

# UNIT 11

## Language focus

### 1 *should have (done) / shouldn't have (done)*

Read this article from a business magazine. Complete the views of the people in the situations.

## Dr Steele's casebook



**This month, Dr Alan Steele, author of *Cultures across Companies*, looks at the importance of body language in today's global world of business.**

Most of the time, we don't even realize that we're sending out signals with our bodies, but we most certainly are – especially when we're communicating across cultures – and they're not always signals that we want to send. Take these situations, for example. (All names are fictional.)

### Uncertain partners

**2** Laurent Barre wanted to open a plastics factory in Dubai, but to do this the government required him to have a local partner. With the help of the embassy in Paris, he found one – Mahmoud al-Masri – who seemed excellent. So, a month later, he had high hopes as he flew to Dubai to meet Mahmoud. However, when he stepped forward to shake hands energetically with his new partner, Mahmoud hardly responded. He held Laurent's hand very weakly and let go almost immediately. It seemed to Laurent that Mahmoud was not really interested in doing business at all.

#### Laurent's view

'He \_\_\_\_\_<sup>6</sup> (shake) hands properly to show that he really wanted to do business. Perhaps I \_\_\_\_\_<sup>7</sup> (find) some other possible partners before I flew out here.'

#### Mahmoud's view

'He \_\_\_\_\_<sup>8</sup> (hold) my hand like that. He nearly broke all my bones!'

### The new agent in Japan

**1** Tina Hennessy, a businesswoman from Dublin, was worried when she first travelled to Tokyo to meet Michio Tanaka, her new Japanese agent. She found Michio pleasant enough, but he always looked away from her when they were speaking. He also seemed quiet and distant while she was talking enthusiastically about her company's products. She wondered whether Michio had the right personality to sell effectively. Michio, on the other hand, found Tina uncomfortably pushy.

#### Tina's view

'Friendly eye-contact is very important in sales work, and Michio should have looked<sup>1</sup> (look) at me when we were speaking. He \_\_\_\_\_<sup>2</sup> (look) away from me all the time. Another thing: he \_\_\_\_\_<sup>3</sup> (show) a bit more enthusiasm about our products.'

#### Michio's view

'Tina \_\_\_\_\_<sup>4</sup> (be) so pushy, and she \_\_\_\_\_<sup>5</sup> (stare) at me all the time. I didn't feel comfortable with that, and it's not the way to do things in Japan.'

### A mistake in America

**3** Carlos Hernández, a senior manager with a Madrid-based company, moved to Austin, Texas, to help set up a new subsidiary there. Things started well, and he was especially pleased with his personal assistant, Mary-Anne Brodie, because she always finished work on schedule. At the end of one particularly difficult job, he wanted to thank her. He went over to her desk, touched her lightly on the arm and said, with a smile, 'Thank you very much for all the hard work. We would never have finished on time if it hadn't been for you.'

Later that day, Carlos was shocked when his boss, the CEO, told him that he had received an angry complaint from Mary-Anne.

#### Mary-Anne's view

'He \_\_\_\_\_<sup>9</sup> (touch) me. He had no right to do that to a female employee. He \_\_\_\_\_<sup>10</sup> (know) that it's just not allowed here in the States.'

#### Carlos's view

'She \_\_\_\_\_<sup>11</sup> (accept) what I did in the way that I meant it – a simple, friendly "thank you". She certainly \_\_\_\_\_<sup>12</sup> (complain) to the boss like that!'

## 2 3rd Conditional

Study Dr Steele's table of cultural differences in body language. Then turn the sentence parts in brackets into 3rd Conditional statements to complete his comments on the three situations in 1.

# Cultural differences: body language

|                                      | firm handshake | touching<br>(other than<br>handshake) | eye<br>contact | personal space |      |      |
|--------------------------------------|----------------|---------------------------------------|----------------|----------------|------|------|
|                                      |                |                                       |                | 40cm           | 60cm | 80cm |
| Northern Europe                      | ✓              | ✓                                     | ✓              | X              | ✓    | X    |
| USA                                  | ✓              | X*                                    | ✓              | X              | ✓    | X    |
| Latin America and<br>Southern Europe | ✓              | ✓                                     | ✓              | ✓              | X    | X    |
| Some Arab countries                  | X              | X                                     | ✓              | ✓              | X    | X    |
| Asian countries                      | ✓              | X                                     | X              | X              | X    | ✓    |

\* between sexes

Let's use this table of cultural differences to see what went wrong in each of the three situations.

### Uncertain partners

**2** A firm handshake in most cultures shows that one is honest, open, and friendly, but in parts of the Arab World it does not carry this meaning. (Laurent choose almost any other part of the world / he not have this cultural misunderstanding)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ <sup>3</sup> (he greet a new partner nearly anywhere else / he or she return his firm handshake)

\_\_\_\_\_

\_\_\_\_\_ <sup>4</sup>

### The new agent in Japan

**1** Clearly Tina had not learnt much about the Japanese before her visit. (she study the culture / she understand the problem) If she had studied the culture, she would have understood the problem. <sup>1</sup>

The fact is that the Japanese see strong eye contact as aggressive. And so she really needed an agent like Michio. (she not make many sales / she try to sell to Japanese customers herself) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ <sup>2</sup>

### A mistake in America

**3** (Carlos not create the problem / he simply say thank you) \_\_\_\_\_

\_\_\_\_\_ <sup>5</sup>

Politically correct (PC) behaviour at work is very important in America, and this includes no physical contact between people of opposite sexes. (the company prepare him properly / he know about this important rule)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ <sup>6</sup>

### 3 3rd Conditional

Turn the sentence parts into 3rd Conditional statements to complete the story of Hiroko's life. Turn *will* and *may* forms into *would have (done)* and *might have (done)*.

## One life: two cultures

Hiroko Lawrence is half British and half Japanese, and she has built a very successful career out of her two cultures. (she grow up in Britain / her life will not develop in the way that it has) If she had grown up in Britain, her life would not have developed in the way that it has.<sup>1</sup>

Instead, at the age of seven, she moved with her parents to Tokyo. There, they sent her to Seisen International School. (her culture may remain mostly western / she stay at Seisen) Her culture might have remained mostly western if she had stayed at Seisen.<sup>2</sup> Two years later though, her parents decided to send her to an ordinary Japanese school. (she not learn a lot of Japanese already / will find the change very hard) \_\_\_\_\_<sup>3</sup>

When she was sixteen, the family returned to Britain. (at that point, she may lose her many Japanese friends / not try very hard to stay in contact) \_\_\_\_\_<sup>4</sup>

At university she did Japanese and cross-cultural studies. However, when she graduated, she went back to Japan and worked for three years as a language teacher. (she may remain a teacher / her interest in cultural differences not continue to grow) \_\_\_\_\_<sup>5</sup>

After three years, she joined the personnel division of a big steel company, Pacific Seitetsu, to help prepare staff for work abroad. (she go on doing this / will continue living a quiet and simple life) \_\_\_\_\_<sup>6</sup>

But things changed when she wrote a successful book about cross-cultural problems, *Japan through Foreign Eyes*. (the book not become so successful / she may be forgotten very quickly) \_\_\_\_\_<sup>7</sup>



### 4 Practice drills: *should have (done)* and 3rd Conditional

🎧 11.1, 11.2 Follow the instructions on the Student's CD/Cassette. If necessary, refer to the Listening scripts on p. 86.

#### Pronunciation Contracted forms in the 3rd Conditional

We can shorten *I'd* and *I'd have* them even more and say *I'd've*, *she would've*, etc. Underline the parts of each sentence that can contract as we speak. Then read them aloud in contracted form.

- 1 If she had studied the culture, she would have understood the problem ('*she'd*', '*she'd've*')  
2 She would not have made many sales if she had tried to sell to Japanese customers herself.
- 3 If he had chosen almost any other part of the world, he would not have had this cultural misunderstanding.
- 4 If he had greeted a new partner nearly anywhere else, he or she would have returned his firm handshake.
- 5 He would not have created the problem if he had simply said thank you.
- 6 If they had prepared him properly, he would have known about this important rule.

🎧 11.3 Listen and repeat the sentences with contracted forms.

Read the dictionary notes on confusing words. Then use the pairs of words to complete the sentences below.

**advice and advise**

► Be careful not to confuse the noun *advice* and the verb *advise*.

**affect and effect**

► *Affect* is a verb, and to *affect* something is to cause a change. *His illness affected his work badly.* *Effect* is a noun and means change or result. *That book had a big effect on her ideas.*

**borrow and lend**

► You *borrow* when you take or receive something but plan to give it back later. Do not confuse this with its opposite, *lend*.

**bring and take**

► To *bring* is to come with somebody or something to a place. To *take* is to go with somebody or something to a place.

**consist of and contain**

► To *consist of* something is to be made up of something. *Our training consisted of a two-day course.* To *contain* something is to have something inside or as part of itself. *Each box contains ten packets.*

**cost and price**

► A *price* is the amount of money you must pay to buy something. Use the noun *cost* to talk about prices in general. *The cost of living is going up.*

**effective and efficient**

► Something is *effective* if it is the answer to a particular problem. *That medicine was very effective – my headache has gone!* People or things, e.g. machines, are *efficient* if they work well without wasting time or energy.

**journey and travel**

► *Travel* is uncountable and means travelling in general. *I love music and travel.* To talk about a particular time of travelling, use the word *journey*. *I hope you had a good journey.* (You can also use the word *trip*, but this often includes both the journey time and the visit itself. *I had a week-long trip to Mexico.*)

**raise and rise**

► To *rise* means to go higher. *The temperature is rising.* To *raise* means to make something go higher, and it needs an object. *If you want to speak, please raise your hand.*

**technique and technology**

► A *technique* is a way of doing something in particular. *We've developed a new technique for producing steel more cheaply.* The word *technology* refers more generally to scientific and industrial manufacturing processes and skills. *Modern technology has made us much richer than our grandparents were.*



- The company needs to \_\_\_\_\_ €1,000,000, but the bank refuses to \_\_\_\_\_ it more than €500,000.
- When you come to visit us on Friday, could you \_\_\_\_\_ back my *Guide to Italy*? I'd like to \_\_\_\_\_ it with me on holiday.
- The new system is having a big \_\_\_\_\_. Everyone is happier, and it has really \_\_\_\_\_ the way we work together very positively.
- New \_\_\_\_\_ has improved all areas of medicine. It has also helped us to develop many new \_\_\_\_\_, e.g. in heart operations.
- When I was younger, my dad \_\_\_\_\_ me to try several jobs before I chose my career. And it was a very good piece of \_\_\_\_\_: I've finally found my ideal job.
- The Government is going to \_\_\_\_\_ interest rates by two per cent during the coming year. That means the amount you have to pay for a €100,000 loan will \_\_\_\_\_ by about €170 per month.
- Our total food supply \_\_\_\_\_ just ten packages. Each package \_\_\_\_\_ enough food and water for one person per day.
- I enjoy \_\_\_\_\_ more than anything else, and I've been on several long \_\_\_\_\_ around India and South-East Asia.
- The most \_\_\_\_\_ study aid is sleep. Your brain is more \_\_\_\_\_ and can take in information faster and better when you have had a good night's sleep.
- The company's production \_\_\_\_\_ are going up. For example, the \_\_\_\_\_ of electricity has just increased to €0.173 per unit.



Tina Hennessy still wonders whether Michio Tanaka's company will be an effective agent, but her head of export sales, Michael McCain, knows the company better than her and he is enthusiastic. In the end, she writes the letter below.

- 1 Complete Tina's letter. Use the phrases in the box.

**Making reference**

It was a pleasure meeting you ...

**Requesting**

We would appreciate it if you could ...

**Giving good news**

I am delighted to tell you that ...

**Closing remarks**

Please contact me if you require ...

**Enclosing documents**

Please find enclosed ...

**Giving bad news**

Unfortunately, it is not possible to ...

**Wexford**  
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30 March 20\_\_

Re: Japan agency agreement

Dear Mr Tanaka

\_\_\_\_\_ <sup>1</sup> at your offices last Tuesday, 25 March. Thank you again for your warm welcome and for a very useful discussion about the Japanese market.

\_\_\_\_\_ <sup>2</sup> we have decided to offer Kokusai Trading Company an agency agreement for an initial period of 24 months.

\_\_\_\_\_ <sup>3</sup> to agree an exclusive agency arrangement at this stage. However, we would hope to do so if our relationship develops well during the first two years.

\_\_\_\_\_ <sup>4</sup> three copies of our agency agreement, containing the terms that we discussed last week. \_\_\_\_\_

\_\_\_\_\_ <sup>5</sup> any further information. \_\_\_\_\_

\_\_\_\_\_ <sup>6</sup> then sign all three copies and return two to us.

We very much look forward to a long and successful partnership.

With best wishes

Yours sincerely

*Tina Hennessy*

T Hennessy (Ms)  
MANAGING DIRECTOR

Check your answers in the Answer Key on p.95.

2 Complete Michio's reply. Use the phrases in the box.

Explaining the reason for writing

... I am writing to confirm ...

Making reference

With reference to your letter of ...

Closing remarks

Please contact us again if ...

Please pass on our best wishes to ...

Apologizing

... I am sorry about ...

Requesting

Would you kindly check the ...

Explaining reasons

This is due to ...

Giving good news

I am very pleased to inform you that ...

# KOKUSAI

www.kokusai.com

Ms T Hennessy  
Managing Director  
Wexford Crystal Glass Ltd  
53-55 Slaney Road  
Enniscorthy  
County Wexford

25 April 20\_\_\_\_

Dear Ms Hennessy

Re: Japan agency agreement

\_\_\_\_\_ <sup>1</sup> 30 March and to our  
telephone conversation on 6 April, \_\_\_\_\_ <sup>2</sup>  
the delay in getting back to you, but I am now able to progress matters quickly.

During our phone call we discussed in particular the need to move from a non-exclusive to an  
exclusive agency agreement. \_\_\_\_\_ <sup>3</sup>  
the complex nature of trade in Japan. \_\_\_\_\_ <sup>4</sup>  
our Director, Mr Hashimoto, has now approved the agreement on that basis. Accordingly,  
\_\_\_\_\_ <sup>5</sup> that we will now proceed.

\_\_\_\_\_ <sup>6</sup> revised form of agreement  
to make sure that the changes are acceptable to you? \_\_\_\_\_  
\_\_\_\_\_ <sup>7</sup> you need to discuss anything further.

We are confident that we will be able to promote your product range effectively and, like you,  
we look forward to a very successful partnership.

\_\_\_\_\_ <sup>8</sup> Mr Michael McCain. We  
look forward very much to working with him.

Yours sincerely

*Michio Tanaka*

Michio Tanaka

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Check your answers in the Answer key on p.95.



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