

LANGUAGE REVIEW

Advice,
obligation and
necessity

1 Advice (SHOULD / SHOULDN'T / MUST / MUSTN'T)

- We can use *should* and *shouldn't* to give or ask for advice.
*Global companies **should** never underestimate the effect that culture can have.*
- For strong advice, we can use *must* or *mustn't*.
*You **mustn't** invade a British colleague's personal space too soon.*

2 Obligation/Necessity (MUST / MUSTN'T / HAVE TO)

- We often use *must* when the obligation comes from the person speaking or writing.
*We **must** show more cultural understanding.*
- We use *mustn't* to say something is prohibited or is not allowed.
*You **mustn't** smoke inside any building.*
- We often use *have to* to show that the obligation comes from another person or institution, not the speaker.
*You **have to** get a visa to enter the country. (This is the law.)*

3 Lack of obligation / Lack of necessity (DON'T HAVE TO / DON'T NEED TO)

- *Don't have to* and *mustn't* are very different.
don't have to = it is not necessary
*You **don't have to** hurry. We have plenty of time.*

➡ Grammar reference page 149

A

Choose the most appropriate verb. There are some situations where both verbs are possible. Can you say why?

- 1 If you are invited to a Brazilian's house for dinner, you *must* / *should* arrive at least 30 minutes after the time mentioned.
- 2 You *mustn't* / *don't have to* give purple flowers as a gift in many countries.
- 3 All personnel *should* / *must* read the health and safety notices in the building.
- 4 Staff *don't have to* / *mustn't* disclose information on the project unless authorised.
- 5 I think you *should* / *must* encourage the team to develop interpersonal skills.
- 6 Simone *doesn't have to* / *shouldn't* work so hard – she is looking very tired.
- 7 When going to a new country to do business, you *should* / *must* do some research into their culture.
- 8 You *mustn't* / *don't have to* pay immediately. We can offer you credit.

B

Read these notes on Chinese business protocol. How does each piece of advice compare with the situation in your country?

Chinese business protocol and etiquette

Greetings

- You must greet the oldest person first.
- You don't have to be serious all the time. The Chinese have a great sense of humour. You should be ready to laugh at yourself sometimes.
- You mustn't move to a first-name basis until advised to. You should address the person by an honorific title and their surname.

Business cards

- You should exchange cards after the initial introduction.
- You should hold the card in both hands when offering it.
- You mustn't write on someone's card unless asked to.

Gift-giving

- You shouldn't give flowers, as many Chinese associate these with funerals.
- You mustn't give four of anything, as four is an unlucky number.

Entertaining at home

- It is a great honour to be invited to someone's home. If you cannot accept the invitation, you must offer a very good excuse.
- You should arrive on time, remove your shoes, bring a small gift and eat well to show you are enjoying the food.
- You don't have to eat loudly, but if you slurp or belch, it shows that you are enjoying your food.

VOCABULARY

Idioms




A

Complete the idioms in the sentences below with the words in the box.

end	eye	eye	fire	foot	ice	water	water
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- 1 Small talk is one way to *break the ice*, when meeting someone for the first time.
- 2 I was *thrown in at the deep* when my company sent me to run the German office. I was only given two days' notice to get everything ready.
- 3 We *don't see eye to* with our US parent company about punctuality. We have very different ideas about what being 'on time' means. It's a question of culture.
- 4 I *got into hot* with my boss for wearing casual clothes to the meeting with the potential Japanese customers.
- 5 I really *put my* *in it* when I met our Spanish partner. Because I was nervous, I said 'Who are you?' rather than 'How are you?'.
- 6 I *get on like a house on* with our Polish agent; we like the same things and have the same sense of humour.
- 7 When I visited China for the first time, I was *like a fish out of* Everything was so different, and I couldn't read any of the signs!
- 8 My first meeting with our overseas clients was a *real* *-opener*. I hadn't seen that style of negotiation before.

B

 **CD1.47** Listen to eight people using the idioms from Exercise A and check your answers.

C

Consider the context of each idiom in Exercise A and decide which have:

- a) a positive meaning b) a negative meaning.

B

Match the idioms in Exercise A (1–8) to the correct meanings (a–h).

- a) given a difficult job to do without preparation
- b) quickly have a friendly relationship with someone
- c) feel uncomfortable in an unfamiliar situation
- d) say or do something without thinking carefully, so that you embarrass or upset someone
- e) disagree with someone
- f) an experience where you learn something surprising or something you did not know before
- g) make someone you have just met less nervous and more willing to talk
- h) get into trouble

E

Work in pairs or small groups. Discuss the following.

- Work in pairs or small groups. Discuss the following questions.
- 1 What tips do you have for *breaking the ice* at meetings with new clients/people from other cultures?
 - 2 Talk about a place you have visited which was a *real eye-opener*.
 - 3 Describe a situation when you
 - a) *put your foot in it*
 - b) *felt like a fish out of water*
 - c) *got into hot water*
 - d) *were thrown in at the deep end*

See the DVD-ROM
for the i-Glossary.

