

- Read the tips on business etiquette. Then read the situations below. Decide if the behavior in each situation is appropriate or inappropriate.

TIPS ON BUSINESS ETIQUETTE

- ▶ Always introduce the most important person first.
- ▶ Use your business card as a way to stay in touch with people you meet. Exchanging and saving business cards can help you “network” with people later.
- ▶ Being on time is absolutely necessary for business appointments. The rule is to arrive ten to fifteen minutes early. However, for social events, such as business parties, it is considered impolite to arrive early.
- ▶ In major cities, business clothing is usually formal. Blue, black, or gray suits are conservative and always appropriate. In warm climates, neat and comfortable khakis, jeans, or slacks, sometimes with a jacket, are OK. However, the first time you visit a company, it is always best to start with a conservative look.
- ▶ Business conversations often take place during meals. The meals are a time to relax, get to know the other person socially, and then talk a little business. Depending on the person's schedule, these meetings can be at breakfast, lunch, or dinner.
- ▶ Eye contact is very important. Always look at everyone in your conversation group. Move your eyes from one person to another. It makes people feel important and holds their attention.



1. While you're meeting with a client, the CEO of your company and two executives come into your office. You introduce the CEO to your client first. ☐ appropriate ☐ inappropriate
2. You are meeting with a group of four people. While speaking, you're looking only at the highest level manager in the group. ☐ appropriate ☐ inappropriate
3. You have an interview at a new company on Friday. You know the company allows employees to dress casually on Fridays, so you decide to wear casual clothing. ☐ appropriate ☐ inappropriate
4. You don't have time during regular business hours to meet with a client. You decide to meet over dinner. ☐ appropriate ☐ inappropriate
5. You're invited to a business party and the invitation says the party is from 7:00 to 9:00 . You arrive at 6:45. ☐ appropriate ☐ inappropriate

? **Match the correct response to each statement or question. Write the letter on the line.**

- | | |
|--|--|
| 1. Nice to meet you. ____ | a. Not really. People tend to be more formal here. |
| 2. What is the custom here? ____ | b. Please call me by my nickname. |
| 3. How would you like to be called? ____ | c. Nice to meet you, too. |
| 4. Are most people on a first-name basis? ____ | d. No need to be so formal. Please call me Robert. |
| 5. Nice to meet you, Mr. Reston. | e. I'm not sure. It's probably best to watch what others do. |

? **WHAT ABOUT YOU? Answer the questions in your own way.**

1. What do you prefer to be called by your family? _____
2. What do you like to be called by your friends? _____
3. What do you prefer to be called by your colleagues or classmates? _____

LESSON 1

? **Put the conversation in the correct order. Write the number on the line.**

- _____ Hi! It's a great day, isn't it?
- _____ Nice to meet you, too. Would it be rude to call you Joe?
- _____ It really is. Allow me to introduce myself. I'm Amanda Decker.
- _____ Absolutely not. Please do.
- _____ Great. And call me Amanda.
- _____ I'm Joe Hanson. It's nice to meet you.

? **Complete each statement with a tag question.**

1. He didn't know about that custom, _____?
2. It's a great day to go to the beach, _____?
3. You learned Japanese in school, _____?
4. Mike will be here later, _____?
5. You're not from Turkey, _____?
6. The program in Bali wasn't very successful, _____?
7. I'm presenting my report at 2, _____?
8. There weren't a lot of people at the conference, _____?

 Read the situations and complete the tag questions.

1. You think your friend got a good grade on her science test.
"She got a good grade on her science test, didn't she?"
2. You see two people talking, but you don't think that they know each other.
"They don't know each other, do they?"
3. You're talking to your friend. You think he'll be late to the party tonight.
"You _____ late to the party tonight, _____?"
4. When you get to class, you think your friend Diane hasn't gotten there yet.
"Diane _____ here yet, _____?"
5. You heard that your friend Bill was in a car accident yesterday, but you don't think that's true.
"Bill _____ in a car accident yesterday, _____?"
6. You think that Dr. Jenkins doesn't like to be called by her first name.
"Dr. Jenkins _____ to be called Kate, _____?"

2 Read the information about Allison McFarland. Then use the information on the form to write statements with tag questions.

Na m e	Ma son McFarla d
Pe r s o n a l title	Ms.
Da e b b i r t h:	October 27, 1995
Pl a c e b b i r t h:	Hog Kog
Ca n t y b e d a e	Caa da
Ou p u t i n :	studeñ



1. You're Allison McFarland, aren't you?
2. _____
3. _____
4. _____
5. _____

WHAT ABOUT YOU? Which topics are appropriate for small talk in your country? Check yes or no. If you check no, then explain why the topic is not appropriate.

	yes	no
1. what someone would like to be called	<input type="checkbox"/>	<input type="checkbox"/>
2. how much money a person makes	<input type="checkbox"/>	<input type="checkbox"/>
3. a person's work or studies	<input type="checkbox"/>	<input type="checkbox"/>
4. someone's marital status	<input type="checkbox"/>	<input type="checkbox"/>

LESSON 2

- 1 Look at Ken Klein's weekly planner. Then circle the letter of the answer that completes each sentence. Today is Sunday.

<p>12:00 travel to Copenhagen 7:00 meet Jason Bailey for dinner</p>	<p>9:00 read TechServe report 1:00 have meeting with TechServe</p>
<p>8:30 have meeting with Computech 12:30 prepare client presentation</p>	<p>8:00 have meeting with Nelson Company 3:00 present results of Nelson Company meeting 8:30 fly home to London</p>
<p>9:00 fly to Brussels 1:30 meet Clark Sampson for lunch 4:00 give presentation to clients 7:30 take clients to dinner</p>	<p>relax all afternoon! 7:45 go to the movies with Tania</p>

- By 5:00 ☐ on Monday, Ken _____ to Copenhagen.
a. had already traveled b. hadn't yet traveled
- On Tuesday, Ken _____ Clark Sampson for lunch.
a. had already met b. hadn't yet met
- On Wednesday evening, Ken _____ to Brussels.
a. hadn't yet flown b. had already flown
- Ken _____ the results of the Nelson Company meeting at 2:00 on Friday.
a. hadn't yet presented b. had already presented
- Ken _____ all week before he was able to relax on Saturday.
a. had worked b. hadn't worked

- 2 Look at Ken Klein's weekly planner again. Complete the statements using the past perfect and already or not yet.

- By the time he flew to Brussels, Ken had already had the meeting with Computech, but he hadn't yet had the meeting with TechServe.
- At 7:00 ☐ on Wednesday, he _____ the presentation to the clients, but he _____ the clients to dinner.
- Ken _____ the TechServe report when he had the meeting with TechServe.
- Ken _____ the meeting with Nelson Company when he had the meeting with TechServe.
- By Saturday evening, Ken _____ at the gym.
- At 8:00 on Saturday, Ken _____ to the movies with Tania.

?? Read the Conversation Model on page 7 in the Student's Book again. Then read each sentence below. Circle the letter of the sentence that has the same or similar meaning.

- | | |
|---|--|
| 1. "By 9:00 I had already bought my books."
a. I bought my books before 9:00.
b. I bought my books at 9:00. | 3. "When I got to class, I hadn't eaten yet."
a. I got to class after I ate.
b. I got to class before I ate. |
| 2. "What did you do about lunch?"
a. Did you have lunch?
b. Do you want lunch? | 4. "I'll bet you're pretty hungry."
a. I think you're hungry now.
b. I'm sure you're hungry now. |

?? WHAT ABOUT YOU? Complete the sentences in your own way.

- When I left the house this morning, I had already _____
- At 8:00 today, I hadn't yet _____
- By the time I started to study English, I had already _____, but I hadn't yet _____

LESSON 3

?? Cross out the word or phrase that has a different meaning from the others.

- | | | |
|--------------|-------------|-------------------|
| 1. offensive | very rude | polite |
| 2. customary | not allowed | taboo |
| 3. impolite | nice | rude |
| 4. not usual | traditional | customary |
| 5. etiquette | punctuality | manners |

Did you know . . .

that etiquette and rules for behavior have a very long history? The first instructions for etiquette were written in the year 2400 B.C.E by an Egyptian named Ptahhotep. His guide included advice about how to get along with others and how to advance in the world.



?? Read the article about punctuality. Then read the statements on page 6 and check true, false, or no information, according to the article.

RIGHT ON TIME

Everyone knows that different cultures have different ideas about punctuality. But one country—Ecuador—is trying something new.

A group called Citizens' Participation has found that being late costs the country about \$724 million each year. They report that more than half of all public events, as

well as many government appointments and social activities, begin late. The group is trying to make people aware of punctuality and is reminding them to be on time. The government, including the Ecuadorian president, is supporting the effort.

Hundreds of Ecuadorian organizations and companies have signed agreements to be on time. Posters have been

put up that remind people: "If you're late, someone else is waiting." One newspaper prints a list of government officials who arrive to events late.

The campaign has generally been well-received by the Ecuadorian people, and it seems to be working. Many businesses have reported that more meetings are now beginning on time.

true false no information

1. The country of Ecuador made more money because people were often late.
2. Citizens' Participation doesn't think punctuality is very important.
3. The government of Ecuador wants people to be on time.
4. Signs and posters have been made to remind people to be punctual.
5. Punctuality is more important now in Ecuador than in most other countries.
6. Ecuadorians are on time less often than they used to be.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

?? **WHAT ABOUT YOU?** How important is punctuality to you for each of the following events? Explain your answers.

	Very important	Somewhat important	Not important	Why?
work or school				
dinner at a friend's house				
a meeting with a co-worker				
a doctor's appointment				
a movie				



“BETTER THREE HOURS TOO SOON
THAN A MINUTE TOO LATE.”
—William Shakespeare, English playwright and poet

LESSON 4



?? Read the article *Global Culture* on page 10 in the Student's Book again. Check each behavior that would be considered unacceptable in the 1940s according to Eugenia Hartley. Then write the proper behavior next to it.

1. ☐ You don't join your family for dinner hour.
2. ☐ Children talk at the dinner table whenever they want.
3. ☐ People put their elbows on the table.
4. ☐ Children speak only when an adult speaks to them.
5. ☐ A girl stays out on a date past midnight.
6. ☐ Parents meet a daughter's date before they go out.
7. ☐ Children call adults by their first names.

?? Read the article and then circle the letter of the answer that best completes each sentence.

→ Dressing for Work

HOW CASUAL IS TOO CASUAL?

Thirty years ago or so, most people in the United States, Canada, and Europe didn't think about what to wear to work in an office. Men always wore suits and ties. Women wore suits or conservative skirt outfits. But in the 1990s, that started to change.

It began with "casual Fridays." During the summer, some companies invited their employees to "dress down," or wear more casual clothes to work on Fridays. The policy quickly became popular with employees. After this, it didn't take long for employees to start dressing more casually every day of the week.

Many employees welcomed the new dress policy and the more comfortable work environment that came with it. Etiquette had definitely changed, and suits and ties were rarely seen in many offices. Some employees went as far as wearing jeans, T-shirts, and sneakers to the office. Many people felt that casual attire made the workplace a friendlier place. Co-workers were more relaxed

with each other. People enjoyed coming to work knowing it was a comfortable place to be.

Then some people began to change their minds about casual dress at work. Many managers felt that casual dress had led to casual attitudes toward work. Some people started to notice an increase in employees being late to work. If "clothes make the man," as the saying goes, then casual clothes make a casual person who is less committed to company productivity and quality.

One of the biggest reasons why there have been such mixed opinions about dressing down is that there is no real standard for appropriate casual dress. Is it shorts, T-shirts, brightly colored tops, and flip-flops? Is it designer jeans, polo shirts, and trendy sneakers? Is it khakis and sport jackets? Or are Hawaiian shirts and torn jeans OK? Without a casual dress code policy, the etiquette for dress in many companies is beginning to change back to more formal business attire—a style that everyone understands.

casual (adjective):
1. not caring; 2. suitable for everyday use;
3. without attention; 4. not planned

ONLINE

- Men used to wear _____ to work in an office.
a. suits b. conservative skirt outfits c. jeans and ties
- Casual Fridays started _____.
a. about thirty years ago b. in the summer c. with women
- Employees in most companies _____ the idea of casual Fridays.
a. liked b. didn't enjoy c. didn't know about
- Now many managers think that employees should _____.
a. wear jeans b. not dress casually c. work on casual Friday
- Etiquette for dressing for work is once again becoming _____ in many companies.
a. more casual b. less professional c. more professional

?? **WHAT ABOUT YOU?** Answer the questions in your own way.

- How has the etiquette for dressing changed in your country?

- Is this change for the better?

Read about Naomi's problem and give her advice about the etiquette and cultural changes in your country. Use ideas from the box or your own ideas.

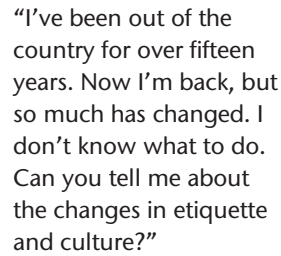
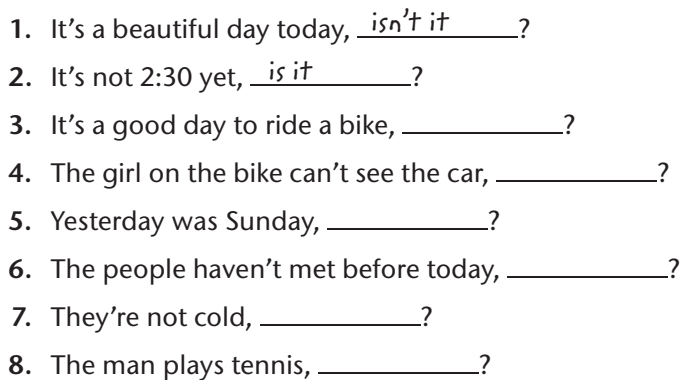


table manners

Blank lined paper with a vertical margin line on the left and a horizontal line near the bottom. A large, diagonal watermark reading "eMat" is visible across the page.

A Complete the tag questions. Then look at the picture. Answer each question with a short answer.



No, it isn't.

B Complete each sentence with the correct form of the words in parentheses. Use the present continuous or the simple present tense.

1. It sounds (sound) like they had a great vacation.
2. I _____ (have) English class every Tuesday at 5:30.
3. The children are hungry, so I _____ (make) them sandwiches.
4. Dr. Angle always _____ (tell) her patients to exercise more.
5. Our boss _____ (go) to Cairo next Monday.
6. What _____ you _____ (do) tomorrow evening?
7. The bus _____ (leave) at 3:00 on the weekends.
8. I _____ (bake) a cake for Emma's party tomorrow.

C Complete each sentence in the e-mail with the present perfect or the present perfect continuous.

Dear Sydney,

Hi! How are you? So far, I 1. have a great time in Mexico. The sun

2. shine the whole time! I started my trip in Cancún, and spent a

few days there. Now I'm in San Cristobál. I 3. be here

before, so it's nice to be back. I 4. meet some other travelers.

They 5. travel for a long time, so they have a lot of great tips.

We're all going to Oaxaca next. I can't wait!

Talk to you soon!

Chris

2 Correct the verbs in the following sentences.

1. Sheila was studying in London when she ~~was meeting~~ ^{met} her boyfriend.
2. My family was going to Cairo last summer. It was a great trip!
3. They have know her since 2013.
4. He didn't used to work there, but now he does.
5. I watched a movie when he called, but I didn't mind the interruption.
6. I already seen that movie.
7. We have been traveling to Mexico three times.

WRITING BOOSTER

A Match the emoticon and abbreviation with the phrase that has the same meaning. Write the letter on the line.

1. b 😊

a. "Let me know."

2. LOL

b. "I'm smiling."

3. IMHO

c. "I'm not happy."

4. 😞

d. "Laughing out loud"

5. GR8 2 C U

e. "By the way"

6. BTW

f. "In my humble opinion"

7. LMK

g. "See you later."

8. C U L8R

h. "Great to see you."

9. R U OK?

i. "Are you okay?"

B Complete the chart. Write the letter of the things you should do and the things you shouldn't do in formal e-mail etiquette.

- a. Use a title, last name, and colon to address someone you don't know well.
- b. Write in complete sentences.
- c. Use correct spelling.
- d. Use emoticons.
- e. Use all lower-case letters.
- f. Punctuate carefully.
- g. Date the e-mail.
- h. End with your name.
- i. Close the e-mail as a formal letter, for example, *Thank you so much*.
- j. Include abbreviations.
- k. Use a first name and comma to address someone you know well.

Do's: a

Don'ts: d

C Read the following e-mail and circle all the formal e-mail etiquette errors. Then, on a separate sheet of paper, rewrite the e-mail and correct the etiquette errors.

Maria, Thanks 4 lunch yesterday. it was GR8 2 C U. let's continue our conversation about the project. maybe Wednesday next week? My place? There's still lots 2 discus.
 😞 BTW, please don't forget to bring the info we talked about.
 LMK about next week. C U L8R.
 Peter