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ДІЛОВА АНГЛІЙСЬКА МОВА ДЛЯ МІЖНАРОДНОЇ ФІНАНСОВОЇ ДІЯЛЬНОСТІ

BUSINESS ENGLISH FOR INTERNATIONAL FINANCE

Навчальний посібник
Для організації практичних занять
І самостійного вивчення дисципліни

У 2 частинах
Частина II

Для студентів 1 курсу напряму підготовки
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PREFACE

Nowadays, with the increasingly globalized world of business done internationally, the demand for Business English is high.

“Business English for International Finance” is a range of Business English materials that includes components specifically designed to meet the needs of the students specializing in finance who need to learn business through English or do business tasks in English and whose future work brings them into the contact with international banking and finance. These materials can be used individually or, as they share a core language and skills syllabus, can be used in a variety of combinations.

“Business English for International Finance” comprises two modules: “Socializing” and “Telephoning”. Each module includes key vocabulary, tasks for its consolidation and problem-solving activities to review functional language developed within the module.

Module “Socializing” develops students’ key skills of communicating positively and appropriately in different social situations. It focuses on the factors that make a good socializer / communicator: using appropriate functional expressions in common social situations; having effective conversations which build rapport and mutual understanding; considering social etiquette and being sensitive when communicating with different cultures. This module develops key communicative skills to help students feel confident within any organizational environment. It raises students’ awareness of how cultural differences can affect communication between people of different nationalities. The language development work focuses on the functions and communicative strategies required to perform these skills effectively. Target language is represented mostly through dialogues.

Module “Telephoning” deals with the key language for making essential phone calls in everyday life and business. It presents conventions and etiquette for speaking on the phone in the English-speaking world and trains students in sounding friendly and polite, making small talk. The module focuses on developing communication skills for building relationships on the phone.

UNIT 1.

PRESENTATIONS

Comment on the quotation:

“It’s so hard to communicate because there are so many moving parts. There’s presentation and there’s interpretation and they’re so dependent on each other it makes things very difficult.”
Garth Stein

1.1 Presenting information

Task 1. Read the information below and answer the following questions:

- a) What do you need to do to prepare for a presentation?
- b) What can you do at the beginning of a presentation to attract people’s attention?
- c) What is a typical structure of a presentation?

When you make a presentation, the first stage is to plan it. You should start by thinking about your audience – who they are, what they know about the subject and what they expect from you. Think also what their attitude will be to you. Will they be interested, enthusiastic, cooperative or perhaps critical? Are you presenting to a group from your own culture or to people of different cultures? All these factors will influence the way you approach the presentation. If possible, try to visit the room where you’re going to give a talk. Check the equipment and make sure your voice carries to the back of the room if you don’t use a microphone. Look at the seating arrangements and make sure they are what you want. You also want to feel comfortable and relaxed when you’re presenting.

You’re now ready to prepare what you are going to say. Stage one is the opening. A good opening is essential as you will be nervous and you need to grab the attention of the audience. You start by introducing yourself and then you use a technique to get the audience’s interest. We call this the “hook” which focuses the audience’s attention on what you’re saying. You can do this in various ways. You can: ask a question; use a famous quotation; use a striking visual image; appeal directly to the audience’s interests needs.

Once you have the audience's attention, you should tell them the structure of your presentation. You give them a map of the talk, with signposts along the route, so they know what you will cover in your talk.

After the opening and a brief introduction of your subject, you come to the main body of your presentation. Then you have a conclusion during which you summarize your key points, and give your final opinion and recommendations. After that, it's the question and answer session.

Task 2. Study these useful phrases. Practice them with your partner.

GIVING TALKS AND PRESENTATIONS	
1. Introducing the topic	
This morning	I'm going to ... (talk about ...)
Today	I'd like to ... (describe...)
The aim of my presentation this morning is to ... (explain...)	
I've divided my presentation into ...	
My talk will be in	(three parts.)
Firstly,	I'd like to ... (give you an overview of ...)
Secondly,	I'll move on to ...
Then,	focus on ...
After that,	we'll deal with ...
Finally,	consider ...
2. Referring to questions	
Feel free to interrupt me if there's anything you don't understand.	
If you don't mind, we'll leave questions till the end.	
3. Introducing each section	
So, let's start with ... (objectives...)	
Now, let's move on to ... (the next part ...)	
Let's turn our attention to ... (the question of ..)	
This leads me to ... (my third point ...)	
Finally ... (let's consider ...)	
4. Summarizing a section	
That completes my ... (description of ...)	
So, to summarize ... (There are five key points ...)	
5. Referring backwards and forwards	
I mentioned earlier ... (the importance of ...)	
I'll say more about this later.	
We'll come back to this point later.	

<p>6. Checking understanding Is that clear? Are there any question?</p>
<p>7. Referring to visual information This transparency shows ... diagram If you look at this graph you can see ... What is interesting in this slide is ... I'd like to draw your attention to ... (this chart ...)</p>
<p>8. Referring to common knowledge As you know ... As I'm sure you're aware ...</p>
<p>9. Concluding That concludes my talk. That brings me to the end of my presentation. If you have any questions I'd be pleased to answer them. I'll do my best Thank you for your attention.</p>
<p>10. Dealing with question That's a good point. I'm glad you asked that question. Can I get back to you on that later? I'm afraid I don't have... (the information at present). I'm afraid I'm not the right person to answer that.</p>

Task 3. Put the sentences into the correct order. Practise the opening of the presentation with a partner.

_____ We fully expect the currency options market may become a replacement for forward contracts for quite a large proportion of the sort of business that companies typically used to use forward contracts to cover.

_____ Perhaps we could begin by outlining what we're trying to do.

_____ And the idea is to provide a little bit of formal and quite a lot of informal means for you to meet us, talk to us, and to get to know something about what we do and the way in which we do it.

_____ I would like to say, first of all, thank you for coming.

_____ We have got a number of services in the currency field and in the cash management field, which can be used singly and in combination, in a number of ways, some of which are quite complicated, and this is intended to be an opportunity for you to discuss with a number of subject experts that we've assembled here today, particular problems that you might have where we might be able to bring these services to bear, either singly or in combination.

_____ We have therefore built up quite a substantial leadership position in currency options.

_____ One of the areas where we have started to develop a lot of things recently is concerning currency options.

_____ We have been the first bank in India to introduce all kinds of services in this field, to have introduced the range of currencies we have, to have introduced the maturities that we have up to twelve months.

_____ Good morning, I'm Brian Hall.

Task 4. Read the next part of Mr. Hall's presentation about currency options. He needs slides to present the information. Prepare those (slides) for him.

First of all, what is a currency option anyway, what are we talking about? And what we are talking about is that. Can everybody see that? What is an option? The option buyer has the right to demand purchase or sale of a specified currency, but no obligation to do so. The option writer, that is us, has the obligation to buy or sell at the strike price – that's the agreed exchange rate – on demand. On demand is normally for settlement, two days ahead, value spot. Like an ordinary foreign exchange deal.

An option which provides the right to buy a currency and sell the base currency is a call option. A put option provides the right to sell a currency and buy the base currency at the agreed rate.

So the option buyer's got the right to deal at the price he agreed, or he can let the option drop, or indeed he can sell it back to us. Effect of it is he can deal at the price he agreed with us or at the actual market rate, whichever is most attractive. So that's the essence of it. It's a perfectly straightforward initial idea.

We now have to look at why the option has a particular place for the commercial user. What is it that's unique about the option that gives it certain advantages which make it the best deal? These are some of them, and we'll come and discuss some of them in more detail.

A principal advantage is that with an option you have an insurance-like product – you cover yourself against downside risk. This is after all why most companies seek forward cover anyway – to kill off the downside risk. An option does that. It covers the downside but, unlike a forward contract, it doesn't simultaneously kill off the upside. The option – you kill off the downside risk and you hang on to the upside. You have a known worst case. Once you've paid your option premium, no one can come and ask you for more money. There's no way it can cost you more than you spend on Day One. You've got a known worst case.

Task 5. Complete the chart.

1. Foreign Currency Call Option

Option buyer

Option writer

2. Foreign Currency Put Option

Option buyer

Option writer

Task 6. Read the continuation of the presentation on currency options. Put the paragraphs into the correct order. What advantages of currency options does the presenter point out?

_____ Those are some things nearly all of which you can do with an option and obtain a benefit which you cannot get any other way. It's not just that you could get it dearer some other way; it's that you can't even get it any other way. So here are a

number of situations described so far where you actually have something that is providing some unique advantages.

_____An option is particularly useful for covering contingent cash flow, a cash flow that might be there or it might not. Tenders for instance, where you might get the order, in which case you've got a currency risk, but you might not. You can't cover that kind of risk with a forward contract because you've got the forward contract whether or not you get the underlying commercial deal. The option, you can walk away from.

_____Finally, profit lock, by which I mean if you are long in dollars, for instance, and the dollar has been going up and up, you might start getting worried that the dollar might go down. But you might not be sure that the dollar rise is over. You can take out an option to sell the dollars at a current level. That prevents the dollar getting any worse for you than it is now, but on the other hand if it goes up, effectively you have locked in that amount of profit. If it goes up, you can continue to collect. And fund managers might find this profit lock effect a useful one. You can lock up the profit you've got so far, it can't get any worse, and it might just get better.

_____Range of strike price: with forward contract you have to deal at the market rate now. You can't elect to deal at some other rate. With the option you can choose, within reason, any exchange rate you like to deal at, but the premium will reflect the amount of risk you're prepared to take yourself. Most companies reckon they can live with a few cents shift of an exchange rate. What they can't live with is ten cents, twenty cents. So if you say "OK, I can live with the first few cents movement, so I'll deal at a rate a few cents away from the market now", then the premium's going to be an awful lot cheaper. But it's going to be higher if you pick an exchange rate away from the market rate in your favour. So you can vary the premium, depending on how much of the exchange risk you're prepared to take on board yourselves.

Task 7. Read an informal presentation of a bank's financial performance for 2010 to a prospective client done by Mr. Norman. What main points are mentioned by the presenter?

I have here a copy of our last annual report for your reference which you'll no doubt want to look through later. But I can give you right now a very brief overview of our performance last year.

As of December 31st 2010, the Prosperities Bank Corporation was the sixth largest bank in China, based on the stockholders' equity, and seventh largest based on deposits. The bank has over one thousand two hundred offices around the world with some fifteen thousand employees spread over thirty-two foreign countries. And within this worldwide framework we offer a wide range of financial services to a very diverse customer base which includes corporate clients, government agencies and correspondent banks.

In 2010 we achieved record earnings in what is, you know, an intensely competitive environment. Consolidated net income was four hundred and thirty million dollars, ten per cent up on 2009, and this was the second year that our net income reached the half-billion dollar mark.

A part of the bank's policy is to maintain a strong capital base and at the end of 2010 our total assets amounted to over fifty-nine billion dollars. We hold deposits of around thirty-two point six billion dollars and net interest income alone in fiscal 2010 was one point eight billion dollars. In addition, we hold two point three billion dollars' worth of investment securities. Net income, the net income per share for the period, was five dollars forty-seven. So, all in all, it was a pretty good year, and a year that we are proud of.

Task 8. Prepare an informal presentation on one of the listed topics:

- Macroeconomic conditions for the development of the banking system in Ukraine.
- Main activity indicators of the Ukrainian banks.
- Risks in the activities of the Ukrainian banks.
- Stress testing of the banking activities.

Think about having a clear introduction and a clear structure. Give the presentation to your colleagues.

Check yourself.

Task 9. Suggest a possible phrase for each of the prompts below.

- 1) Greet your audience.
- 2) Introduce yourself.
- 3) Give the title of your talk.
- 4) Describe the structure of your talk.
- 5) Explain that the audience can interrupt if they want.
- 6) Say something about the length of your talk.
- 7) Suggest the language that can be used to make links between different parts of a presentation.
- 8) Suggest alternative endings for a presentation.

Task 10. Imagine you have to give a brief presentation about:

- a bank's financial performance;
- currency options.

Make brief notes on the following:

- a) Will your talk be formal or informal?
- b) What are the audience's expectations in terms of technical details, expertise, etc.?
- c) What is the audience's probable level of specialist knowledge? Are they experts or non-experts?
- d) How long will your talk be?
- e) What is your policy on questions? Will the audience interrupt or will they ask questions afterwards? Will there be any discussion?
- f) How will you help the audience to remember what you tell them?

1.2. Describing trends

Task 1. Read the information below and point out the functions of graphics.

Graphics are used to demonstrate logical and numerical relationships, to clarify, emphasize, summarize, and organize information. They are important in technical communication because visual elements are more effective than a verbal description. Graphics can catch the reader's attention and interest; they can save space. Presented as a paragraph, the information is uneconomical and hard to remember. Presented in a graphical form, however, the information is more concise and more memorable. People studying a text with graphics learn about one-third more and remember some 43 percent more when a document includes graphics.

Task 2. Study this useful vocabulary.

Referring to a diagram, chart etc.

As can be seen			chart, diagram, table, graph, figures, statistics,	...
It can be seen We can see	from in	the		that ...

The results of the Spring sales campaign	can be seen	from in	the	chart. diagram. table. graph. figures. statistics.
	is shown			

As can be seen	from in	Table 1, Figure 2, Graph 3,
It can be seen We can see			

From	Table 1 Figure 2	it	can	be	seen concluded	that ...
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	the	figures chart diagram	may	shown estimated calculated inferred
--	-----	-----------------------------	-----	--

The graph Figure 1	shows	that ...
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Describing change

There was a(n) (very)	barely noticeable slight slow gradual steady	rise. increase. upward tend.
	marked dramatic	fluctuation.
	steep sharp rapid sudden	downward trend. decrease. decline. reduction. fall. drop.

There was a(n)	rise increase	of	10 per cent last month.
	decrease decline reduction fall drop		

Sales	increased shot up grew rose	by	22 per cent last year.
	declined reduced decreased dropped fell		

Sales	increased shot up grew rose	slightly. slowly. gradually. steadily. markedly.
	declined reduced decreased dropped fell	dramatically. steeply. sharply. rapidly. suddenly.

Sales	reached a peak. levelled off.
-------	----------------------------------

Task 3. Finish each sentence below so that it means the same as the one given.

Model.

The cost of living rose dramatically.

There has been an increase in the cost of living.

1. The rate of exchange of the Euro rose sharply.

There.....

2. There is a noticeable increase in loan rates from May onwards.

Loan rates

3. The number of people making deposits in our bank has fallen dramatically.

There.....

4. There had been a steady rise in the spot price of yen for the first six months of the year.

The spot price of yen

5. There has been a rapid growth in the use of Visa cards.

The use of Visa cards

6. The number of loans from the banks decreased significantly during 2009.

There.....

7. Production fell sharply over the last quarter, reaching a low of 20,000 units.

There

8. There was a peak of customer complaints in banks in 2011.

Customer complaints in banks

9. Customer numbers fluctuated wildly during 2010.

There

Task 4. Fill in the gaps using words from the box.

because of	because	led to	although	in spite of	due to
whereas		resulted in			

Cause and result

1. Profits increased last month _____ / _____ our new sales campaign.
2. Profits increased last month _____ we had a new sales campaign.
3. Our new sales campaign _____ / _____ an increase in profits last month.

Contrast

4. We had a reasonable year in Asia, _____ sales fell a little in Japan.
5. _____ the fall in sales in Japan, we did quite well in the rest of Asia.
6. Sales in Asia last year were quite strong, _____ the previous year had been very disappointing.

although / in spite of / whereas

Although in example 4 above: the main information is about Asia. The other fact introduced by *although* (about Japan) contrasts with it and is surprising.

In spite of in example 5: the main information is also about Asia. Now it is this that seems surprising.

Whereas in example 6: there is a comparison of information of equal importance and no surprise.

- Look back at examples 4-6 and make grammar rules by crossing out the wrong words:

although / in spite of / whereas is followed by a noun clause (no verb).

although / in spite of / whereas are followed by subject + verb.

One of these sentences sounds strange. Which one? What is the problem?

Prices increased. We increased our prices. Prices fell. We fell our prices.

Connecting sentences

A. Use connectives such as the following with verb phrases. For movements in the same direction use “*then*”, “*and*”, “*then continued its upward / downward trend more ...*”.

Disconnected sentences

After that it rose gradually to 5,000 by 2003. And then it went up to 15,000 by 2005.

Connected sentence

1. After that it rose gradually to 5,000 by 2008, then more steeply to 15,000 by 2010.

2. After that it rose gradually to 5,000 then continued its upward trend more steeply to 15,000.

For contrasting movements use “**but**”.

Disconnected sentences

It rose to 35,000 by 2008. After that it fell to 12,000 by 2009.

Connected sentence

It rose to 35,000 by 2008 but later fell to 12,000 by 2010.

Task 5. a) Connect these sentences using “*then*”, “*and*”, “*then continued its upward/downward trend more ...*”.

1. It dropped swiftly to 1,000 in 2009. Then it went down slowly to 900 in 2010.

2. It slowly decreased to 100. Then it quickly dropped to 15.

3. It increased substantially at the beginning of the year. It increased gradually at the end of the year.

b) Connect these sentences using “*but*”.

1. It fluctuated around 100 in 2007. Then it levelled out in the year 2009.

2. It went down to 15,000 in 2009. Then it climbed back to 2,000 in 2010.

B. Use connectives such as the following with noun phrases. Use “*which was followed by*”, “*which led to*”, “*which preceded*”.

Disconnected sentences

There was a fall to 6,000 by 2009. Then an increase to 8,000 by 2010.

Connected sentence

1. There was a fall to 6,000 by 2008 which was followed by an increase to 8,000 by 2010.
2. There was a fall to 6,000 by 2008 which led to an increase to 8,000 by 2010.
3. There was a fall to 6,000 by 2008 which preceded an increase to 8,000 by 2010.

Task 6. Connect these sentences using “*which was followed by*”, “*which led to*”, “*which preceded*”.

1. There was a sharp rise to 900 in 2005. Then there was a gradual decline to 800 in 2007.
2. There was a slight drop to 90. Then there was a more marked decline to 50.
3. It reached a peak at Christmas. Then it dropped back to the November level of 500.

Task 7. Write down how you would say the following numbers:

Example: 29.45 – twenty-nine point four five

1. $\frac{3}{4}$ of all customers
2. £ 89.99
3. $\frac{1}{2}$ of all women
4. 25% of corporate clients
5. 235 986
6. $\frac{7}{8}$ of the staff
7. 0.007
8. 2010 (the year).....

9. \$ 52.25

Task 8. Study these useful phrases. Practice them with your partner.

COMPARING AND CONTRASTING

Describing one part of the chart

Starting with the adjective:

The highest The greatest The lowest The most A significant The smallest The largest	percentage of proportion of number of	investments loans bonds	is in brewing industry. come from Spain. is granted to individuals. is issued by PLCs.
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Starting with the subject:

Dollar is the PBV remains the Spain is the	most second/third most least	popular liquid reliable	legal tender. business partner. bank.
--	---------------------------------------	-------------------------------	---

Describing two parts of the chart.

Starting with the adjective:

As many Twice as many Three times as many Not as many	mortgage loan frauds provisions for liabilities qualified specialists letters of credit	are made in 2009 are reported in 2007 are employed in X come from X were issued in 2009	as ...
More Far more Much more Many more A lot more Substantially more Considerably more Significantly more Slightly more Fractionally more			than...

Starting with the subject:

Credit cards are Deposit accounts are Secured loans are Mortgage loan fraud is	as quite as just as nearly as almost as not as	alarming common popular prevalent	as ...
	more much more far more substantially more considerably more slightly more fractionally more less much less far less considerably less fractionally less		than ...

Task 9. Work with a partner. Ask question based on the statistics. Contrast and compare.

As seen in *Table*, between July 2002 and June 2008, depository institutions filed nearly 180,000 SARs^x with mortgage fraud as an activity characterization. Filings for the 12-month period ending June 30, 2008 increased 44 percent over the previous 12-month period. By comparison, all other SARs increased by only 9 percent . While the number of mortgage loan fraud SARs increased significantly, it is important to note that the dates of the SAR filings are not always indicative of the dates of the underlying suspicious activities. Many SARs reflect activity dates that preceded the filing of the SARs by a number of years. Hence, an increase in the filings during this period is not necessarily indicative of an increase in mortgage loan fraud activities during the same period.

In the last 2 years of the review, mortgage loan fraud was the third most reported activity characterization on SARs. The three most reported characterizations, in order, were (1) the general category of BSA / Structuring / Money Laundering, (2) Check Fraud, and (3) Mortgage Loan Fraud. *Table 1* shows the increase in mortgage loan fraud SARs in general and with respect to total SAR filings.

^x Notes: SARs - Suspicious Activity Reports.

Task 10. Complete each sentence below with a word from the box. Use each word once only.

than	more than	just under	roughly	less than	over	around
------	-----------	------------	---------	-----------	------	--------

1. (71%) three-quarters of the customers said they prefer on-line banking.
2. We received 1400-1500 questionnaires back from our customers.
3. (48%) 50 per cent of them were under forty years old.
4. (33%) A little 30 per cent of them were in the forty-five and fifty age group.
5. Sadly, less a quarter of the employees attended the presentation.
6. (65 out of 100) half of the applicants were well qualified.
7. (246-256) 250 people applied for the new post.

Task 11. Fill in the missing word.

Verbs	Nouns
<i>to rise</i>	<i>a rise</i>
	an increase
to go up to	-
to grow	
to climb	
	a boom
to peak (at)	(reach) a peak (at)
to fall	
	a decline (of)
to decrease	
to dip	
	a drop (of)
to go down	-
to reduce	
-	a slump
to level out	a leveling out

-	no change
to remain stable (at)	-
to remain steady (at)	-
to stay (at)	-
to stay constant (at)	-
to maintain the same level	-
Adjectives	
<i>dramatic</i>	<i>dramatically</i>
sharp	
huge	
enormous	
steep	
substantial	
considerable	
significant	
marked	
moderate	
slight	
small	-
minimal	
Describing the Speed of a Change	
Adjectives	Adverbs
<i>rapid</i>	<i>rapidly</i>
	quickly
	swiftly
	suddenly
	steadily
	gradually
	slowly

Note. You need to be careful when using prepositions with numbers. Simply changing the preposition can change the whole meaning of a sentence. For example, what's the difference between these two sentences?

- 1) Sales rose **by** 20,000 units per month.
- 2) Sales rose **to** 20,000 units per month.

Sentence 1 *describes the size of the increase*. Perhaps sales were already 40,000 units per month, and there has been a 20,000 per month increase. The final figure will be 60,000 per month.

Sentence 2 *shows the point reached*. Perhaps sales had been 15,000 units per month and they then rose by another 5,000 to reach 20,000 units per month.

Remember also that not all words for describing rise and fall will take a preposition, and the preposition will depend on whether you're using the word as a verb or a noun.

Task 12. Change the noun form into the verb form.

- 1. There was a dramatic increase in the number of credit customers in 2007.
.....
- 2. The number of credits granted reached a level.
.....
- 3. There was a dramatic increase in the number of loans obtained in the first quarter of 2008.
.....
- 4. There was a steady drop in electricity consumption.
.....
- 5. There were twice as many customer complaints in banks in 2011.
.....
- 6. There was a gradual decrease in the number of safe deposits owners.
.....
- 7. We can see a significant rise in Visa cards use.
.....

8. The graph shows a sharp fall in the number of mortgage creditors.

.....

1.3. Presentins company figures

Task 1. Study the prepositions and complete each of the given sentences with the correct preposition.

in [month / year / morning, afternoon etc.]

at [9 o'clock, 10.30 am etc.]

from..[a point in time]..**to...** [another point]

between...[a point in time]..**and...** [another point]

during [a period of time]

before [a point in time or a period of time]

after [a point in time or a period of time]

by [a point of time arrived at]

until [a point of time reached]

since [from a point in the past until now]

1. January there was a noticeable rise in the number of people obtaining loans from banks.
2. From 2008 2009 there was a steady decrease in the number of long-term creditors.
3. the recession, unemployment grew steadily.
4. June sales figures were low, but later they began to increase rapidly.
5. The price of Mandex' short-term bond had shot up to \$7 per bond August.
6. From September the end of the year prices for foodstuff continued to rise.
7. There has been a marked decrease in the number of letters of credit the new laws were introduced.

Task 2. a) Put the correct prepositions into the sentences below.

in	on	across	at	up	on	at
of						

1. The models are listed the top.
2. I'll just write the calculation up the flipchart.
3. The apartments are the bottom of the plan.
4. 35 per cent customers preferred on-line banking.
5. Let's look these figures more closely.
6. The vertical axis represents income Euros.
7. this slide you can see the sales figures for the second quarter.
8. I'll leave this slide as I talk.

b) Insert prepositions of, in, with, from, by, to where necessary.

Participation (1)_____ the Foreign Capital (2)_____ the Ukrainian Banking System

(3)_____ 2007, a number (4)_____ active banks (5)_____ the foreign capital increased (6)_____ 35 (7)_____ 47 banks (26.7% (8)_____ the total number (9)_____ active banks (10)_____ Ukraine), (11)_____ which a number (12)_____ banks (13)_____ 100% foreign capital increased (14)_____ 13 (15)_____ 17 banks (9.7 % (16)_____ the total number (17)_____ active banks).

As (18)_____ 1 January 2008, the amount (19)_____ foreign capital was equal (20)_____ 15.1 bln.UAH. Within a year, share (21)_____ the foreign capital (22)_____ the total registered capital (23)_____ Ukrainian active banks increased (24)_____ 27.6% (25)_____ 35.0%.

Foreign capital (26)_____ Ukraine is represented (27)_____ 23 countries. The highest share (28)_____ the total amount (29)_____ the foreign capital belongs (30)_____ Cyprus (20.3%), Austria (20.3%), France (12.5%), Russia (9.7%), the Netherlands (8.2 %), Poland (7.9 %), Sweden(6.1 %).

Task 3. Study the verbs / phrasal verbs and corresponding graphs below. Make up your own sentences using these verbs and the active vocabulary from exercises 3 and 4.

Task 4. Label these graphs with words from the box.

to increase	to be above/below	to drop back
to fall	to reach a peak	to recover
to stay the same	to hit a low	to stand at
to remain high	to fluctuate and then to level off	

Task 5. Look at the following graph.

a) Put one of the numbers next to the given words.

<input type="checkbox"/> trough	<input type="checkbox"/> a gradual fall
<input type="checkbox"/> erratic movements	<input type="checkbox"/> a plateau
<input type="checkbox"/> a gradual rise	<input type="checkbox"/> to take a plunge
<input type="checkbox"/> to level off	<input type="checkbox"/> a steady increase
<input type="checkbox"/> a dramatic fall	<input type="checkbox"/> to leap upwards
<input type="checkbox"/> fluctuations	<input type="checkbox"/> a decline
<input type="checkbox"/> to reach a peak	<input type="checkbox"/> to slump
<input type="checkbox"/> a sharp recovery	

b) Describe the graph in writing using the active vocabulary.

Writing tips

Carefully analyse the table or chart before you start writing. What are the topics and the time frame? What do the numbers and labels represent? Be clear about what you are describing: A number? A percentage? A price? Start by describing the overall situation. DO NOT describe every single detail. Find important trends. Select examples that represent the overall picture. Try not to keep repeating the same language and sentence structures. DO NOT describe the reasons or give your opinions – stick to the facts. Finish with a concluding sentence summarising what we learn from the chart.

Describing a graph or a chart check yourself by answering the following questions:

Does the report have a suitable structure?

- ✓ Does it have an introduction, body and conclusion?
- ✓ Does it include connective words to make the writing cohesive within sentences and paragraphs?

Does the report use suitable grammar and vocabulary?

- ✓ Does it include a variety of sentence structures?
- ✓ Does it include a range of appropriate vocabulary?

Does the report meet the requirements of the task?

- ✓ Does it meet the word limit requirements?
- ✓ Does it describe the whole graph adequately?
- ✓ Does it focus on the important trends presented in the graphic information?

Task 6. Using the sentences from the box fill in the missing parts of the presentation.

A) This is an encouraging trend, as it reflects the bank's response to the changing economic environment in general and to the sensitivity of interest rates in particular.
B) So I think I'll stop there for a moment and answer any questions that you might have.
C) This diagram gives a very brief summary of some of the key figures relating to our performance in 2010.
D) Our balance sheet footings have been growing steadily over recent years and this was in fact the first year in which they passed the three billion pounds mark.
E) We've seen the income; let's now look at the outgoings.
F) This is eleven per cent up over the 2009 figure and represents sixty-four percent of the total group income for 2010.
G) Provisions for doubtful debts increased to eight million pounds.

(1) _____. We'll be meeting these figures again later in greater detail, but it may be useful at this stage to present them and to indicate a number of important trends.

If we begin with income, then, you will see that the total group income amounted to a record level of one hundred and fifty-five million pounds, an increase of nearly fifteen per cent on the previous year, a rate of increase slightly above that of recent years. Interest received amounted to six hundred and fifteen million pounds, and interest paid to five hundred and sixteen million, leaving us with a net interest income of ninety-nine million pounds. (2)____. The net interest income is quite satisfactory in itself, given the very difficult market conditions, but what is especially significant is the increase in non-interest income from forty-six to fifty-six million pounds, an increase of twenty-two per cent. A very important part of the bank's policy lies in limiting dependence on net interest as a source of income and in developing its fee and commission earning activities, and 2010 income in this area accounted for a two per cent higher contribution to total income than was the case in 2009. (3) ____.

Non-interest income then of fifty-six million pounds, making the total income for the year of one hundred and fifty-five million pounds, twenty million pounds higher than the previous year.

(4)____. The largest of these is staff costs which increased by ten million pounds, or eighteen per cent, to sixty-five million pounds in 2010. This increase is larger than the previous years and is partly due to the increase in staff members needed to handle the expansion of the bank's fee-generating activities which I have just mentioned.

(5)____. Depreciation on leased assets and on premises and equipment, calculated on a straight line basis, amounted to fifteen million pounds.

Other expenses increased by a little under seventeen per cent, from twenty-four million to twenty-eight million pounds, the smallest annual increase since 2008, which I think illustrates our determination to keep costs under control.

Tax – not much to say there really – other than to note that we paid five million pounds, or twenty-five per cent more than in 2009, taking us, in fact, up to twenty-five million pounds.

Dividends remained unchanged over the previous year at five million pounds, as the major part of the year's profit was retained to expand our consolidated capital base. (6)____.

After allocation of the dividends, there remained a net undistributed balance for the year of nine million pounds which was transferred to reserves.

All this adds up to total group outgoings of one hundred and fifty-five million pounds, balancing out with the total income that we've already seen, figures which are, as I say, twenty million pounds up over the previous year.

(7)_____.

Task 7. The verbs below can be used to describe changes; they are commonly represented on line graphs. Which verbs mean:

(1) go up suddenly/a lot;

(2) reach the highest level,;

(3) stay the same,;

(4) go up and down,;

(5) go down sharply.

(a) plummet; (b) rocket; (c) level out; (d) soar; (e) plunge; (f) peak; (g) drop; (h) fluctuate; (i) slump.

Task 8. Draw a line graph according to the descriptions given below.

A) Last year was a very unusual year for us. In October, sales fell dramatically. Look at this trough in the graph. After November, sales began to increase gradually. Then there was a dramatic increase as you can see with this peak in April. After April, sales fell again and then stayed more or less the same for the rest of the year.

B) We can see that the number of people who opened deposit accounts in our bank has increased significantly over the last three months. I believe there'll be a dramatic rise in deposit accounts owners over the next few months.

C) It's interesting to note that the number of staff has stayed the same for the past three years. Basically the demand for external auditors has stabilized and the market has levelled out.

D) There has been a significant decrease in the number of customers obtaining loans from our bank over the last six months. As a result the yield of the bank will also fall.

E) This chart shows a significant rise in the number of commercial banks operating in Ukraine. Ten years ago there were thirty major commercial banks offering their services to the customers in Ukraine. This year the number has gone up to seventy. That means that the competition in the market of financial services has more than doubled.

Task 9. Using the bar chart below describe a tendency to your partner. Let him draw a line graph according to the presented information.

The bar Chart illustrates the filing trend for SARs reporting mortgage loan fraud for the 6 year period July 1, 2002 to June 30, 2008 in 12-month intervals.

Task 10. Study the graphs below and fill in the gaps with suitable words and expressions.

<p>Graph A There has been a _____ in production over the year.</p>	
<p>Graph B Production started climbing steadily but flattened ____ at a level of around 70. Since then, it _____.</p>	
<p>Graph C Production _____ more and more _____ over the first three quarters but then _____ . Since then, it has quickly dropped.</p>	
<p>Graph D Production grew rapidly in the first quarter, but _____ a plateau _____ about 70. Since then it _____ more or less stable.</p>	
<p>Graph E Production has dropped slowly but _____ over the year.</p>	
<p>Graph F Production started the year in a stable position, but</p>	

then _____ in the third quarter. It has now _____ at a level _____ 20.	
Graph G Production fell _____ over the first three quarters, reaching a low of 20. Since then it has staged a partial _____.	
Graph H Production _____ all year.	
Graph I Production started off steady, but _____ in the last quarter.	
Graph J Production showed a marginal _____ in the first three quarters, but then suffered a sharp _____.	
Graph K After a _____ drop in the first two quarters, production bottomed out at 20. Since then it _____.	
Graph L Production has experienced a strong, steady _____ over the whole year.	

Task 11. Make the rather informal words in bold sound more precise and academic. Replace them with words having a similar meaning.

- a) This flowchart shows the different **bits** of our project over the next five years.
- b) Draw a line connecting the points that are **next** to each other.
- c) The two lines on the graph **cross each other** at point A.
- d) The different **bits** of the pie chart show the numbers of people in each age group.
- e) People's salaries usually reach their **highest point** when they are in their late 40s.
- f) The government's popularity in the opinion polls is beginning to **fall**.

Task 12. Fill in the missing prepositions.

ACCUN plc. food producer, made a net profit (1)_____ UAH 15m last year. The company's total income increased (2)_____ 4.1 per cent reaching UAH 1.8bn in 2008. This year, its first quarter income went up (3)_____ UAH 347m, a rise (4)_____ 15.5 per cent. Last year, ACCUN's sales grew (5)_____ 6.45 per cent (6)_____ UAH 1.7bn. They

were (7)_____ UAH 398.3m in the first quarter of this year, an increase (8)_____ 8 per cent.

Task 13. Choose the correct verb from the box below and put it into the sentences.

Make sure the verb agrees with the subject.

see	show	send	leave	place	look	be	adjust
-----	------	------	-------	-------	------	----	--------

1. Let me the projector so that you can see.
2. You can the figures on my next slide.
3. First, the customerthe order.
4. Then, an accountant an invoice.
5. This graph the number of deposit accounts opened in our bank last year.
6. If you closely at this diagram, you'll see that there are seven switches.
7. I'll the slide up while I talk.
8. The least popular measure an increase of the bank commission.

Task 14. Put the following mini-presentations into the correct order by putting a number in the space on the left.

- a) _____ In the first quarter, sales of the Aztec range rose sharply.
_____ In the third quarter, sales leveled out.
_____ Let's look at the figures more closely.
_____ But then sales took a dip in the second quarter.
- b) _____ Finally, if the programme is correctly installed, it will ask you to restart your computer.
_____ Then, they load the new software.
_____ First, the customer switches on their computer.
_____ Next, they should run the test programme to make sure that the programme is correctly installed.

Task 15. Put the following sentences into the correct order.

1. popular / is / AURU 15/ the model / least / the

.....

2. may / sales / that / noticed / peaked / you / month / have / last

.....

3. break / for / do / I'll / down / a / you

.....

4. on / table / slide / the / can / you / next / see / the

.....

5. more / look / closely / figures / let's / these / at

.....

6. our / this / of / chart / a / shows / organization / the / bank

.....

Task 16. a) Fill in the gaps using the appropriate expression from the box.

a) there was a steady downward trend	g) reached a peak
b) stayed at this level	h) had fallen to
c) there was a small increase	i) there was another small drop
d) there was a marked upward trend	j) fluctuated a great deal
e) the figure shot up	k) remained stable
f) had risen slightly	l) rose sharply

The line graph shows figures for unemployment in the UK workforce between May 2003 and July 2006. It is clear from the chart that the rate of unemployment (1) _____ during this time. At the beginning of the period, unemployment stood at 5.1 per cent. A few months later the figure (2)_____ to 5.2 per cent. Unemployment then (3)_____ until September 2003. From this point on (4)_____ and by January 2004 the rate (5)_____ 4.9 per cent. It (6)_____ until May the same year, but from May to July (7)_____ of 1 per cent. There were no further changes in the level of

unemployment until March the following year. From March to May 2005, (8)_____ of 1 per cent, but this did not last long and the figure had fallen back to 4.8 per cent by July. From September 2005 onwards, however, (9)_____ in the rate of unemployment in the UK. From September 2005 to November the same year, (10)_____ from 4.8 to 5.2 per cent. The rate remained stable for a few months, but then (11)_____ again, and had (12)_____ of 5.7 per cent by July 2006.

b) Draw a line graph according to the given information.

Task 17. a) Study the graphs below which show information for an imaginary company. Note that it is now April and the graphs refer to last year and the first quarter of this year.

b) Now work with a partner. You both work for the imaginary company referred to in the graphs.

Name of company: _____

Main business area: _____

The graphs refer to your company, so:

- Describe and discuss the trends.
- Invent reasons for the main movements during your discussion.
- Complete the market predictions and think of ideas for new products.

c) Now work with a new partner. Student A discuss the business you have just invented: describe and explain the graphs and talk about your predictions for the current year. Student B asks questions. Change roles when you finish.

Task 18. Draw a line graph for use in a presentation. Choose any situation or subject real or imagined. If possible draw the picture on an overhead transparency.

Then present the graph as you would in a presentation. Your description should last no more than a minute.

Task 19. This extract is from a presentation about company results. The presenter is talking about the four graphs below. Fill in the gaps using words from the box.

spite	considerable	reach
improvement	leveled	due
figures	recovery	beginning
rising	over	stable
steadily	relation	

Earlier this year our sales (1) _____ were not looking good. Sales had fallen to 1100 units, and at the _____ (2) _____ of March we appointed a new Marketing Director. During April sales began to (3) _____, although they fell back again in May, probably as a result of seasonal factors. In July and August there was a (4) _____, but in the last few months the growth in sales has (5) _____ off and we probably won't (6) _____ our target of 1600 units by the end of the year. Our market share remains (7) _____ at about 12% in (8) _____ of very aggressive discounting by our main competitor. Income from company investments is (9) _____ at the moment, while our income from sales has, unfortunately, been rather flat over recent years. In (10) _____ to the economic context in which we operate, the outlook remains uncertain. This is largely (11) _____ to changes in interest rates, which have been going up gradually (12) _____ the last few months.

Task 20. *Cover the presentation extract above with a piece of paper but leave the graphs showing. Work with a partner. Student A describes and explains the graphs in your own words. Student B asks questions.*

Task 21. *Prepare and give a presentation to describe and explain some trends in your bank. Use simple graphs to support your presentation. Invite and answer questions at the end.*

Task 22. *Make a presentation on the level of your bank services using the information below.*

Check yourself.

Make sure that you can say numbers correctly. Say these.

14 40 17 70

2,500 (two ways) 2,560 2,516 25,600 25,660

200,000 225,800 340,000 3,400,000

3.8 3.88

Task 23. *Insert the missing words and word combinations.*

This diagram gives a very (1)_____ of some of the (2)_____ relating to our performance in 2010. We'll be (3)_____ these figures again later in (4)_____, but it may be (5)_____ at (6)_____ to present them and to (7)_____ a number of (8)_____. If we (9)_____ income, then, you (10)_____ that the total group income (11)_____ to a (12)_____ of £ 150 million pounds, an (13)_____ of (14) _____ 15 per cent on the (15)_____, a (16)_____ of increase (17)_____ above that of recent years.

Task 24. *Represent the following verbs in a line graph.*

to stagnate	to bottom out
to surge	to crash
to tumble	to soar
to top out	to plunge
to slump	to plummet

Task 25. Adjectives can be used to describe the degree of change. Give the corresponding adverbs.

a dramatic fall	to fall
an abrupt rise	to rise
a sudden decline	to decline
a moderate grow	to grow
a slight increase	to increase
a rapid drop	to drop
a gradual decline	to decline
a steady recover	to recover
erratic sales	to sell
a constant levelling off	to level off

Task 26. Choose the correct words to complete this presentation extract.

I'd like you to look at the (1) *graph/graphic*, which shows our sales in the first (2) *half/quarter* of this year. The vertical axis represents sales in millions of (3) *unities/units*. As you can see from the graph, sales rose from 5.6m in January (4) *until/to* a (5) *figure/number* of 5.8m in June. In other words, sales rose (6) *with/by* 0.2m.

Task 27. a) Choose the correct preposition.

- 1) Sales increased *by / of / in* 3%. (after a verb)
- 2) There was an increase in sales *by / of / in* 3%. (after a noun and before an amount)
- 3) There was a 3% increase *by / of / in* sales. (after a noun and before the topic)

b) Say if these things are good news or bad news:

1. Sales increased.
2. Inflation increased.
3. Sales improved.
4. Inflation improved.

Task 28. Rewrite these sentences.

1. Then / will / pick up / for / rest of the year / the / profits / rapidly
2. In / slightly / costs / decrease / next few years / will / the
3. Costs / the / been / rapidly / for / rising / last year / has
4. I / profits / will / for / next two months / think / the / drop
5. Profits / have / for / remained / last / six months / the / steady

Task 29. Write all possible phrases which mean...

- to go up and down frequently
- not to change
- to go up a little
- to go up very quickly
- to arrive at its highest point
- to go up noticeably over a period
- to go down
- to go down gradually over a period

Task 30. Fill in the chart using your active vocabulary.

Rise	Fall	No change	Change of direction
<i>go up</i>	<i>decrease</i>	<i>level off</i>	<i>fluctuate</i>

TEST YOUR KNOWLEDGE

Draw a line graph according to the given information.

Figure 1 shows sales of mobile phones per month. As can be seen, it covers the years 2008 to 2010 and shows that the sales of mobile phones declined steadily in 2008, then remained steady from May until the end of the year. The sales rose more and more steeply, throughout 2009, with a steep increase at the end of the year, and reached a peak of 6,200 in February 2010. A sharp fall followed but sales leveled off at about 5,300 per month in April, fluctuated slightly through the year, and are now increasing again. The figures seem to indicate that we have recovered from the problems in mid-2010 and are on target to improve on our February 2010 peak by the end of 2011.

UNIT 2

MEETINGS

Comment on the quotation:

"Coming together is a beginning. Keeping together is progress. Working together is success."

Henry Ford

2.1. Planning a Meeting

Task 1. Read an abstract from a newspaper and name the most important problems of banking.

FROM THE NEWSPAPERS...

The XI International Banking Convention was successfully held in Tokyo as a meeting of professionals aiming to analyze and make the global economy stable. The matters of agenda were the questions of internationalization of the commercial banking industry and the crisis caused by it.

The reporters emphasized that the crisis has been closely related to the expansion of the "Eurodollar" market and other "offshore" banking markets, which include bank deposits denominated in the U.S. dollar, Euro, the Japanese yen, the British pound, and several other currencies.

The meeting ended with a discussion. There was a considerable controversy among the delegates of the convention whether the European currency was still actual and whether the U.S. dollar or national units should be used in the European countries.

Task 2. Find the right definition to the word:

A meeting is ...

- a) an extended period of leisure and recreation, especially one spent away from home;
- b) an event in which a group of people come together to discuss things or make decisions;
- c) the action of teaching a person a particular skill or type of behavior in-service training for staff.

Task 3. Replace the points according to the plan of a meeting:

- a) Refer to the agenda.
- b) State the objective.
- c) Thank people for coming.
- d) Ask for comments.
- e) Decide when to have a break.
- f) Give a personal opinion.
- g) Introduce the speaker.
- h) Make a decision.
- i) Summarize.
- j) Close a meeting.

Task 4. Match the phrases which could be used by a chairperson according to the plan of the meeting:

- | | |
|--|---|
| 1. Welcoming the participants to the meeting | a) On the agenda, you'll see the two items... |
| 2. Stating the objectives | b) I think, we've covered everything. |
| 3. Introducing the agenda | c) First I'd like to welcome you all... |
| 4. Introducing the first speaker | d) What we want to do today is to reach a decision ... |
| 5. Preventing interruption | e) Olive Prinson from Credit department would like to say some words about... |
| 6. Thanking a speaker for his contribution | f) Sorry, please let me finish. |
| 7. Keeping discussion to the relevant issues | g) Let's thank Olive for the report. |
| 8. Summarizing discussion | h) Let's move on to the next point. |
| 9. Suggesting moving to the next topic on the agenda | i) That doesn't have any relevance to the topic. Let's get down to business. |

10. Closing a meeting j) So, the main point is...

Task 5. Match the words and phrases a-l to the definitions 1-12:

- | | |
|---------------------------|---|
| 1. chairperson | a) the people at the meeting |
| 2. action points | b) the person in charge of the meeting |
| 3. agenda | c) to go to a meeting |
| 4. propose | d) a list of topics to be discussed |
| 5. attend | e) one topic on the list |
| 6. to send your apologies | f) the last topic on the list |
| 7. item | g) to make a suggestion formally |
| 8. vote | h) to support a formal suggestion |
| 9. AOB | i) a method of making a decision |
| 10. participants | j) an official record of what was said or decided |
| 11. second | k) to say that you cannot go to a meeting |
| 12. minutes | l) what needs to be done after the meeting |

Task 6. Read the text and choose positive or negative forms of the verbs according to the content:

PLANNING A MEETING

by Sharon McBride

All of us attend meetings. Some of us feel we attend too many of them. Others may be conducting more business electronically, and attending fewer meetings than in the past. But, in today's world of trying to do things "faster and smarter," technology is / is not always all it's cracked up to be. How many times have you e-mailed someone who works 20 feet or one office away? Have you ever spent 20 minutes to write an e-mail to four people to discuss a topic that would take 2 minutes of a meeting? Despite the surge in electronic staffing there is / is no substitute for the human element found in meetings; thus it is unlikely they will ever be replaced.

So why does the mere word “meeting” strike a nerve in so many of us? Probably we’ve all attended so many that were a huge waste of time. But meetings have / don’t have to be that way; there are ways to make them better! If they are done right / wrong, they can go a long way in helping your organization run more efficiently. Simply put, they’re used to share information, solve problems, plan, brainstorm or motivate. Whatever the purpose, it’s / it’s not good to know some basics about conducting an effective meeting.

Success or failure in a meeting can usually be traced to the planning phase. Do your homework, and you’re well on your way to success. If you do /don’t do your homework, you’ll pay a heavy price during the execution and follow-up phases.

Listed below are the key issues associated with planning a meeting. As you step through these items, remember to check on what is / is not standard operating procedure in your organization. Meetings come in all flavors – from totally spontaneous to highly structured and ceremonial. Most are in the middle. If this group has been meeting regularly for a while, try / don’t try to find out how they’ve done business in the past.

In the book *How to Make Meetings Work*, Michael Doyle and David Strauss identify seven situations when having meeting might be a good idea:

- You want information or advice from the group.
- You want to involve a group in solving a problem or making a decision.
- An issue needs to be clarified.
- You want to address concerns with the entire group.
- The group itself wants a meeting.
- There is a problem that involves people from different groups.
- There is a problem, but it’s not clear what it is or who is responsible for dealing with it.

In these situations, face-to-face discussion can help speed up the process. If your goal is just to pass on information, ask yourself if e-mail is / is not a viable and *appropriate* substitute for the meeting. The purpose of many meetings is / is not simply to share information and keep people up to date on a project. In these cases, try to

substitute the meeting with an e-mail. This saves everyone’s time and still keeps everyone in the loop, and you’re still meeting the goal for the meeting you just avoided!

Local policy may dictate that some groups meet weekly, monthly, or quarterly, but if you’re not directed to meet and don’t need to ... don’t!

(From: Tongue and Quill OPR)

Task 7. Decide whether the statements are true or false according to the text:

1. Technologies nowadays substitute human element found in meetings.	
2. There are many meetings that can be substituted by e-mail.	
3. Most of the meetings are used to share information, solve problems, plan, brainstorm or motivate.	
4. It is usually obvious at the planning phase if the future meeting is successful.	
5. Follow-up stages are based on your earlier preparations.	
6. Most of the meetings are highly structured and ceremonial.	
7. The meeting is never organized to get information or advice, because that’s the group, who needs information.	
8. Face-to-face discussion is not productive in finding who is responsible for dealing with a problem.	
9. Meeting weekly or monthly seems to be conservative and rigid.	
10. Most of organizations have their own meeting standard procedures.	

Task 8. Regular meetings usually follow a fixed order of business. Below is a typical example of a bank meeting agenda. Put the items in the logical order from 1 to 8:

- a) Acknowledgment/correction of previous meeting minutes.
- b) Introduction/call to order.
- c) Round table/New Business not previously identified for consideration at this meeting.

- d) Attendance/roll call of members present.
- e) Reports from committees/persons (these items were previously identified in the Agenda).
- f) New Business previously designated for consideration at this meeting (identified in Agenda).
- g) Appointments/Assignments (new committees or personnel changes).
- h) Old Business from previous minutes/Action Items.

Task 9. Read about a bank meeting preparation procedure and fill in the blanks with the words from the box:

objectives	meeting	sign	schedule	collapse	item
clock					

Often the scheduling of your meetings will be determined by the (1) of any key personnel that will be attending. If you're briefing a three-star, odds are that his secretary will be telling you when the meeting can occur, not the other way around.

If you've got flexibility, you might select the time of day for your meeting to help you meet your (2) If you want your meeting attendees fired up and eager to contribute, you may want to schedule a (3) in the morning, the time when most people have more energy. If you want them impatient and anxious to get done, try just before lunch. If you want them agreeable, try right after lunch. If you want them asleep, try midafternoon. Finally, you might try the just-before-quitting time tactic. If you're lucky, you might have any opposition (4) just so they can catch the car pool.

Try to avoid meetings the first thing Monday morning. Give folks some time to read e-mail and prioritize the days and week ahead. If your organization is a service organization, don't schedule meetings during customer service hours. The "Closed for Training" (5) on the door does not fare well in the customer satisfaction department!

Keep in mind that after 20 minutes or so, our minds tend to get lazy and wander. Try to keep the flow of the meeting going so that no agenda (6) goes longer than 20 minutes. Watch the (7) (a timekeeper comes in handy). Try to keep the meeting to 90 minutes or less, and plan for breaks if the meeting goes over an hour.

Task 10. Match the structural units of a meeting with the typical phrases which correspond them:

1. Welcoming	<p>a) I think we've spent enough time on this topic. We're running short on time, so let's move on. We're running behind schedule, so we'll have to skip the next item. We only have fifteen minutes remaining and there's a lot left to cover. If we don't move on, we'll run right into lunch. We've spent too long on this issue, so we'll leave it for now.</p>
2. Roll Call	<p>b) Let's stick to the task at hand, shall we? I think we're steering off topic a bit with this. I'm afraid we've strayed from the matter at hand. You can discuss this among yourselves at another time. We've lost sight of the point here. This matter is not on today's agenda. Let's save this for another meeting. Getting back to item number 5... Now where were we? Oh yes, let's vote.</p>
3. Watching the time	<p>c) Well, since everyone is here, we should get started. Hello, everyone. Thank you for coming today. I think we'll begin now. First I'd like to welcome you all. Thank you all for coming at such short notice. I really appreciate you all for attending today. We have a lot to cover today, so we really should begin.</p>
4. Regaining Focus	<p>d) It looks like everyone is here today. If you notice anyone missing, please let Jane know so that she can make a note of it. Unfortunately, Ken cannot join us today. He has been called away on business. Mike will be standing in to take the minutes today, as Lisa is home with the flu.</p>
5. Voting	<p>e) It looks like we've run out of time, so I guess we'll finish here. I think we've covered everything on the list. I guess that will be all for today. Well, look at that...we've finished ahead of schedule for once. If no one has anything else to add, then I think we'll wrap this up. I'm afraid we're going to have to cut this meeting short. I've just been informed of a problem that needs my immediate attention.</p>
6. Closing a Meeting	<p>f) All in favor? (Those who agree raise their hands or say "Aye".) All opposed? Motion to hire more cashiers, moved by Thomas. Motion to hire more cashiers seconded by Nolan.</p>

Task 11. Match the nouns with the words they go with:

- | | |
|-----------------|----------------------|
| 1. to avoid | a) the minutes |
| 2. to take | c) a minute-taker |
| 3. to appoint | d) the agenda |
| 4. to circulate | e) to the next point |
| 5. to allocate | f) on time |
| 6. to move on | g) digressions |

2.2. Following the Agenda

Task 1. Read the text and fill in the verbs from the box:

send	present	keep	create	prepare	include
------	---------	------	--------	---------	---------

It is considered polite to (1) an agenda and (2) it to attendees no later than 1 or 2 days prior to the meeting. If this is not a time critical issue, if the attendees don't work in the same organization, or if people are asked to (3) material or review long documents prior to the meeting, it is good to give at least a week's notice. Also tell presenters to bring a copy of their material to leave with the recorder.

The agenda should (4) the date, time, location and purpose of the meeting. This advance notice gives everyone an opportunity to (5) their thoughts and know where the meeting is going before they get there.

If you are asking people to present material or prepare their thoughts, make sure they know how much time they have been allocated and when they will present. You may also want to use a detailed agenda on the day of the meeting to (6) the group on track and stay focused.

If you have trouble coming up with a solid agenda, chances are you really don't have a reason to meet!

Task 2. All meetings, teams or groups move through predictable stages. You will save yourself a lot of frustration if you are familiar with these stages. Look at a snapshot of these stages and match them with the explanations:

- A. Forming
- B. Storming
- C. Norming
- D. Performing

1. The team develops proficiency in achieving its goals and becomes more flexible in its patterns of working together.
2. A period of uncertainty in which members try to determine their place in the team and the procedures and rules of the team.
3. Conflicts begin to arise as members resist the influence of the team and rebel against accomplishing the task.
4. The team establishes cohesiveness and commitment, discovering new ways to work together and setting norms for appropriate behavior.

Task 3. After reading the text

- a) *explain the meaning of the adjectives in italics;*
- b) *name positive and negative form of the adjectives (like: functional – disfunctional).*

A Meeting Stages

Because the forming, storming and norming stages result in minimal output, it is tempting to try to rush through or short circuit these stages and hope the team can thereby achieve peak productivity. You may want to stand up and say, "Can't we just all be friends?" Although *seductive*, this idea is *disfunctional*. Just as individuals go

through predictable stages of growth (depending on age, experience, maturity and other factors), teams go through *predictable* stages. The duration of these stages depends on factors such as individual and team maturity, task complexity, leadership, organizational climate and external climate. Teams can fixate at various stages. Some teams (like some people) are never fully functioning. How can you reduce the *nonproductive* time commonly spent in the forming and storming stages? Given that these stages are *inevitable*, try sharing rumors, concerns and expectations of the team to minimize their tensions, fears or anxiety. Also, encourage the team members to contact one another so that there will be no “surprises.” Therefore, an atmosphere of trust will be achieved early on (norming stage), allowing for interpersonal issues to be put aside in favor of task issues and for the team to move on to the performing stage.

When a team is forming, members cautiously explore the boundaries of *acceptable* group behavior. This is a stage of transition from individual to member status, and of testing the leader’s guidance both formally and informally. Because there is so much going on to distract the members’ attention in the beginning, the team accomplishes little, if anything, that concerns its project goals. Don’t despair and flush your project down the toilet! This is perfectly normal!

Storming is probably the most *difficult* stage for the team. You may ask yourself, “What was I thinking?” The team members begin to realize the task is different and more difficult than they imagined, becoming testy, blameful, or *overzealous*. Impatient about the lack of progress, but still too *inexperienced* to know much about decision making or the scientific approach, members argue about just what actions the team should take. They try to rely solely on their *personal* and professional experience, resisting any need for collaborating with other team members. Their behaviour means team members have little energy to spend on progressing towards the team’s goal. Still, they are beginning to understand one another.

During the norming stage, members reconcile competing loyalties and responsibilities. They accept the team, team ground rules (or “norms”), their roles in the team, and the individuality of fellow members. Emotional conflict is reduced as previously *competitive* relationships become more cooperative. As team members

begin to work out their differences, they now have more time and energy to spend on the project. Thus, they are able to at last start making significant strides.

By the performing stage, the team has settled its relationships and expectations. They can begin performing – diagnosing and solving problems, and choosing and implementing changes. At last team members have discovered and accepted each other’s strengths and weaknesses, and learned what their roles are. The team is now an *effective*, cohesive unit. You can tell when your team has reached this stage because you start getting a lot of work done – finally!

(From: Tongue and Quill OPR)

Task 4. Make negatives from the following adjectives using the prefixes (un-, in-, dis-, ir-, im-):

- 1. moral _____
- 2. systematic _____
- 3. conventional _____
- 4. traditional _____
- 5. responsible _____
- 6. efficient _____
- 7. diplomatic _____
- 8. tolerant _____
- 9. experienced _____
- 10. organized _____
- 11. partial _____
- 12. perfect _____

Task 5. Fill in the missing words in the sentences below:

meeting	decision	point
any other business (AOB)	agenda	room

chair	item/point	start
closed	matters arising	monthly

1. The _____ was called because we had to discuss our future strategy.
2. It was planned to _____ at ten o'clock.
3. But no one had an _____ .
4. And no one knew which _____ to go.
5. The _____ arrived at 10.30.
6. We thought we could start. But no one had the _____ of the last meeting, so the secretary had to go and look for them.
7. It took a long time to go through the _____ of the last meeting.
8. At last we got the main _____ on the agenda.
9. We talked for two hours and didn't reach a _____ .
10. There was no time for _____ .
11. The chair declared the meeting _____ just before midday.
12. Thank goodness it's only a _____ meeting.

Task 6. Fill in the missing verbs in the sentences below. Put the verbs from the box in the correct grammar forms.

analyze	propose	disagree
interrupt	prepare	summarize
present	decide	report
meet	suggest	discuss

1. Meetings are good if everyone _____ them in advance.
2. First of all, we have to _____ who should be the chair.
3. I _____ that Mr Smith should chair the meeting.
4. He is the only person here who can _____ the situation properly.
5. Mr Sutton, please, would you not _____ when I am speaking.
6. Next point. I _____ that everyone here should get a 10% salary increase next year.
7. Now Julia is going to _____ the sales figures for the last quarter.
8. I _____ with what she says.
9. We need to _____ again soon.
10. We have to _____ this question in more detail.
11. So, I'd like to _____ what we have said so far.
12. Good. So who is going to _____ all this to the board?

Task 7. Look through the types of meetings 1-9. Then say at which type of a meeting you would be most likely to hear each of a-i phrases.

1. chat (informal discussion at the coffee machine)
2. brainstorming among colleagues
3. project meeting/ team meeting of employees
4. department meeting
5. meeting with IT provider
6. meeting with a customer
7. board meeting
8. annual general meeting (AGM), for company's annual report
9. extraordinary general meeting (EGM), where shareholders meet to discuss an important issue

- a) I'm pleased to announce another good year for the bank.
- b) I know this sounds crazy, but how about giving away 1,000 free bank check cards to our regular clients?
- c) Things in the credit department are getting out of control. We should all start making a real effort.
- d) So, you think you can provide 10,000 operations a day at 1000 Mb cost of \$ 9.99?
- e) Have you heard? Becky is being fired: apparently her loan figures aren't good enough.
- f) That's a deal then. Looking forward to working with you. I'm sure you won't be disappointed.
- g) Amazingly, we are ahead of schedule on this project.
- h) I recommend to shareholders that you accept this offer .
- i) As you know, Nordicbank wants to buy this financial institution. As a chief financial officer, what do you think of their offer, Suzanne?

Task 8. Here are some tips on Meeting Etiquette. Define "Do's" and "Don't's" :

Do...	Don't ...
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1. ...be punctual or even better turn up a bit earlier. If this is not possible, arrive at the scheduled time at the latest. But don't be late! If you turn up late, step in quickly and quietly while taking your seat. The less interruption you create the better.
2. ... expect others to fill you in during or after the meeting.
3. ... interrupt the speaker unless he/she has encouraged open discourse throughout the meeting. Don't interrupt other attendees neither.
4. ... talk during a meeting with other colleagues. This is disruptive to other attendees and inconsiderate of the speaker.

5. ... silence your electronics, e.g. cell phones, pagers etc. You can either activate a voice mail or forward messages to another phone. If you have forgotten to turn off your phone during the meeting, don't answer it in the middle of the meeting.
6. ... attend the entire meeting. Unless it is absolutely necessary or you have prior permission, you can leave earlier. Bear in mind, that leaving earlier is disruptive to other attendees and inconsiderate to the speaker.
7. ... dress professionally for the meeting.
8. ... follow the agenda. Create an agenda and make sure you distribute it to all participants beforehand. Stick to only what is on the agenda.
9. ... conduct yourself professionally. Demonstrate your knowledge and understanding.
10. ... thank the chairperson for organizing the meeting. It is a sign of respect.
11. ... remind the attendees of the agenda at hand and suggest that unrelated matters be addressed at another time, if meeting goes off topic.
12. ... respond to the wishes of the chair who is conducting the meeting.

Task 9. Work in groups. Imagine you all work for a bank which wants to launch a new banking product in the USA. Hold a meeting to discuss the points on the agenda below.

AGENDA	Marketing Kick-off meeting
1. Bank product	Bank Platinum Package
2. Target customer?	- regular customers with average account balances
	- customers with higher account balances, interested in building assets and maintaining a position of financial strength.
3. Platinum Account Package benefits?	- preferred loan rates and a 50% rewards bonus when you use your Bank Check Card or Credit Card
	- no-fee banking privileges on money orders, cashier's checks and traveler's checks
	- Unlimited, free other Bank ATM transactions for Bank Platinum Account Checking
	- all the previous
	- other benefits
4. Method of interest calculation?	- Daily on closing <i>balance</i> - For completed maturity period (a month) on closing balance

5. Minimum account opening <i>balance</i>	- 10.000\$
	- 20.000\$
	- 25.000\$
6. Minimum account operating <i>balance</i>	- 10.000\$
	- 20.000\$
	- 25.000\$
7. Minimum account withdrawal	- 10.000\$
	- 20.000\$
	- 25.000\$
8. Maximum <i>deposit balance</i>	- No limit
	- 100.000\$ for personal customers and 1000.000\$ for business customers
9. On-line banking	- Yes
	- No
10. Branch access	- Yes
	- No
11. Launch date	- January, 1
	- January, 15
12. Advertising?	- a famous personality to promote it
	- a slogan for the advertising campaign

2.3. Minutes of the Meeting

Task 1. Read the text and fill in the blanks from the box:

members	summary	block	agenda	recommendations	status
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Preparing Meeting Minutes

If you did your homework, following up is a snap – it involves sending out meeting minutes and starting the whole cycle over again. Prepare meeting minutes in the official memo format. Minutes are a clear (1) of the participants' comments. They document planned or completed action. Date the minutes the day they are distributed. You may list names of (2) present in two columns to save space.

Place information regarding a future meeting in the last paragraph. When a person signs a paper as a member of a board or committee, the signature element indicates that person's (3) on that board or committee, not any other position the person may hold. Type "Approved as written" two lines below the recorder's signature (4), followed by the approving authority's signature block.

Minutes are typed either single or double-spaced, with additional space between items of business and paragraphs.

No erasures should appear in the minutes. All typing should be neat and orderly, paying particular attention to uniformity of margins and text.

All names should be spelled correctly; acceptable grammar should be used; sentences should be well constructed and correctly punctuated. All verbs should be in past tense.

The order of the minutes usually coincides with the order of the (5), and the following items are generally included:

- Kind of meeting (regular, special, etc.);
- Day, date, time and place of meeting;
- The word "Minutes" in the heading;
- Name of the meeting body;

- Opening paragraph; i.e., The Executive Committee met for meeting on day, date and time;
- Members present;
- Members absent;
- Action taken on last meeting's minutes;
- Reports;
- Current business, with complete discussions and conclusions;
- Old Business, with discussions, and follow-up, as recommended;
- New Business, with discussions and (6) ;
- Adjournment.

Task 2. Here is the minutes blank. Read the text below and choose the correct word or phrase:

**MINUTES OF [REGULAR] / [SPECIAL] MEETING OF THE
BOARD OF DIRECTORS OF
[NAME OF CORPORATION]**

The Board of Directors of [Name of Corporation] held a [Regular] / [Special] meeting on [Date], at [Time], at [Place].

The following directors were present and constituted a quorum of the Board: [Names].
The following directors were absent from the meeting: [None] [Names].
The following individuals also were present at the meeting: [Names and Titles].

[The chairman] [_____ acted as chairman and] called the meeting to order and announced that this meeting was held pursuant to a written notice of meeting which was given to all directors of this corporation. A Copy of this notice was ordered inserted in the corporation's Minute Book immediately preceding the minutes of this meeting. [If this meeting was held without notice, the following paragraph should be inserted, substitution the prior paragraph: The chairman called the meeting and announced that this meeting was held pursuant to written waiver of notice and consent to the holding of this meeting. The waiver and consent was presented to this meeting and, on a motion duly made, seconded, and [unanimously] carried, was made a part of the records and ordered inserted in the corporation's Minute Book immediately preceding the records of this meeting.]

[The minutes of the last meeting of directors were then read and approved.] [The minutes of the last meeting, having been distributed to all directors, were approved as so distributed.]

[If applicable: The chairman stated that the election of officers was in order. The Board then proceeded....

2.4. Discussing Bank Corporate Culture

Task 1. Most of banks have their own dress code. Read the text and fill in the adjectives and adverbs from the box:

sloppy	well-groomed	casual	credible	ripped	differently
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SHOULD EVERY COMPANY HAVE A DRESS CODE

By Shannon Smith

Studies have shown that when people wear clothes at work, their attitude becomes more casual, their work becomes, and their behavior becomes unprofessional. The workplace is not the place to express yourself through appearance. It's not the place for wild clothes, tattoos, or piercings. It's the place to work hard and look professional.

Companies made a big mistake when they introduced casual Fridays. They gave employees the idea that it was OK to wear casual clothes to work. Many people don't understand what "business casual" means. They wear jeans and tight shirts on casual Fridays and other days, too. This is especially bad in summer, when people like to wear light, revealing clothes.

Most people dress inappropriately because they don't know how to dress for work, and because they've been allowed to wear casual clothes to work for so long. I find people want to be told what to wear. I've introduced dress codes to companies all over the U.S. and Canada. Companies want their employees to reflect who they are and what they stand for. They want their employees to look smart and professional. That's why they're introducing dress codes.

I believe every company should have a dress code. A good dress code tells people what they should and should not wear. It says no to stiletto heels, no to flip-flops, and open-toe shoes, no to capri pants, and no to bare legs and wild hairdos. It doesn't allow nose or tongue piercings and asks that tattoos be covered up. It tells employees always to be clean and That means no facial hair and no strong perfume.

When you're at work, you should swim with the tide, not against it. You are more when you wear a suit than when you wear casual clothes. Professional clothing for women used to be boring. But now we have a lot of colors and styles to choose from. I tell men to wear wool pants and clean shirts, women to wear skirts instead of pants, and everyone not to be afraid of color. Find out what colours look good on you and wear them. Buy the best clothes you can. Dress for the job that you want, not the job that you have.

Dressing for success can help you to become successful. Company executives feel most comfortable around people who look and act like they do. When you're wearing a nice suit, you project yourself differently. You are more confident, and you are more likely to attract the job or promotion that you want.

(From: <http://www.business-spotlight.de/news/head-to-head/should-every-company-have-a-dress-code>)

Task 2. Make some recommendations on bank dress code according to the text:

Do wear...	Don't wear...
skirts	capri pants
.....

Language Focus.

Learn the expressions and use them in the situations given below.

Ok, let's get down to business.	How do you feel about..?
Can we start, please?	What do you think?
The purpose of our meeting is...	We need to look at this in more detail.
The aims of this meeting are...	Ok, let's go over what we've agreed.

Task 3. Role-play. Organize a meeting of bank officers using the situations for discussions:

a) Bank dress code

After some complaints from bank customers you need to discuss guidelines for personal appearance and dress code for all employees. Should the bank implement a uniform?

b) Bank policy for smokers;

Non-smoking staff complain that smokers take frequent breaks outside the working place. Should they work extra time to make up for the time?

Task 4. Check your banking vocabulary. Match the words to their definitions:

1. balance	a) money lent by a bank etc. and that must be repaid with interest
2. checkbook	b) the difference between credits and debits in an account
3. credit card	c) money paid for the use of money lent
4. interest	d) small document recording money that you pay in to a bank account
5. loan	e) plastic card from a bank authorising the purchasing of goods on credit
6. overdraft	f) an instruction to a bank to make regular payments
7. payee	g) person to whom money is paid
8. paying-in slip	h) a record of transactions in a bank account
9. standing order	i) deficit in a bank account caused by withdrawing more money than is paid in
10. statement	j) a book containing detachable checks; chequebook

Task 5. Read some Internet bank advertisements. Analyze them with your colleagues according to the criteria below. Put the marks from 0 to 5. What advertisement is the most efficient? Comment on every position.

informativeness	
advertisement structure	
client-orientation	
confidence	
efficiency	

a) Welcome to Arab African International Bank!

For over 40 years in business, we firmly and constantly seek ways to maintain confidence and distinction in our range of corporate and personal banking.

Whether you are a corporate or an individual, *you matter to us*. We want to ensure that your needs and preferences are always taken into account.

Help us serve you better by completing this short [questionnaire](#) and telling us exactly how we can best meet your needs.

b) SKB-BANK:

The Bank is aimed at contributing to development of business of its customers. Maintaining the status of a reliable, sustainable and profitable bank, the Bank acts as a professional partner the target of which is to create the most-favoured treatment of business growth of its partners.

Business Philosophy:

The Bank has all historic and economic prerequisites to be in the lead, one of the most significant values of the Bank is its stainless business reputation.

The Bank contributes to development of the economic and social infrastructure of the area where it operates. The Bank is widening the business geography in accordance with the interests of its clients, creating the developed branch network and enhancing it.

The Bank is engaged in risk management in such a way that allows to ensure an acceptable return for its clients and partners and to maintain the status of a reliable partner.

c) **Dexia** is a European bank, with 35,234 members of staff and core shareholders' equity of EUR 18.5 billion. The Dexia Group focuses on Retail and Commercial Banking in Europe, mainly Belgium, Luxembourg and Turkey, and on Public and Wholesale Banking, providing local public finance operators with comprehensive banking and financial solutions, notably in France and Belgium.

Asset Management and Services provides asset management, investor and insurance services, in particular to the clients of the other two business lines.

The different business lines interact constantly in order to serve clients better and to support the Group's commercial activity.

d) **SABB is a Saudi Joint Stock Company** with a strong track record and a heritage that stretches back more than 30 years.

Established on 12 Safar 1398(H) (21 January 1978), SABB formally commenced activities on 26 Rajab 1398(H) (01 July 1978) when it took over the operations of The British Bank of the Middle East in the Kingdom of Saudi Arabia.

SABB is a true 'one stop' banking shop. Our range of Basic Banking Solutions offers a wide range of specially designed quality personal banking products and services, giving you everything you require from your bank – all in one convenient place.

Task 6. Written follow-up. Write down your own advertisement of a bank.

Task 7. Bank uniform is a part of its corporate culture. Read the text and fill in the adjectives from the box:

black	corporative	short-sleeve	traditional
	creative		significant

BANK UNIFORM: UNIFICATION OR INDIVIDUALITY?

By Olga Onufriychuk

Adopting practices of their foreign colleagues, many of our national banks have made haste to implement such a curious product of a corporative style as uniform for workers. In principle there has always been strict business style in bank sphere. The tradition of wearing a special uniform by bank workers was established in the second half of the XVIII century. Those days such cloth expressed person's belonging to government employees, including bank sphere. The appearance of the uniform is connected with tending of European sovereigns to stand out visually the holders of state power from the masses. Since then wearing the uniform by the bank employees has become , and even during the Soviet period this tradition was brought back to life for the State Bank's employees. By the way, there is an interesting fact – a bank employee's uniform for all times has been dark-green color! And do you know why? It is provided to be that in European tradition green color is commonly connected with bank trade – the moneychangers covered their benches (banks) with green cloth.

Since the moment of appearance in Ukraine of the first commercial banks the basis of the uniform has been taken 'white up, bottom' – suits and ties for men, blouses and skirts for women. But it didn't seem to be enough for some bankers. And now we can see that practically in each branch of a large bank we are met by clerks wearing bright, not following any color patterns or styles. What made our national banks implement such, so to speak, anachronism?

The official version: the design of corporative uniform for employees is significant part of creating a brand style of a bank, which will influence forming image of the company. And a commonly-known rule 'clothes count for first impressions' works in a bank like in no other place. At that it is supposed the client comes to the branch which looks like any other one, and gets services of the same quality and time-consumption. It is pretty natural that the customer sees managers the clothes of which are in accordance with the style. Everything seems to be right. But why when I visit such 'faceless' branches I feel some kind of dissatisfaction?

Having rummaged in my rather wide experience both as a bank employee and as a consumer of bank services, I managed to bring up the following: the dark side of corporative dress-code is total standardization of all employees. Wearing the same clothes along with a hundred colleagues, a worker loses their individuality. As bank workers can't allow themselves wearing large and catchy bijouterie, they have no right for wearing clothes, women must wear flesh-colored tights in any weather, and closed dark shoes, and there must be no bright make-up, let alone décolleté and skirts upper to their knees. There also must stand conspicuously a badge of special design, or a bank sign on the uniform. At that most bankers forget that direct copying American (as there exactly dress-code is carried to absolute form) model here in Ukraine will not always be able to adapt. For what reason? Simply because we are different! Our Ukrainian mentality is too warmed-up at a thought of some exclusiveness in everything. That's why the customers of Ukrainian banks are so attracted by addition VIP. That is why any, even the least customer counts on getting individual conditions of service – beginning with tariffs and finishing with a wish of being serviced only at operator Verochka with excellent manicure. In favor of this expression we can point out endless quotations of sociologists who show that for our national customers the most important are relationships with a bank. But today in the most part of Ukrainian banks the environment is, so to say, 'dryishly-business like'. And it means those banks will profit from it which will be able to implement not only pragmatic side of the service process, but emotional component too.

By the way, there is another side of the coin. Tough organization of the employees' appearance influences not only mood but quality of performance. Fantasy, initiative, and approach to problem solving disappear. And these are the elements which are basic for business, and thanks to which people reach success – including sales of their products.

Besides the above, in order to motivate an employee to reach high results, the company with team style of work should treat its employees as personalities not as faceless elements of one system.

So, dear bankers, the choice is up to you!

(From:

http://www.prostobank.com/en/our_team/blogs/olga_onufriychuk/bank_uniform)

Task 8. Decide whether the following statements are true or false according to the text:

1. Wearing a special uniform by bank workers was established in the twenty first century.	
2. The basis of the world bank uniform has been taken as ‘white up and creamy bottom’ for suits and ties for men, blouses and skirts for women.	
3. Ukrainian bank customers are attracted by addition “Premium class” for exclusiveness .	
4. The commonly-known rule ‘clothes count for first impressions’ works in a bank only when it concerns to directors.	
5. It is not appropriate for women to wear flesh-colored tights in summer.	
6. Women bank officers can’t allow themselves wearing gold and diamonds.	
7. A bank sign on the uniform is anachronism nowadays.	
8. We have to use direct copying of American model of banking dress code.	
9. Scientists say, for our national customers the most important are relationships with a bank.	
10. Being ‘faceless’ motivates an employee to reach high results	

9. Role-play. Organize a problem-solving meeting aiming to decide on design of corporative uniform for employees. Discuss colors, symbols, badges etc. Use the expressions given below:

Language focus.

Let's start.

Our agenda starts with...

I think we should discuss this a bit more.

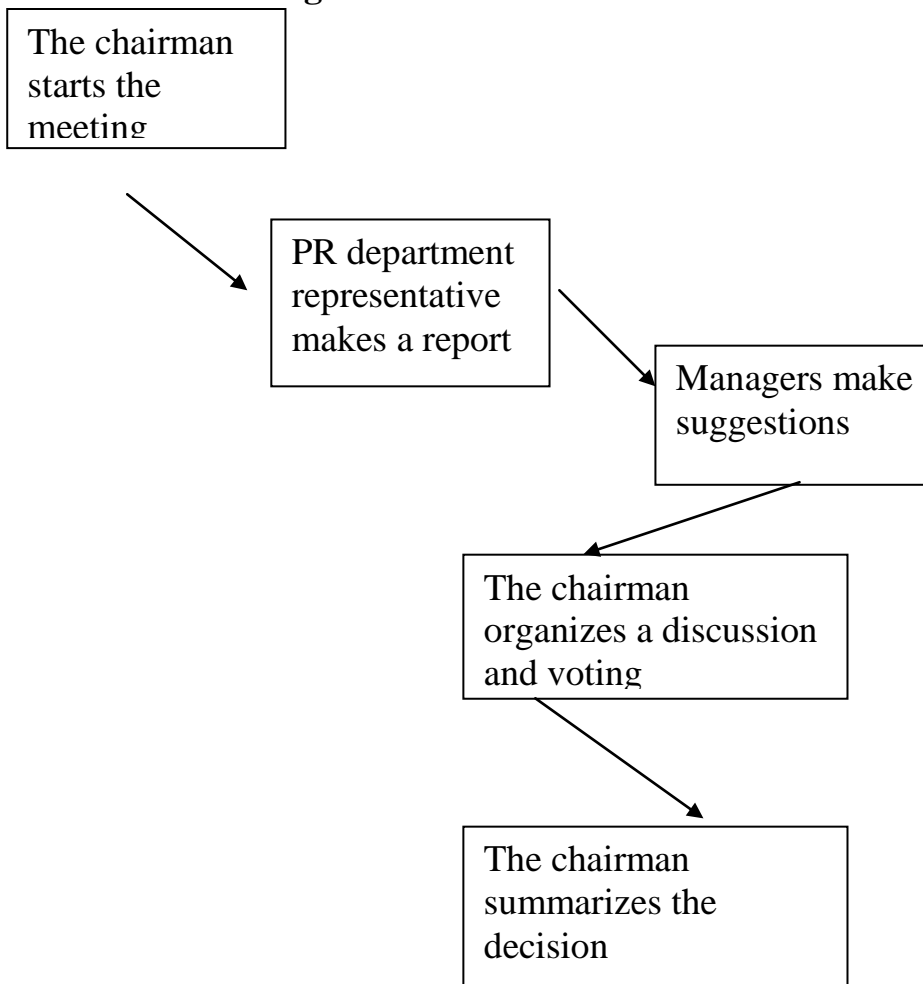
I think we should move on now.

Perhaps we should get back to the point.

Could you just hang on a moment, please?

Right, to sum up then...

Use the meeting structure:



10. Read the dialogue “A Mortgage” and analyze the words of the bank officer from the point of view of ethics and behavior. What three mistakes does he make? What are the positive steps in his work?

C: Good morning, is it a customers' office?

B: Good morning, I'm the manager, how can I help you?

C: We'd like to apply for a mortgage. Is it possible?

B: Yes. Excuse me, could you tell me your name, please?

C: I am Clive Ford and this is my wife, Mary.

B: Glad to meet you. Have you found a property you're interested in, Mr. Ford?

C: Yes, we have.

B: How much would you like to borrow?

C: Well, we need 50,000 Euro, but we have a deposit 15,000 Euro here.

B: So you need a 35,000 loan.

B: Would you like to buy a new car?

C: No... Does it matter for the bank?

B: No, no, sorry, Just curiosity. Do you have an account with this bank?

C: Yes, we both have accounts here. I've had my account for over ten years.

B: That's very good. It makes the procedure easier. Would you to complete this form, please and I'll be back in five minutes.

11. Read the official message to U.S. Bank's customers and shareholders.

Match the structural titles to the paragraphs:

A. Ethical standards at U.S. Bank.

B. Signature.

C. Revisory appointment at the bank.

D. The reason to implement U.S. Bank's Code of Ethics and Business Conduct.

E. The content of the Code.

ETHICS AT U.S. BANK

1. Thank you for your interest in U.S. Bank's Code of Ethics and Business Conduct. We understand that our customers trust us with their personal information and that our success is dependent upon retaining that trust. That is why our Code of Ethics and

Business Conduct has been in place for many years and, although revised from time to time, continues to serve as the cornerstone of our business.

2. Our Code of Ethics and Business Conduct is more than an expression of our commitment to integrity. It represents the guiding values of our organization and helps to instill ethically sound behavior and accountability among all U.S. Bank Employees. We diligently educate employees about our standards and provide opportunities to ask questions or report concerns.

3. Every employee, including me, certifies compliance with our standards annually. We hold one another accountable because we understand that our reputation is fundamental to our success. To underscore our commitment to ethics at U.S. Bank, we have appointed a Chief Ethics Officer with responsibility for the oversight of all aspects of our Code of Ethics and Business Conduct.

4. We believe that you want to conduct business with an organization that values honesty and integrity, not only because the law requires it, but also because it is the right thing to do. At U.S. Bank, our ethical standards have always been set higher than the law requires. We are proud of our ethical heritage and I am personally committed to maintaining the same high standards in the years to come.

5. Richard K. Davis

President and Chief Executive Officer

(From: http://www.usbank.com/cgi_w/cfm/about/ethics/index.)

12. Written follow-up. Write your own Banks Corporate Culture Code/Charter, defining using language, mobiles, dress-code, behavior, communication, style, attitude to work and basic principles.

2.5. Culture and Ethics in Banking

1. Fill in the gaps using the nouns from the box:

considerations	responsibility	welfare	community	business
			money	

BUSINESS ETHICS IN BANKING

Companies do have ethical (1) _____ and are not protected by limited liability from the consequences of their actions. A company's record and the perception of its ethics affect its reputation and ensure long term success or failure.

The financial community has a history of placing moral (2) _____ above legal or opportunistic expedients. But we are often exposed to moral dangers and the dangers of contamination are increasing. Deregulation and the technological revolution are sharpening ethical conflicts.

Banker's role is one of stewardship based on trust. We are trusted by those who ask us to look after their (3) _____ and we have a duty to lend that money responsibly.

Banking is about rewards reflecting real risks and ethical considerations form an important part of our risk-taking activities. The (4) _____ of our borrowing customers, in good times and bad, is of major concern in any business proposition. Sometimes commercial considerations can be at odds where ethics and politics combine, for example, on the LDC debt question.

We depend on people to run our (5) _____ and to reflect our ethical standards. We have to let our people know what is expected of them and help them to avoid pressures and temptations.

A bank's responsibility extends to Government, customers, shareholders, staff and the (6) _____. In the future, as we face increasingly complex and conflicting issues, the resolve and commitment to ethical behavior will be tested.

(From: <http://www.springerlink.com/content>)

2. The Bank's continued success depends on its ability to keep "information assets" (e.g., customer account numbers, social security numbers, and other private data) safe from fraud, theft, identity theft and accidental disclosure. Classify bank information according to the types:

- A. Customer Confidential Bank Information.
- B. Internal Bank Information.
- C. Public Bank Information.
- D. Confidential Bank Information.

1. Information controlled by the corporation that has been made available to the public through authorized company channels or has been placed in the public domain by the information owner.

2. Information controlled by the corporation that may be made available to all U.S. Bank employees and authorized contractors, consultants or other third parties, but not to the general public because unauthorized external disclosure could cause some damage to the corporation or any of its stakeholders (employees, customers, etc.).

3. Information that provides the corporation with a competitive advantage or that is otherwise sensitive because disclosure could cause significant damage to the corporation or any of its stakeholders (employees, customers, etc.). The level of protection required is generally determined by the degree of damage that could result from its disclosure. Access to the information must be restricted based on the need-to-know principle. Data owned by third parties and obtained under contract, such as non-disclosure agreements, is considered U.S. Bank Confidential, at minimum.

4. Information about any individuals, including business customers and personnel, that is subject to protection under laws, regulations, contractual agreements, and/or

company policy. This includes personal data that could be used to identify an individual or family and information about individuals that is owned by third parties.

3. Here is an abstract from US Bank Ethics Code.

a) ***Read the text choosing the right word from the proposed:***

PROHIBITION ON GIVING AND RECEIVING GIFTS OR ANYTHING OF VALUE

U.S. Bank policy and certain laws and regulations (1) prohibit/permit employees, officers, directors, agents, and attorneys of financial institutions from seeking or accepting anything of value in connection with any transaction or business of their financial institutions. These (2) prohibitions/permission can apply even if the individual does not benefit directly from the item of value.

GUIDELINES ON CERTAIN PERMISSIBLE TRANSACTIONS

U.S. Bank recognizes that there are certain circumstances under which acceptance of gifts or other things of value (3) do/do not violate the general policy prohibition on gifts. The below guidelines are intended to address situations that are the most likely to raise questions. However, certain U.S. Bank business units have more restrictive policies with respect to gifts. *Employees are required to be aware of and comply with any additional policies and procedures applicable to their work group.* Generally, accepting an item or benefit will not violate the policy against giving/receiving gifts, entertainment, or other benefits if:

- the acceptance is based on an (4) secret/obvious family or personal relationship existing independent of any business of U.S. Bank (such as those between the parents, children or spouse of a representative of U.S. Bank) where the circumstances make it clear that it is that relationship, rather than the business of U.S. Bank, that is the motivating factor;
- the benefit is available to the general public on the same conditions on which it is given to the representative of U.S. Bank; or

- the benefit would be paid for by U.S. Bank as a reasonable business expense if not paid for by another party. In addition, provided there (5) is/is no intent to influence by either the giver or the receiver of the benefit, the following may be accepted under the circumstances described:
- meals, refreshments, entertainment, accommodations or travel arrangements of reasonable value in the course of a meeting or other occasion where the purpose is to hold bona fide business discussions or to foster better business relations, provided your host is present, your attendance is related to your job duties, the level of expense is reasonable and (6) customary/extraordinary in the context of your business and the relationship with the host, and the frequency of such invitations from one host, is not excessive;
- gifts not to exceed \$100, or \$25 in the case of gift cards or gift certificates for use at specific establishments, that are related to commonly recognized events or occasions, such as a promotion, new job, wedding, retirement, holiday or birthday. However, gifts in cash or in check form in any amount are strictly prohibited (note: for purposes of this policy, this prohibition (7) includes/doesn't include stored value cards that are not tied to a specific retailer – a Visa gift card, for example);
- advertising or promotional material of (8) exceeding/reasonable value, such as pens, pencils, note pads, key chains, calendars and similar items;
- discounts or rebates on merchandise or services that are available to other customers under similar circumstances;
- awards of a reasonable value from civic, charitable, educational, or religious organizations for recognition of service and accomplishment;
- gifts awarded as part of a random drawing where it is clear that no possible inference can be drawn that acceptance of the gift could influence you in the performance of your duties for U.S. Bank.

b) Role-play. Imagine you are a U.S. Bank consultant. The officers are having questions as to the gift prohibition. Answer the questions, if you can't make a decision, be polite and recommend contacting the direct manager or Human resources:

1. I am a bank teller. My customer gave me a \$5.00 gift card to a local coffee shop as a token of appreciation on my birthday. Can I keep it?

2. One of my business contacts represents an important vendor that is currently competing for U.S. Bank's business. After a recent meeting with my business contact, he handed me a \$50 gift certificate for a local restaurant. He said he just wanted to thank me for being a great customer. Should I keep it? Isn't it rude to return it?

3. I was invited to attend a local sporting event with a customer. May I attend?

4. I have been invited by a client, along with several co-workers, to attend a non-business related special event. The cost of the event tickets is difficult to calculate. May I attend this function with the client?

4. Classify the following actions according to the bank code. There are 10 ethical actions and ten unethical ones:

..... is ethical is not ethical
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1. Avoiding misuse of material, nonpublic information relating to securities or other financial instruments.
2. Colluding with third parties to inflate contracts.
3. Engaging in extraneous activities which compete/interfere with or constrain a bank's primary responsibility.
4. Employing new staff without obtaining suitable Reference.
5. Recommending for employment by a bank a person known to be of bad character or doubtful integrity.
6. Preventing money laundering and fraud.
7. Promptly reporting any knowledge or information about the bank associates or agents you suspect of committing crimes.

8. Collusion with the banks' customers to divert credit facilities for unauthorized purposes.
9. Offering/accepting gratification to/by the regulator as an inducement to waive the imposition of penalties arising from failure to comply with laws or regulations.
10. Preparation of multiple financial statements in order to mislead the monetary and tax authorities.
11. Keeping information confidential and secure.
12. Properly caring for and protecting the bank property and assets.
13. Sharing information about our customers with anyone inside or outside the Company who does not have a business need for the information.
14. Maintaining a working atmosphere free of discrimination, harassment, intimidation and unwelcome.
15. Admitting awards of a reasonable value.
16. Avoiding conflicts, or even the appearance of conflicts, between personal interests and the interests of Bank of America, its shareholders or customers.
17. Conducting your personal financial affairs responsibly and keeping your business expenses in order.
18. Not taking any action, either personally or on behalf of the bank, which violates any law, regulation or internal policy.
19. Misuse of confidential information gained through banking operations.
20. Diversion of Bank earnings through the use of subsidiaries or "secret accounts" to deny the bank of legitimate earnings.

5. Role-play. Organize a problem-solving meeting aiming to decide on the case of misuse of confidential information gained through banking operations. You have a client (Mr. Eastwood) complaint in which he appeals for damages. Discuss how the problem reflected on the image and financial status of the bank and how to

build the mechanisms of protecting the information. Use the expressions given below:

Language focus.

Well, since everyone is here, we should get started.
We'll deal with ... first.

I agree with you on that point.
That's a fair suggestion.
So what you're saying is that you...
In other words, you feel that...
I don't see any problem with / harm in that.

I understand where you're coming from; however,...
We are (not) prepared to compromise, but...
The way I look at it...
The way I see things...
That's not exactly how we look at it.
I'd have to disagree with you there.

Let's go over the main points again.
Can I just run over the main points?
We've agreed the following...
There's still the question of ... to resolve.

If no one has anything else to add, then I think we'll wrap this up.

Roles:

- Managing Director of the bank, the chair of the meeting;
- Customer Service Department manager;
- Mr. Eastwood's lawyer;
- Finance Analysis Department manager.
- Secretary, departments' representatives.

TEST YOUR KNOWLEDGE:

Choose the best word to fit the gap.

1. We ran out of time and were forced to _____ the meeting.
a) allocate

- b) address
- c) adjourn

2. If you have a _____ please wait until Marie has finished speaking.

- a) commence
- b) comment
- c) formality

3. The board members couldn't come to a _____ so they had to hold a vote.

- a) grievance
- b) designate
- c) consensus

4. Markus was away on business, so _____ was assigned.

- a) a show of hands
- b) apologies
- c) a proxy vote

5. Before we _____ I want to remind everyone to sign the attendance form on the way out.

- a) wrap up
- b) strategize
- c) collaborate

6. In his _____ the chairman thanked everyone for doing such a good job this month.

- a) agenda
- b) ballot
- c) closing remarks

7. I'll _____ as soon as all of the board members take a seat.

- a) verification
- b) commence
- c) brainstorm

8. Since everyone was so _____ we were able to finish the meeting early.

- a) participant
- b) punctual
- c) confidential

9. We'll be discussing this year's profits at the _____.

- a) AOB
- b) AGM
- c) ABC

10. A _____ to eliminate all part-time positions was put forward at the meeting.
- a) action
 - b) caution
 - c) motion

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