees.
7. world/a/tardiness/be/fast-paced/can/liability/in/finance/major/the/of.

3. COMPREHENSION

3.1. Answer the questions.

1. What are some of the ways in which organizational culture can positively influence a company?
2. How does an adhocracy structure differ from a traditional hierarchical structure?
3. What are some of the key challenges that multinational companies face when trying to develop a cohesive organizational culture?
4. How do cultural differences in business etiquette, such as punctuality and the importance of relationships, impact multinational companies?
5. What is the primary goal that international companies should strive for when establishing teams with diverse cultural backgrounds?

3.2. Choose the correct option.

1. Organizational culture is important because it ***influences the strategy of the organization / provides employees with a good salary.***
2. Clan culture focuses on ***financial success / a highly collaborative work environment.***

3. The type of organizational culture which helps companies take risks and invites individuals to share their ideas is ***hierarchy culture / adhocracy culture***.
4. Everything is evaluated with the bottom line in mind in companies with ***hierarchy culture / market culture.***
5. The decision-making style is typically more centralized, with a strong focus on adhering to the directives of those in positions of power, in ***France / Sweden***.
6. Failing to be punctual is perceived as a sign of disrespect in ***Switzerland / Sweden.***
7. Patience and persistence are often valued during negotiations in ***India / China***.

3.3. Match the types of organizational culture with the appropriate motto. Explain your choice.

1. Clan Culture	*A. "Get it done right."*
2. Market Culture	*B. "Risk it to get the biscuit."*
3. Hierarchy Culture	*C. "We're all in this together."*
4. Adhocracy Culture	*D. "We're in it to win it."*

3.4. Read about the following companies and define which type of organizational culture they have.

1. **Apple** culture encourages creative thinking and innovation, focusing on breaking the mold and doing things differently. Employees at all levels are inspired to think unconventionally and out of the box. A high level of secrecy is a crucial feature of Apple's company culture to protect innovative features and capabilities of its products from competitors and the press.

2. **Zappos** is an American company that started a few years ago as a small online retailer that sold shoes. 20+ years later, they are still selling shoes, besides clothing, handbags, accessories, and more. Zappos aims to provide the best

customer experience and an excellent company culture for employees. The company aims to sustainably deliver products and happiness to its clients, employees, collaborators, and the community.

3. **Nike** is intensely aware of its own history and story, and works to keep employees conscious of it. The company is more closely related to the disciplined work culture with vertical hierarchy and tall structure. It means the management withholds the decision-making authority, and directly controls the employees' work behavior. The creative and innovative work behaviors are promoted by rewarding the employees with various monetary and non-monetary rewards, but the empowerment and autonomy is limited due to organizations' inclination towards the strict work discipline.

4. **General Electric** (GE) is a leading corporation that operates in global research, aviation, oil and gas, healthcare, energy, transportation, automotive, engineering, digital, and pharmaceutical industries. At GE, organizational norms and values are formulated by its leaders. The strategy has created a powerful culture that focuses on the conglomerate's business aims, whereby individuals can learn new ideas and use them to achieve targeted goals.

5. **Tesla's** organizational culture creates opportunities for innovation that keeps the competitiveness of the electric car business. The characteristics of this corporate culture encourage the automaker's employees to generate new ideas and solutions. In this company analysis case, such behavioral factors contribute to Tesla's competitive advantages over other automobile manufacturing firms, like General Motors, Toyota, Ford, Honda, Nissan, BMW, and Volkswagen.

6. **Google** began as an online search firm focusing on artificial intelligence, online advertising, search engine technology, cloud computing, computer software, e-commerce, and consumer electronics. Google's culture strongly emphasizes employees feeling comfortable and enjoying their work with trust and fairness in

the workplace. Google has created a pleasant working environment that doesn't feel like work. This ambiance boosts team efficiency and improves productivity. They even encourage employees to bring their dogs to work.

4. SPEAKING

4.1. Compare and contrast the cultures of two different companies you are familiar with. Answer the questions.

1. How do they differ in terms of things like:
    - hierarchy;
    - communication style;
    - work-life balance;
    - decision-making;
    - dress code, etc.?
2. Which culture do you think you would prefer and why?

4.2. Work in groups.

Imagine you are tasked with creating a new company from scratch. Describe the culture you would want to build and how you would go about establishing it.

5. WRITING

5.1. Do you agree or disagree with the quote? Write an opinion essay of 250 words.

(For the best opinion essay plan refer to *Writing Bank*)



"*Company culture has the same effect on people as money. It doesn't change people, but it grants them the license to be more of who they already are. For almost every trait, people can operate within a range, not just at a fixed point. Culture sets the point within their range*."

Shreyas Doshi

UNIT 5

1. READING

1.1. Read the following text and answer the questions.

1. What is work-life balance and why it matters?
2. What are three groups of factors that influence an individual's life-work balance?

The Importance of Work-Life Balance in Today's Competitive World



The concept of work-life balance has garnered increasing attention in today's globalized and interconnected world. Work-life balance can look different to many people. For many, a healthy work-life balance includes being able to put work away at the end of the day, spending the workday focusing on the tasks at hand or getting time away from work to recharge. For others, work-life balance means the freedom to take breaks throughout the day to complete various household tasks, provided it doesn't interfere with productivity. In general, work-life balance refers to the equilibrium individuals seek between their professional commitments and personal well-being.

Several interconnected factors contribute to work-life balance. Work-related factors encompass job demands, workload, flexibility, and the level of control an individual has over their tasks. Personal factors involve an individual's values, goals, priorities, and resources, including their social support networks. However, cultural factors exert a significant influence on how work-life balance is perceived and practiced.

Cultural norms and values shape the expectations and behaviors surrounding work and personal life. For instance, societies characterized by collectivism might prioritize family and community ties, potentially leading to different work-life

boundary preferences compared to individualistic societies that emphasize personal achievements.

A healthy work-life balance is integral to both personal happiness and professional success. An inability to successfully combine work with other responsibilities and needs is likely to negatively impact personal health. For example, if you're worried about work at home, this may impact your sleep. Poor sleeping patterns (and general sleep deprivation) are linked to mental health problems like anxiety and depression. There is also strong research to suggest that regularly working long working hours (55 hours or more per week) can also increase the risk of suffering a stroke, demonstrating the physical toll of prolonged workplace pressure.

A healthy work-life balance is important for both employees and employers as it can lead to many great benefits, including fewer health problems**,** reduced professional burnout**,** fewer missed work days, less overtime, more engagement and productivity. Unfortunately, work-life balance doesn't happen overnight. Instead, it's a cyclical process of adapting, trying new things, and staying focused on the overall goal. While employees need to set boundaries and take advantage of available resources, employers play a crucial role in cultivating a healthy work-life balance doing things that make employees feel more comfortable. This includes providing flexible working, helping employees have fun at work, and reassuring them with a good benefits package. They can also give their employees autonomy, mastery, and purpose.

Anyway, to create a more balanced lifestyle, one should prioritize what is truly important based on their individual needs. Taking a few proactive steps towards better life balance can be hard at first, but it will soon teach you much about personal responsibility while also being incredibly rewarding in the end.

2. VOCABULARY

2.1. Match the words with their definitions and guess their meanings.

1. equilibrium ['i:kwɪ'lɪbrɪəm]	**a)** to use the power to have an effect on people or things
2. encompass (v)	**b)** to experience a sudden change in the blood supply to a part of the brain, sometimes causing a loss of the ability to move particular parts of the body
3. exert influence	**c)** to show that some results are important to you
4. prioritize (v) [praɪ'ɔrɪtaɪz]	**d)** extreme tiredness or mental or physical illness caused by working too hard or trying to do too much
5. emphasize achievements	**e)** a situation in which an employer allows people to choose the times that they work so that they can do other things
6. working hours	**f)** a state of balance
7. suffer a stroke	**g)** to put the limit of what someone considers to be acceptable behavior
8. workplace pressure	**h)** to decide which of a group of things are the most important so that you can deal with them first
9. burnout	**i)** to include different types of things

10. set boundaries	**j)** things such as medical insurance that employees receive in addition to money
11. flexible working	**k)** the amount of time someone spends at work during a day
12. benefits package	**l)** a difficult situation at work that makes you feel worried or unhappy

2.2. Fill in the gaps with the words from Ex. 2.1.

1. After long meetings, the boss decided to _____ team well-being in future plans.
2. Managers should _____ team collaboration over individual competition to boost productivity.
3. He used to ignore stress warnings and nearly _____from constant overtime.
4. The company reduced _____to just 35 per week, improving staff morale.
5. To avoid exhaustion, it's essential for any employee to _____ between work and personal time.
6. After years of overwork, she experienced _____ and decided to change her profession.
7. Many professionals now prefer _____ to balance family life.
8. Leaders can _____by listening to employee feedback during meetings.
9. The job offer included an attractive _____ with health insurance and paid vacation.
10. Constant _____ can lead to mistakes if employees don't take regular breaks.
11. During the job interview, she forgot to _____ from her previous job, missing a chance to impress.

2.3. Solve clues to form a word chain. Make up a sentence with each word from the chain.

Constant stress at work – Set limits for self-care – Arrangeable schedule – Employee perks like insurance – Brag about successes – Use power to change things – Exhaustion from overwork – Focus on key tasks first – Standard daily/weekly time at job – Include everything needed – Medical emergency from stress – State of balance

Chain Model: *workplace pressure* → ... (complete it!)

3. COMPREHENSION

3.1. Answer the questions.

1. How can people define work-life balance?
2. How do cultural factors influence perceptions of work-life balance?
3. What health risks are linked to a poor work-life balance? Why?
4. What are the main benefits of a healthy work-life balance for both employees and employers?
5. Who is responsible for achieving an ideal work-life balance, according to the article? What is your opinion?

3.2. Choose the correct option.

- What is NOT an example of work-life balance in the text?
  a) Putting work away at day's end
  b) Taking breaks for household tasks
  c) Working overtime every weekend
  d) Recharging away from work
- How do collectivist societies differ from individualistic ones?
  a) They ignore family ties
  b) They prioritize family/community over personal achievements

c) They emphasize long working hours

d) They avoid job flexibility

- Long working hours (55+/week) increase the risk of:

  a) Better sleep

  b) Suffering a stroke

  c) More productivity

  d) Fewer boundaries

- A benefit for employers of work-life balance is:

  a) More overtime

  b) Reduced burnout and missed days

  c) Less engagement

  d) Higher workplace pressure

- Employers can help by providing:

  a) Strict schedules only

  b) Flexible working and a good benefits package

  c) No autonomy

  d) Endless tasks

3.3. Arrange the suggested ideas into two columns. Add your own ideas.

How **companies** can help employees improve their work-life balance	How **employees** can help improve their own work-life balance

- *Provide flexible hours and schedules;*
- *Encourage social and team-building activities;*
- *Prioritize your time: Be realistic about what you can actually get done in a day;*
- *Have an open-door policy;*
- *Approach others when you have ideas and try to find inspiration in your work;*
- *Take time away from the office and disconnect properly;*
- *Promote health programme;*
- *Make workplace giving, volunteering and support part of your culture;*
- *Do what you love: other than just work, make time to do what you enjoy at home;*
- *Give people time off over weekends;*

3.4. Read what four people say about their work-life balance and complete the table below the text.

Ronald

"I work in a fairly traditional office environment doing a typical nine-to-five job. I like my job, but it's annoying that my commute to work takes an hour and a half each way and most of my work could really be done online from home. But my boss doesn't seem to trust that we will get any work done if left to our own devices, and everyone in the company has to clock in and out every day. It's frustrating that they feel the need to monitor what we do so closely instead of judging us based on our task performance, like most companies do these days."

Jane

"I used to do a typical five-day week, but after I came out of my parental leave, I decided that I wanted to spend more time with my children before they start school. After negotiating with my boss, we decided to cut my working week down to a three-day work week. This of course meant a significant cut in my pay too, as I'm paid on a pro-rata basis. I've since noticed, though, that my workload hasn't decreased in the slightest! I'm now doing five days' worth of work in three days, but getting paid much less for it! I find myself having to take work home just so that I can meet the deadlines. It's wearing me out trying to juggle work with looking after my children and my family, but I don't dare to bring this up with my boss because I think he feels as if he's made a huge concession letting me come in only three days a week."

Mathew

"I work for a global IT company, but because their headquarters is in the States, I do all my work online from home. That means that I don't waste time commuting or making idle chit-chat with colleagues. I work on a project basis, and this flexibility is very valuable to me because it means that I can easily take some time off when my children need me to go to their school performances or if I need to schedule an appointment with the dentist. The downside is that without clear office hours, I tend to work well into the evening, sometimes skipping dinner to finish a task. It can also get quite lonely working on my own, and I sometimes miss sharing ideas with colleagues."

Helen

"I'm a freelancer and work for myself. This is great because I am in control of what I do and how I spend my time. At first, I was working from home, but I found it really hard to concentrate. There were just too many distractions around: housework that needed doing, another cup of tea, my family members wanting my attention for various things. So I started to go to a nearby café to work, but the Wi-Fi connection wasn't ideal and I found myself drinking too much coffee. In the end, I decided to rent a desk in a co-working space with five other freelancers like myself. I liked getting dressed to go to work in the morning and being able to focus in an office environment. The other freelancers do similar kinds of web-based work to me and so it's nice to have workmates to bounce ideas off as well."

Person	Work arrangement	Advantages	Disadvantages
Ronald			
Jane			
Mathew			
Helen			

4. SPEAKING

4.1. Compare and contrast the following work arrangements. Which work style do you prefer and why?

- Freelance in a co-working space;
- Traditional office environment;
- Part-time job;
- Remote work for a global company;

4.2. Work in groups.

Each group picks up one person's problem:

- Ronald: Long commute + no trust.
- Jane: Too much work in fewer days.
- Mathew: Loneliness and late nights.
- Helen: Distractions (before co-working).

Suggest *two solutions* with a detailed instruction.

5. WRITING

5.1. Write the informal letter your future self, expressing wishes for ideal work-life balance (150-200 words).

(For the best informal letter plan refer to Writing Bank)

"*Dear Me in 2035,*

I hope this letter finds you relaxed on a beach, not stuck in traffic! I've been thinking about our ideal life..."

UNIT 6

1. READING

1.1. Read the following text and answer the questions.

1. Which system is closer to your own country's culture? Why?
2. What are the main reasons of these differences?

East and West: Two Ways of Balancing Work and Life



Work-life balance means different things in different parts of the world. In general, European countries and Asian countries have very different attitudes toward work, rest, and family time. While Europe often values leisure and personal time, many Asian cultures traditionally emphasize hard work, loyalty to the company, and long hours. However, these differences are not absolute, and both regions are slowly changing. Understanding these differences is important not only for business but also for personal happiness and cultural awareness.

In many European countries, especially in the north and west, work-life balance is protected by law. For example, in Germany, the Netherlands, Denmark, and Sweden most workers have contracts that limit their working week to 35-40 hours. Overtime is usually paid or compensated with extra vacation days. In France, a law passed in 2017 gives employees the "right to disconnect" – they do not have to answer work emails or calls after 6 p.m. This law recognizes that personal time is just as important as work time. In 2021, Portugal passed a law making it illegal for bosses to contact workers outside working hours. The law also requires companies to pay for the Internet and electricity if employees work from home. In Sweden, some companies have tried a 6-hour workday. They discovered that employees were happier, less stressed, and even more productive during their shorter hours. Europeans also value long vacations. In Spain and Italy, it is common to take 4-6

weeks of holiday per year. Many offices close for two weeks in August so that everyone can go on holiday with their families. The Western world seems more enthusiastic about taking time off work to enjoy doing what they want.

Conversely, many Asian cultures, such as China, Japan and South Korea, exhibit a strong sense of collectivism and dedication to the organization. Long work hours and a cultural phenomenon known as “karoshi” (death from overwork) highlight the challenges of maintaining work-life balance. Some Asians typically lean towards upholding a hardworking ethic and getting things done as soon as possible. In South Korea, office workers often stay until their boss leaves. This can mean working until 9 or 10 p.m., even if their tasks are finished. Leaving before the boss is seen as disrespectful or lazy. This is called the “look-up culture” - workers constantly look up to see if the boss is still there. In China, the “996” work schedule is famous, but controversial. “996” means working from 9 a.m. to 9 p.m., six days a week. This is common in technology companies like Alibaba, Tencent, and Huawei. However, in 2021, the government declared “996” illegal, showing that change is possible.

There are several reasons why these differences exist. Historically, after World War II, Europe developed strong labor unions and social welfare systems. European workers fought for better conditions (shorter hours, paid vacations, and health care). In Asia, rapid economic growth came from hard work and long hours. However, Japan and South Korea are already rich countries - yet they still work very long hours. This suggests that culture, not just economics, is the main reason. Confucian values - which emphasize duty, loyalty, and discipline - also play a role. In many Asian families, working long hours is a sign of responsibility and respect.

However, things are changing. Younger generations in Asia are questioning the old models. They want more free time, less stress, and better family relationships. At the same time, some European companies are worried about falling behind economically and are starting to expect more from employees.

2. VOCABULARY

2.1. Match the words with their definitions and guess their meaning.

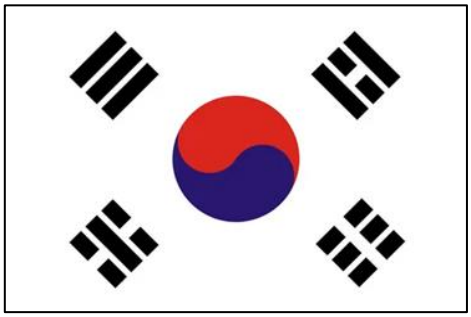
1. right to disconnect	**a)** to doubt or think critically about a common practice
2. productivity	**b)** strong loyalty and hard work for a cause or company
3. dedication	**c)** to fail to keep up with a schedule, standard, or competition
4. highlight (v)	**d)** how much work you get done in a certain time
5. uphold (v)	**e)** organizations that protect workers' rights
6. lean towards (v)	**f)** traditional East Asian ideas about respect, duty, and family
7. labor unions	**g)** the legal right to ignore work messages after working hours
8. welfare system	**h)** to stop working for a period of time while still keeping your job.
9. Confucian values [kən'fju:ʃən 'vælju: z]]	**i)** government help for people in need (health, money, housing)
10. question something (v)	**j)** to draw special attention to something
11. take time off work	**k)** to be more attracted to one option than another
12. fall behind (v)	**l)** to support

2.2. Fill in the gaps with the words from Ex. 2.1.

1. A strong _____ provides citizens with healthcare, unemployment benefits, and retirement pensions.
2. After working six days in a row, Maria decided to _____ to visit her family in the countryside.
3. The manager wanted to _____the importance of punctuality during the team meeting.
4. If you miss two weeks of class, it is very easy to _____ and struggle to catch up with the rest of the students.
5. The judge's role is to _____ the constitution and ensure that laws are followed fairly.
6. When choosing between a higher salary and more free time, most young people _____ free time.
7. In some Asian cultures, _____ such as respect for elders and loyalty to the group are still very strong.
8. In many countries, _____ negotiate with employers for better pay and safer working conditions.
9. The company noticed that after introducing shorter working hours, employee _____ actually increased by 20 percent.
10. Many employees believe that a _____ would improve their mental health by stopping late-night emails.
11. His _____ to becoming a professional musician meant practicing eight hours every day for several years.
12. It is important to _____ authority when something seems unfair or wrong, rather than simply accepting it.

2.3. Fill in each blank with one word/phrase from Ex. 2.1. Match the emails with the countries. Explain your choice.

South Korea **Germany**





Email A

Hi team,

Remember that our company's 1. _____ means you don't have to answer emails after 6 PM. I completely 2. _____ the idea of working late just to seem busy. Instead, let's 3. _____ our real 4. _____ — finishing tasks on time, not staying long. If you feel tired, please 5. _____ to rest. Your mental health matters more than extra hours.

Email B

Dear team,

Our company's success depends on your 6. _____ and hard work. We must 7. _____ traditional 8. _____ like loyalty and respect for seniority. I 9. _____ working late during busy seasons, as it shows responsibility. However, the government 10. _____ offers support if you face burnout. Remember to 11. _____ only during official holidays.

3. COMPREHENSION

3.1. Answer the questions.

1. How do work-life balance attitudes differ between European and Asian countries? Give specific examples from the text.
2. What is the “right to disconnect”? Which country passed a law giving workers this right?
3. Explain the terms “karoshi,” “look-up culture,” and “996” from the text. Which one surprises you the most, and why?
4. According to the text, what historical and cultural reasons explain why Europeans and Asians have different views on work hours? Do you agree with these explanations?
5. The text says things are changing in both regions. What changes are happening in Asia, and how might these affect younger workers' happiness?

3.2. Choose the name of the country/region that matches each statement.

Choose from: **Germany / France / Portugal / Sweden / Spain & Italy / South Korea / China / Europe (general)**

1. A law makes it illegal for bosses to call workers after working hours. _____
2. Some companies tried a 6-hour workday and found workers were happier and more productive. _____
3. Workers often stay until their boss leaves – even if their own work is finished. This is called "look-up culture". _____
4. The “996” schedule (9 am to 9 pm, 6 days a week) is common in tech companies. _____

5. Many offices close for two weeks in August so families can go on holiday together. _____

6. The “right to disconnect” law (no work emails after 6 pm) was passed here in 2017. _____

7. Most workers have contracts limiting their week to 35-40 hours, with paid overtime. _____

8. This country passed a law requiring employers to pay for internet and electricity for home workers. _____

3.3. Each sentence below contains one lie. Underline the lie, then write the correct fact.

1. In Sweden, companies that tried a 6-hour workday discovered that employees were more stressed and less productive.

   ✗ Lie: _____

   ✓ Correction: _____

2. In South Korea, workers can leave before their boss without any problem – it is seen as normal and respectful.

   ✗ Lie: _____

   ✓ Correction: _____

3. In 2021, the Chinese government officially supported the "996" schedule and encouraged all tech companies to follow it.

   ✗ Lie: _____

   ✓ Correction: _____

4. European workers, especially in Spain and Italy, usually get only 1 week of holiday per year.

   ✗ Lie: _____

   ✓ Correction: _____

5. The text says that Confucian values emphasize independence, creativity, and taking long vacations.

   ✗ Lie: _____

   ✓ Correction: _____

3.4 Read the statements and write T (true), F (false) or NG (not given).

1. In France, employees can choose to work from home every day. _____
2. The "right to disconnect" law in France allows workers to ignore work emails after 6 p.m. _____
3. Portuguese companies must pay for internet if employees work from home. _____
4. Portuguese companies must pay for internet if employees work from home. _____
5. In Italy, most offices close for the whole month of August. _____
6. The term "karoshi" means "death from overwork" in Japanese. _____
7. In South Korea, it is common for office workers to leave before their boss. _____
8. The "996" schedule is still completely legal in China. _____
9. Confucian values encourage people to prioritise family over work. _____

10. Swedish companies that tried a 6-hour workday saw a decrease in productivity.

_____

4. SPEAKING

4.1. Work in pairs. Read, discuss and share your advice with another pair.

Your friend Kiran works in a tech company. Kiran's boss expects everyone to work 11 hours a day, 6 days a week. Kiran is very tired, often sick, and rarely sees his family. Kiran wants to quit but is afraid of losing the job (good salary, no other offers yet).

Questions for discussion:

1. What should Kiran do immediately? (e.g., talk to the boss? talk to HR? go to a doctor? secretly look for another job?)
2. What could Kiran say to the boss to ask for better conditions? (Write or say 2-3 sentences.)
3. Is it better to suffer at this job or leave and risk unemployment? Why?

4.2. Role-play. Work in groups.

Background:

A company from France is merging with a company from South Korea. They need to agree on new working rules.

Roles (4–5 students):

French Manager (Marie) – wants a strict 35-hour week, "right to disconnect", 5 weeks of vacation.

French Employee (Lucas) – worried about losing personal time; has young children.

Korean Manager (Mr. Park) – wants loyalty, long hours (until boss leaves), no strict limits.

Korean Employee (Soo-min) – tired of long hours but afraid to speak up; wants change but respects tradition.

HR Representative (neutral) – tries to find compromise; must think about productivity and happiness.

Task:

1. Each person introduces their position (1–2 sentences).
2. The group tries to create 3 new rules for the merged company.
3. Present your rules to the class / teacher.

5. WRITING

5.1. Read the scenario below carefully and write a formal letter to your manager (approx. 180-220 words).

(For the best formal letter plan refer to Writing Bank)

Scenario

You are a marketing coordinator at NexGen Solutions, a fast-growing tech company. You have worked there for two years and generally enjoy your job. However, for the past six months, your team has been understaffed.

As a result:

- You regularly work 10-11 hours per day (your contract says 8 hours).

- You receive work emails and requests on weekends, which you feel pressured to answer.
- You have missed three family dinners and two important personal events in the last month.

Your manager, Ms. Rossi, has announced a “team efficiency meeting” next week. She has asked all team members to send her a formal letter before the meeting, outlining any work-life balance concerns and suggesting one realistic solution

Module 3



WRITING BANK

UNIT 7. HOW TO WRITE FORMAL AND INFORMAL LETTERS

1. THEORY

FORMAL LETTER (to someone you do not know)	INFORMAL LETTER (to a friend or family member)
Structure & Layout:	
Sender's Address: Top left-hand corner. **Date:** Written out fully (e.g., June 4, 2026). **Recipient's Name & Address:** Placed below the date. **Subject Line:** A brief, clear summary of the letter's purpose.	**Sender's Address:** Top right-hand corner. **Date:** Can be abbreviated if desired. (30/11/2026) **No Recipient Address or Subject**: These are generally omitted.
Salutation & Sign-off:	
Salutation: **If the recipient's name is known:** Dear Mr. Smith**,** **If the recipient's name is unknown:** Dear Sir/Madam**,** **Closing:** Yours sincerely, **(if named)** Yours faithfully, **(if unnamed)** followed by your **full signature (without a stop)**	**Salutation:** Dear [Name]**,** Hi [Name]**,** Hey [Name]**,** **Closing:** Best wishes, / Warmly, / Lots of Love, / Yours, / XOX (kisses and hugs) followed by your **first name (without a stop)**

Tone & Language:	
No Contractions: Write out words entirely (e.g., use “do not” instead of “don't”). **No Slang / Idioms / Exclamations:** Keep the vocabulary professional and precise. **Polite & Objective:** Use formal pronouns (“I”, “You”, or “We”) and maintain a respectful tone, **passive voice** when necessary.	**Contractions Encouraged**: Makes the letter sound conversational (e.g., “I'm”, “can't”). **Use Idioms / Exclamations / Phrasal Verbs / Linking Words:** Feel free to use everyday conversational expressions. **Personal & Friendly:** Use **active voice** and write with warmth, expressing emotions freely.

Structure of a Formal Letter:

1. Your address
2. Recipient’s address
3. Date
4. Subject line
5. Salutation
6. Opening sentence
7. Main body
8. Closing sentence
9. Sign-off
10. Your **full name** (printed) + signature (if handwritten)

Structure of an Informal Letter:

1. Your address
2. Date
3. Salutation
4. Opening sentence
5. Main body
6. Closing sentence
7. Sign-off
8. Your **first name** written on the line directly below the sign-off

Useful vocabulary for writing:	
a formal letter	**an informal letter**
Salutations: Dear Sir or Madam, To Whom It May Concern, (Very formal) Dear Mr. / Ms. [Surname],	**Salutations:** Hi [Name], Hello [Name], Dear [Name], Dearest [Name], Hey [Name],
Opening sentence: I am writing to inquire about... I am writing with reference to... I am writing in response to your advertisement regarding... I am writing to express my dissatisfaction with... I am writing on behalf of...	**Opening sentence:** How are you? How have you been? How's everything going? I hope you're doing well. Great to hear from you! Thanks for your last letter. Sorry for the late reply. Sorry I haven't written sooner. It’s been ages since we spoke. I'm writing to tell you that...
Main body: Could you please provide me with further details regarding...? I would be grateful if you could send me... I would appreciate it if you could inform me about... Would it be possible to arrange a meeting on...?	**Main body:** You won’t believe what happened! I have some great/bad news! I’m so happy to share that... I’m sorry to tell you that... Just wondering if you could... Let me know if... Drop me a line about... **Linking words:**

I would like to express my gratitude for your assistance. Thank you in advance for your cooperation. We appreciate your prompt attention to this matter. Please find enclosed a copy of... I have attached_my curriculum vitae (CV) for your review… Please accept our apologies for any inconvenience caused. I am disappointed with the standard of service I received.	Well, / Actually, / By the way, / As far as I know, / Personally, / After all, / To tell you the truth, / Frankly speaking, / In fact, / Also, / Believe it or not, /
Closing sentence: I look forward to hearing from you at your earliest convenience. I look forward to your response. Should you require any further information, please do not hesitate to contact me. Please feel free to reach out if you have any questions.	**Closing sentence:** Well, that's all my news. Give my love to everyone. Say hello to [Name] for me. Take care of yourself. Write back soon! Can't wait to see you! Let's catch up properly soon. Drop me a line when free.
Sign-offs: Yours faithfully, Yours sincerely, Kind regards, / Best regards,	**Sign-offs:** Love, Lots of love, Best wishes, Warmly,

	All the best, Cheers, See you soon, Hugs,

2. PRACTICE

2.1. Read the two openings and decide which is formal / informal.

A. **“**Hey Tom,

Thanks for your message. Sorry I didn’t write earlier – I was really busy with school.”

_____

B. “Dear Mr. Thompson,

I am writing to apologize for my delay in responding to your email.”

_____

2.2. Complete the following letter with suitable words or phrases.

____ *(1) Sam,*

____ *(2)I haven’t written earlier but life has been very busy.*

____ *(3), I’m writing because I’ve got some news.* _____ *(4), I’m moving to a new flat next month! It’s closer to the city centre, which is great for work. The only problem is the kitchen is a bit tiny, but I don’t cook much anyway. Oh,* _____ *(5) – do you remember that band we saw last year? They’re playing here again in June. I’m thinking of getting tickets. Let me know if you’d be up for it.*

_____ *(6), give me a call sometime. We should grab a coffee.*

_____ (7),

Jane

2.3. Choose the most appropriate word or phrase from the alternatives given. Pay attention to formal register, politeness, and standard business letter conventions.

Maria Santos

45 Green Street, London, N1 2AB

Quick Fix Electronics, Customer Service Department

8 June 2026

Dear Sir or Madam,

1. I am writing to _____ you about a faulty smartphone I purchased from your online store on 1 June 2026 (order #QF4892).

a) tell

b) complain

c) inform

d) say |

2. Upon opening the box, I _____ that the screen was cracked and the device would not power on.

a) noticed

b) spotted

c) saw right away

d) got to know

3. This is _____ disappointing, as I have been a loyal customer of Quick Fix for over three years.

a) pretty

b) extremely

c) kinda

d) a bit

4. I _____ the matter to your technical support team on 2 June, but to date I have received no response.

a) raised

b) talked

c) mentioned casually

d) brought up

5. _____, I requested a replacement or a full refund.

a) In my email

b) Specifically

c) Just so you know

d) By the way

6. I would _____ you to process the refund or send a replacement unit within seven working days.

a) want

b) need

c) like

d) request that

7. Given the inconvenience this has caused me, I also _____ that you consider a small gesture of goodwill, such as a 10% discount on my next purchase.

a) suggest

b) demand

c) would appreciate it if you could consider

d) think it’s fair

8. If I do not hear from you _____, I will have no choice but to take the matter further with my credit card company.

a) soon

b) in a couple of days

c) within a reasonable timeframe

d) promptly

9. Please _____ my order number in any correspondence.

a) quote

b) mention

c) say

d) tell me

10. I look _____ to your prompt reply.

a) ahead

b) forward

c) up

d) over

11. Yours _____,

a) faithfully

b) sincerely

c) truly

d) respectfully

Maria Santos

2.4. Read the letter carefully, identify 10 style mistakes, and rewrite the letter in a proper formal style.

Subject: Complaint about your faulty laptop

Hi there,

I'm writing to tell you that I bought a laptop from your online store last week, and guess what – it's already acting up. Honestly, I'm pretty annoyed.

First off, the battery dies after like two hours, even when I'm just browsing the web. Secondly, the keyboard keeps freezing, which is super frustrating when I'm trying to work. I mean, come on, I expected way better quality for the price I paid.

I want you to fix this mess ASAP. Please swap my laptop for a new one that actually works. Also, I think you should give me some kind of refund for the trouble, like 20% off or something.

I'm expecting a reply in a couple of days. Don't let me down.

Cheers,

Alex Naylor

UNIT 8. HOW TO WRITE A BAR CHART ESSAY

1. THEORY

Writing a Bar Chart Essay.

Your essay should have **4** paragraphs:

1. **Introduction** (Paraphrase the title. Say what the chart shows, where and when)
2. **Overview** (Write 2 general sentences about the main patterns: highest, lowest, biggest difference, etc. Do not include any numbers. Start with "Overall,").
3. **1st main feature (**Describe the first group of data**)**
4. **2nd main feature** (Describe the second group of data)

Do not write a conclusion! Your task is to describe data, not interpret it or give your opinion.

Useful vocabulary for writing:
Verbs for **UPWARD** movement: increase, rise, grow, climb, surge, jump, shoot up, escalate, soar (strong), go up (neutral)
Verbs for **DOWNWARD** movement: decrease, fall, decline, drop, plunge, plummet, slump (strong), go down (neutral)
Verbs for **STABILITY**: remain stable, stay unchanged, level off, plateau, hold steady Verbs for **FLUCTUATION**: fluctuate, vary, oscillate

Adverbs to add **PRECISION:** dramatically, sharply, significantly, considerably, substantially (**big changes**) gradually, steadily, moderately, slightly, marginally (**small changes**)
COMPARE and **CONTRAST** vocabulary: in contrast, by contrast, while, whereas, compared to, in comparison with, similarly, likewise, just as

Prepositions	Use	Example
from ... to ...	For changes over time	The number rose from 25 to 35.
by	For the amount of change	The number increased by 15. (NOT “to 15”)
at	For the value at a specific point	The figure stood at 50 in 2010.
of	For the total quantity	A total of 100 million units were sold.
in	For the category/area	There was a rise in sales.
between ... and ...	For a period	Between 2000 and 2010, sales doubled.
over / during	For a period	Over the period shown, there was growth.
to	For the final value	The figure rose to 100.

2. PRACTICE

2.1. Match the verbs (A-J) with their synonyms (1-10).

A. increase **B**. decrease **C**. rise **D.** decline **E.** remain stable

F. fluctuate **G.** surge **H.** plummet **I.** level off **J.** soar

Synonyms:

1._____ go up
2._____ fall sharply
3._____ drop dramatically
4._____ stay unchanged
5._____ vary
6._____ jump sharply
7._____ go down
8._____ climb
9._____ reach a plateau
10._____ collapse

2.2. Complete each sentence with an appropriate preposition.

1. The number of daily commuters fluctuated _____ 8,000 and 12,000 depending on the season.
2. The population of the city grew _____ 2.5 million _____ 3.8 million between 2000 and 2020.
3. Expenditure on healthcare increased _____ 12% during the five-year period.
4. The average temperature in July stood _____ 28 degrees Celsius.
5. A total _____ 450 million passengers used the airport last year.
6. There was a dramatic fall _____ the number of unemployed people in Germany.

7. The chart illustrates the percentage _____ people who use public transport in five cities.
8. _____ the United Kingdom, the cost of housing was considerably higher than in Spain.
9. The percentage of renewable energy fluctuated _____ 18% and 25% throughout the decade.
10. _____ the entire period under review, the birth rate remained relatively stable.
11. The company's profits rose _____ $5 million _____ $7.5 million in just two years.
12. The price of oil dropped _____ nearly 30% between 2014 and 2016.

2.3. Read the sentences below and fill in the gaps with the correct verb from the box. You may need to change the tense.

reveal / contrast / account for / illustrate / indicate / represent dominant

1. The data _____ a clear shift in priorities over the decade.
2. The chart _____ the primary motivations for people moving to a new city.
3. In 2010, employment _____ 55% of all responses.
4. These figures _____ that employment is no longer the only major factor.
5. The bar for education in 2025 is significantly higher, which _____ a growing trend in academic migration.
6. Work was the _____ reason for moving in 2010, but this changed in 2020.
7. To _____ the two years, we can see that employment decreased while education increased.

2.4. Look at the chart and write a short essay (150-180 words) summarizing the information.

The bar chart below shows the results of a survey on the most popular free-time activities among teenagers in a small city. You should write an introduction, an overview, and two body paragraphs detailing the data.

Most Popular Free-Time Activities for Teenagers (Survey of 200 Teens)

Watching TV/Streaming: 80

Playing Video Games: 70

Meeting Friends: 60

Sports/Exercise: 45

Reading: 25

UNIT 9. HOW TO WRITE A FOR-AND-AGAINST ESSAY

1. THEORY

Writing a For-and-Against Essay.

It presents your personal opinion and the opposing viewpoint on a particular topic. It should consist of:

1. **Introduction** (stating a problem)
2. **Main Body** (arguments "for" and "against")
3. **Conclusion** (should clearly express your own opinion)

Note: Never include opinion words in the introduction or the main body. Opinion words can only be used in the conclusion, where you can express your opinion on the topic. This type of essay is written in a formal style.

Useful vocabulary for writing:
Introduction It is widely known that… Many people support..., whereas others are opposed to... The aim of this essay is to explore the pros and cons of... The following essay will analyze the different points of view regarding...
Main body Firstly, …. / Secondly, …. / In addition, …. / Furthermore, …. Apart from that / As well as / Besides / By contrast / On the whole On the one hand, … on the other hand, …. However, / Nevertheless / Whereas / On the contrary / What is more…
Conclusion To sum up, … / To summarize, …. / To conclude, …. / In conclusion, …

2. PRACTICE

2.1. Rearrange the following scrambled parts of an essay into the correct order.

A. In conclusion, while mobile phones can be useful for safety, the negative effects on learning and social life are too significant. Therefore, I believe that banning them during school hours is a necessary step for a better educational environment.

B. To begin with, many people argue that mobile phones are a major source of distraction. Students often check social media or play games during lessons, which stops them from concentrating on their work.

C. In recent years, the debate over whether mobile phones should be banned in schools has become a common topic. Some people see them as essential tools, while others view them as a nuisance.

D. On the other hand, supporters of mobile phones claim they are a vital safety tool. Parents want to be able to contact their children immediately, especially after school. Furthermore, many students use their phones for useful educational apps and quick research.

2.2. Rewrite the following sentences, which are too informal, using the formal phrases provided in the box.

It is widely believed that... / There is a strong argument that... / To sum up, ... / It is often argued that... / The main advantage/disadvantage is... / All things considered, ...

1. I think mobile phones are a big problem in class.

_____

2. I want to say that banning them is a good idea.

_____

3. The best thing about phones is you can call your parents.

_____

4. The worst thing is they are distracting.

_____

5. So, yeah, I think a ban is the right choice.

_____

2.3. Categorize the linking words below into the correct column and complete the following sentences with the best linking word.

Furthermore / In addition / On the other hand / However /

To begin with / Finally /Although / Moreover / While

To List Points _____

To Add Information_____

To Show Contrast _____

1. _____, it is clear that mobile phones can disrupt a student's concentration.
2. They can be used for educational apps. _____, they allow students to quickly research topics.
3. _____, some teachers believe phones can be a useful tool for interactive lessons.

4. It is difficult to monitor phone usage, _____ many schools have already implemented a ban.

2.4. Write a for-and-against essay on the topic: “The advantages and disadvantages of online learning.” (150-200 words)

_____

_____

_____

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Издательство Алтайского филиала РАНХиГС
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1 CD-R; 3,00 Мб
Дата подписания к использованию: 30.10.2026
Тираж – 10 экз.