

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
Київський національний університет будівництва і архітектури

ФАХОВА ІНОЗЕМНА МОВА

Методичні рекомендації
з розвитку навичок говоріння
для здобувачів першого (бакалаврського)
рівня вищої освіти всіх спеціальностей

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Містять матеріали для вивчення ділової іноземної мови, тексти, посилання на аудіо- та відеоматеріали та відповідні вправи.

Призначено для здобувачів першого (бакалаврського) рівня вищої освіти всіх спеціальностей.

Загальні положення

Навички спілкування є невіддільною частиною й одним з ключових аспектів вільного володіння мовою.

Подані методичні вказівки мають за мету ознайомити студентів з відео матеріалами, текстами й статтями на тематику ділового характеру. Також цей методичний матеріал надає викладачам ідеї, які можуть бути або інтегровані до занять для розвитку розмовних навичок, або кожна окрема тема може бути окремим заняттям з обговорення ділової тематики.

Завданням методичних вказівок є:

- розвиток навичок сприйняття інформації з відео матеріалів;
- розвиток мовної компетенції, а саме монологічного й діалогічного спілкування, вміння вести дискусії;
- розширення словникового запасу, пов'язаного з діловою тематикою.

Підбір матеріалу обумовлений як тематичним спрямуванням, так і пізнавальною цінністю.

I. BUILDING RAPPORT WITH OTHERS

1. Show Ss 4 pictures. Ask : “What animal do you associate yourself with?” Elicit and compare answers.



2. Write “*RAPPORT*” and ask if Ss know the meaning of this word. **Rapport** - a relationship between two people based on good understanding and communication.()
3. Introduce the topic. Today we are going to talk about building rapport with others and styles of communication. Tell Ss they are going to watch the video BBC Learning English. Building rapport with others - 6 minute English. <https://www.youtube.com/watch?v=iNRqZNXsB8k> Before watching the video draw Ss’ attention to the phrase “*walk a tightrope*”. Write this phrase on the board and ask for the meaning. Watch the video and give the definition of this phrase. (**Walk a tightrope** - be in a difficult situation which requires carefully considering what to do)
4. Ask what styles of communication were mentioned in the video. (*T - Rex, friendly monkey, bossy lion, passive mouse*). Ask Ss to guess what characteristics each style has. Discuss.
5. Read the article about these styles <https://www.pressreader.com/uk/the-mail-on-sunday/20200726/282376926903354>

T - Rex: When you need to manage confrontation. At best, the T - Rex is assertive, frank and forthright, not punitive or sarcastic. What this personality type says can appear blunt, but it is often honest and never personal or purposefully hurtful. Their attitude is: “Let me be clear. This is the bottom line”.

Mouse: When you need to capitulate. To master letting others take control, you must avoid appearing weak. Instead, learn how to sit back, listen and take advice with patience and good grace. It’s about humility and patience. A Mouse attitude is: “I’m listening and observing. I’ll chip in when I’m ready”.

Lion: When you need to establish control. The Lion considers themselves a leader, and makes clear decisions. But he/she needs to lead by inspiring confidence, otherwise they can appear too controlling, dogmatic or pedantic. Their attitude is: “Listen to me - I know what to do”.

Monkey: When building co-operation is the priority. The Monkey is affectionate and tries to get others to co-operate through encouragement.

But their style has to be reined in or it can appear to be overly intimate. Their attitude is: “We’re a team - together we can do this. I’m here for you”.

The quick way to diagnose any interaction - during nearly all of which we adopt one of the four styles is to ask two simple questions: 1) Does this person want me to be psychologically higher (Lion) or lower (Mouse) than them in this situation? 2) Do they want a psychological scrap with me (T - Rex) or a hug (Monkey)?

This should give you an idea of the “power” dynamic the other person is trying to create and you can then adapt your own approach. Different scenarios demand different styles of communication.

For example, you might be the Lion while cooking Christmas dinner and you’ve delegated tasks to other members of the family: “Chop the sprouts, baste the turkey, slice the carrots, set the table please”. You want everyone to carry out their assigned jobs as part of the team, but you are in charge.

Conversely, submissive Mouse behavior encourages dominant Lion behavior. For example, have you tried to get a teenager to tell you about their day? You may start warm and conversational (friendly Monkey) and end asking a tough question (bossy Lion). Avoidant (quiet Mouse) behavior brings out the demanding Lion in us as we insist on a more detailed response.

6. Ask Ss which style they prefer. Give reasons.
7. With a partner, match the character traits to the communication style (T - Rex, Lion, Mouse, Monkey).

is open and honest	stands firm	uses sarcasm
avoids conflict at all costs	gives in too easily	hides their true feelings
uses emotional blackmail	plays the victim	disregards your feelings
loses their control	pulls rank	tries to get you on their side
keeps their cool	is respectful	shows empathy

8. Speaking practice. We can have one communication style but we can learn to master all of these animal styles and use them as needed in interactions with others. Ask Ss to think of situations in which you can apply a certain style.

II. TEAMWORK

1. As introduction to the topic watch the video *Good Teamwork and Bad Teamwork* and ask Ss what is it about.

https://www.youtube.com/watch?v=fUXdrl9ch_Q

2. Write a chart on the board and ask Ss to complete it with the characteristics of a good and a bad team

Good team	Bad team

3. Divide Ss into pairs and ask them to list the rules for building a team. Set time limit. As a whole class, discuss and compare their ideas.
4. Read the text 5 Golden Rules for Building a Great Team, discuss the rules, say which ones you agree/disagree with.

Team building - 5 Golden Rules for Building a Team

Be open minded

Putting all your biggest brains together won't build a good team. They will see problems, challenges and opportunities in the same way, and will work in the same way in solving them. Nobody will listen to others and criticism won't be shared constructively.

Mix people

Don't think extroverts people as better "team-players"/

Any members bring a diversity of thought, experience and skills to a team. While extrovert may inspire and motivate, introverts can create the most wonderful new ideas and inventions.

Build trust

People work together effectively if they trust each other. The problem is that we perceive the trustworthiness of the group by assessing the least trustworthy member. Don't let that one bad apple spoil the bunch.

Be happy

Create that buzz that makes the group so great to work in. Humor signalize that people are getting along and reduce stress, boost creativity and communication

Define goals and roles

When your people don't have clear goals, they muddle through their day. They can't be productive if they have no idea what they're working for, or what their work means. And if the situation changes and the team has to adapt, unclear

goals and roles become a problem. Nobody knows what to do, and that's a recipe for disaster. A clear goal efficiently provides instructions to your team on how to go from point A to point B, and it's more likely to succeed. Imparting a clear vision, and inspiring its members, is fundamental to team success. That's why team building is more important than ever.

5. Ask Ss: Which of these rules do you think are the most important?
6. What skills are important for successful teamwork? Write as many as you can (1 min) Compare Ss' ideas
7. Play the anagram game. Follow the link.
<https://wordwall.net/resource/32801676/effective-teamwork-skills> Ss reorder the letters to guess the teamwork skills words

III. COMMUNICATION

1. Ask Ss to give definition of "communication" and examples of communication. (Communication is the act of giving, receiving and sharing information - in other words, talking or writing, listening or reading. Good communicators listen carefully, speak or write clearly and respect different opinions.
2. Ask how communication differs from talking. Elicit ideas.
3. Write: 7 C's of communication. Ask Ss to guess what it stands for. (Answer: clear, concise, concrete, correct, coherent, complete, courteous).
4. Watch the video "Communication - Basics and Importance <https://www.youtube.com/watch?v=2Lkb7OSRdGE> and check your answers, discuss.
5. How can we improve our communication skills to have better personal and professional relationship? Elicit ideas
6. Let's do a quiz to check how good your communication skills are
Communication skills quiz <https://www.highspeedtraining.co.uk/hub/communication-skills-quiz/>
7. Communication styles. There are 4 types of communication. No one style of communication is inherently better than another. But picking the wrong type of communication for a particular conversation or audience, whether it's one person or a thousand, can negatively impact how your ideas and messages are received.
8. Write on the board 4 headings: Passive, Aggressive, Passive - Aggressive, Assertive Communication. Use the cards or give Ss a list of characteristics to match to each group. Discuss.

passive communication	aggressive communication	passive-aggressive communication	assertive communication
not expressing feelings or needs; ignoring your own personal rights and allowing others to do so	expressing feelings, needs and ideas at the expense of others; ignoring other's rights in order to support your own	appearing passive on the surface, but subtly acting out anger	direct, honest communication of thoughts and feelings
referring to others for decision making in order to avoid tension or conflict	defensive or hostile when confronted by others	exerting control over others by using sarcasm and indirect communication, or avoiding the conversation	respecting the feelings, ideas and needs of others while also asserting your own
often leads to misunderstanding, built-up anger or resentment	often alienates and hurts others	limited consideration for the rights, needs or feelings of others	may not be effective when interacting with individuals that threaten your personal safety
can be a safer communication option when a conflict may escalate to violence	can help meet your needs quickly		people often misinterpret assertive behavior as aggressive

9. To check Ss' ideas let them read the article 4 Types of Communication

Every person has a unique communication style, a way in which they interact and exchange information with others.

There are four basic communication styles: passive, aggressive, passive-aggressive and assertive.

It's important to understand each communication style, and why individuals use them. For example, the assertive communication style has been found to be most effective, because it incorporates the best aspects of all the other styles.

When we break down these four styles, we'll better understand the characteristics of each style, standard phrases and what makes them unique.

Passive

Individuals who use the passive communication style often act indifferently, yielding to others. Passive communicators usually fail to express their feelings or needs, allowing others to express themselves. Frequently, a passive communicator's lack of outward communication can lead to misunderstanding, anger build-up or resentment. At the same time, these communicators can be safer to speak with when a conflict arises, because they most likely will avoid a confrontation or defer to others.

Passive communicators often display a lack of eye contact, poor body posture and an inability to say "no." Passive communicators also act in a way that states "people never consider my feelings."

But passive communicators are also easy to get along with as they follow others and "go with the flow."

Examples of phrases that those who use a passive communication style would say or may believe include:

- *"It really doesn't matter that much."*
- *"I just want to keep the peace"*

Aggressive

It's often apparent when someone communicates in an aggressive manner. You'll hear it. You'll see it. You may even feel it.

The aggressive communication style is emphasized by speaking in a loud and demanding voice, maintaining intense eye contact and dominating or controlling others by blaming, intimidating, criticizing or threatening, attacking them, among other traits. Aggressive communicators often issue commands, ask questions rudely and fail to listen to others. But they can also be considered leaders and command respect from those around them.

Examples of phrases that an aggressive communicator would use include:

- *"I'm right and you're wrong."*
- *"I'll get my way no matter what."*
- *"It's all your fault."*

Passive-Aggressive

Passive-aggressive communication style users appear passive on the surface, but within he or she may feel powerless or stuck, building up a resentment that leads to seething or acting out in subtle, indirect or secret ways.

Most passive-aggressive communicators will mutter to themselves rather than confront a person or issue. They have difficulty acknowledging their anger, use facial expressions that don't correlate with how they feel and even deny there is a problem.

Passive-aggressive communicators are most likely to communicate with body language or a lack of open communication to another person, such as giving someone the silent treatment, spreading rumors behind people's backs or sabotaging others' efforts. Passive-aggressive communicators may also appear cooperative, but may silently be doing the opposite.

Ultimately, passive-aggressive communicators are aware of their needs, but at times struggle to voice them.

Examples of phrases that a passive-aggressive communicator would use include:

- *"That's fine with me, but don't be surprised if someone else gets mad."*
- *"Sure, we can do things your way" (then mutters to self that "your way" is stupid).*

Assertive

Thought to be the most effective form of communication, the assertive communication style features an open communication link while not being overbearing. Assertive communicators can express their own needs, desires, ideas and feelings, while also considering the needs of others. Assertive communicators aim for both sides to win in a situation, balancing one's rights with the rights of others.

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One of the keys to assertive communication is using "I" statements, such as "I feel frustrated when you are late for a meeting," or, "I don't like having to explain this over and over." It indicates ownership of feelings and behaviors without blaming the other person.

Examples of phrases an assertive communicator would use include:

- *"We are equally entitled to express ourselves respectfully to one another."*
- *"I realize I have choices in my life, and I consider my options."*
- *"I respect the rights of others."*

How to Become an Assertive Communicator

Understanding how others communicate can be key to getting your message across to them. In order to develop a more assertive communication style, here are a few tips to keep in mind:

- Take ownership (use “I” statements)
- Maintain eye contact
- Learn to say “no”
- Voice your needs and desires confidently.

<https://online.alvernia.edu/articles/4-types-communication-styles/>

10. Discuss which style of communication Ss mostly use.

11. Additional article. Understanding the 4 communication styles

<https://www.leadershipiq.com/blogs/leadershipiq/39841409-quiz-whats-your-communication-style>

IV. HOW TO COMMUNICATE WITH YOUR BOSS

1. Ask Ss for their ideas of how everyday communication with friends, relatives or colleagues differs from communication with a boss. Elicit answers.
2. Ask Ss for some tips of effective communication with a boss. Discuss. Follow the link <https://fellow.app/blog/management/tips-for-communicating-with-your-manager/> and read the article and compare their ideas. Pre-teach vocabulary, if necessary

15 tips for better communication with your manager

1. Make sure you're on the same page

Even the greatest boss in the world can't read your mind. Don't be afraid to talk to your boss about your ongoing projects, hopes for your time at the company, and current pain points.

If you're new at the company, it's good to ask your manager to set out a plan for what is expected from you in the first 60, 30, and 90 days with the company. Having this mutual understanding right off the bat will have you headed right for success! As you progress, continue building short- and long-term plans together.

2. Think ahead and offer solutions to problems

Setting short- and long-term goals can help you stay focused on your most important tasks. Having a shared calendar or Kanban board outlining your ongoing and upcoming projects is a great way to see what your future availability might look like.

If it feels like you are overloaded on projects, talk to your manager. It's best to also present a solution to the problem, like temporarily prioritizing one project over another or outsourcing a task. Offering solutions is a great way to show your manager that you're a proactive thinker and that you care about the success of your projects.

3. Share suggestions that produce results (use 360 thinking)

360 thinking means considering all aspects of decision making, and can be especially useful when you're communicating with your boss. When working on a decision with your manager, consider:

- Goals (What do you hope to achieve?)
- Tasks (What steps are you taking to meet the goal?)
- Related Parties (Who will be helping you?)
- Priorities (Do you need to step aside from another task in the meantime?)
- Challenges (What extra resources or information do you need?)
- Cost (What financial and time costs are involved?)
- Consequences (What do we hope to benefit from this?)
- Solutions (How can we circumvent risk or further improve this project?)

4. Communicate on a personal level

Getting to know your boss on a personal level can make them feel more human, and less like the scary figure you share Powerpoint presentations with.

As a new employee, you should try diving into opportunities like work lunches or sitting next to your boss at work. Corporate challenges like fitness competitions are another easy way to spark a conversation with your manager about something less related to work.

Who knows, your boss could turn out to be an enthusiast for the same hobby as you!

5. Ask for feedback

Constructive feedback exercises are a great way to connect with your boss. Especially when starting a new role, you'll benefit from even just a little bit of feedback, since it will help you understand how you're perceived and valued in the organization.

If your company doesn't run regular reviews, ask for feedback about yourself. Doing so can help you understand your strengths and areas that need improvement.

6. Ask for help

If you run a review with your boss and they identify some areas for improvement, it's a good idea to ask *how* you can improve.

Particularly for early-career folks, it can feel daunting to enter the workforce and constantly learn how to do new activities every day. It's like drinking from a firehose.

Asking your manager to show you how to do a new task or to pair you with a mentor can ensure that you build the right skills and techniques you'll need as the foundation of your career. This way, learning new skills feels more like drinking from a teacup.

7. Offer your help

Take the great feedback that you received from your manager and play to your strengths!

Having a consistent line of communication with your manager will let you know if there's new project opportunities or areas of support needed. If one peaks your interest (perhaps since it would help you develop a new skill or is well aligned to your strengths), express your interest to your manager.

Staying in the loop with new corporate projects is an amazing way to connect with your manager while also developing your own area of expertise.

8. Practice good body language

Body language is a nonverbal line of communication in itself. When used correctly, body language helps to build trust and connections with people. When used incorrectly, body language can indicate anxiety, carelessness, or even hostility. Some types of body language to aim for include:

- Having a strong, upright posture, which indicates that you're alert and paying attention.
- Having your shoulders turned toward the person speaking, which signals that you're engaged in the conversation.
- Avoiding excessively tapping your toes or fingers, which can indicate anxiety or boredom.
- Making regular eye contact, which indicates confidence. Note that too much eye contact can be uncomfortable for some, so make sure not to stare too long at someone else.

9. Be accountable

An important part of building trust with your manager is being reliable. This doesn't necessarily mean that you consistently exceed project goals or go the extra mile everyday on professional development. Being reliable means clearly and honestly communicating what you need and what you're capable of doing. It means telling your manager *early* when there's an issue on a project, and not waiting until the last possible minute. It means thinking ahead, identifying realistic goals, finding solutions for risks and gaps, and communicating the results of your project (whether good or bad) in a timely manner.

10. Don't complain behind their back

It's okay if your boss isn't your best friend, or even your favourite co-worker. For most people, they aren't.

That said, if you don't get along well with your boss, don't go around spreading rumours or sharing personal information about them that could hurt their reputation at the company. Regardless if you get along well with them or not, your boss has likely worked hard to be in their current position.

If you're having any issues with your boss, reach out to your HR team and let them know how you're feeling. From there, your HR team will have insights on the best next steps.

11. Be professional in your approach

If you have an issue at work, it's important to remain professional. Before you jump on that video call and let out all your frustrations, give your manager a heads up. A quick, "Hey, are you free? I have a few things that have been bothering me, and I'd like to discuss them with you" goes a long way.

That bit of notice will help you maintain a good relationship with your manager. Giving them some time to prepare and reflect can also improve the feedback that you receive during your conversation.

12. Avoid conversations when you're emotional

Missed quota? Didn't get the promotion? As much as you may want to, discussing an issue with your manager right after receiving bad news isn't a great idea.

When you're emotional, it can be difficult to have rational discussions. It can also be hard to see the other person's point of view. Taking a few days to reflect may give you more insights or a new perspective. This time to reflect will also allow you to be more receptive to their explanation, to start a feedback conversation with your manager in the best possible way.

13. Communicate regularly

Keeping a clear line of communication helps with project efficiency. Your manager is your main contact point for any questions, support, or redirection as needed. Stay connected through daily chats or short standup meetings.

In your one-on-one meetings with your manager, you can bring up your pain points as they arise. Often, your manager can help you find a solution (at least short term) that can make your work life easier. Sharing small issues more often keeps your mind clear from bottled-up frustration that is harder to solve all at once.

14. Give praise or feedback when due

If your boss helped you navigate a difficult conversation with a client or vouched for you to have that raise, give them the kudos they deserve. On the flip side, if a manager hasn't been responsive or is somehow lacking in their support for you, it's okay to provide them with constructive criticism. If offering feedback to your boss is difficult, try leaving room for it when you typically run your own feedback reviews.

15. Ask open-ended questions

Open-ended questions can't be answered with only a "yes" or "no." Asking open-ended questions and probing further into their answers can be a great step towards painting a bigger picture of what your manager sees. Try asking:

- What do you mean by [x]?
- What brought you to this decision?
- Why do you suggest that we do [x] over [y]?

Parting advice

Finding efficient ways of communicating with your boss can greatly improve your success in your role and help you explore new areas of your field in a supportive environment. With clear communication lines in place, your boss can be your greatest mentor, motivator, and cheerleader within the company.

Your boss doesn't have to be a scary person. In fact, with these tips you can build a great professional relationship with your manager that could last beyond your time with the company.

3. Discuss the article. Which of these tips do you agree/disagree with? Do you think these tips are really helpful? Can you add your own tips?
4. Watch the video for more tips.

<https://www.youtube.com/watch?v=C06BEs-xBok&t=76s>

V. TYPES OF COLLEAGUES

1. Ask Ss to think of people they communicate with. What types would you divide them? What features would you take into account?
2. Watch the video (fun) and compare the people described with the ones you work with <https://www.youtube.com/watch?v=Ap1Qb9Nr34A&t=2s>
3. Read the article and discuss:

Ten types of colleagues you'll meet at every office

Have you come across one of these types of employees in your office?

The average time we spend at work is 8 hours. And in that time, we come across a variety of colleagues that display characteristics that are eerily similar to someone we have encountered before. If you happen to have experienced this, you'll surely relate to this index that maps the 10 most common people you find in every other office:

1. The Workaholic:

Be it 7 AM or 10 PM, the workaholic considers the office as his permanent residence. These types of people are found glued to their seats and attend to all the messages or emails within 30 minutes. You'll often find yourself regarding them with a mixture of respect and pity, wondering if they have any personal life.

2. The Latecomer:

This type of colleague never shows up on time which delays the schedule for the entire team. These people show signs of irresponsibility and always look for excuses to take off early, expecting the team behind them to pick up the slack.

3. The Gossip Monger:

No secret is hidden from the gossip mongers and they know everything about office politics. Found snooping around every now or then, these people love to talk behind their colleagues. Without them, life in the office wouldn't be complete. Such people are the ones you can turn to for bits of interesting news in the office space.

4. Boss's Favorite:

The boss's favorite employee is always found being a 'yes-man' to the boss. This colleague tries too hard to please the boss and get into the manager's good books. Whether it's to get a promotion, a pay-hike, they become servile to their bosses.

5. The Slacker:

Nobody wants to be teamed up with a slacker who always finds some excuse to not get any productive work done during or after the work hours. On the occasion where they make an appearance or work behind their computer screens, you can be sure that they are just passing their time on social media and not doing actual work.

6. The Crib Master:

This kind of colleague will just whine and crib about everything. With a grumpy face and a perpetual frown on the forehead, crib masters behave as if the world owes them something. If you don't want to be around negativity, it's best to steer clear of such individuals.

7. The Snacks Supplier:

The co-worker whose desk you would frequent most among other employees. Such colleagues are a boon in disguise, as they stock up on snacks in their drawers and expect everyone around to help themselves. Whenever any colleague is in need of a mid-day energy boost, they can always bank on this colleague.

8. The Agony Aunt:

If you hate unsolicited advice, then you surely must have encountered agony aunt at your workplace, who will give you free advice on anything and everything.

9. The Freeloaders:

From devouring all the snacks in the canteen, hoarding on the stationery and tea sachets or constantly helping oneself to the free coffee and food, every office has its own version of freeloaders who love to take unfair advantage of company's policies and benefits and are also experts in taking credit for other's work.

10. The Intruder:

This type of colleague loves to interfere in your matters even if that does not concern them personally or professionally. Always keen to know the news around in the office, by hook or by crook, such type of people do not rest until they have all the information they need at their fingertips.

Sometimes, no matter where you work, you can't help meeting the same blend of personalities and deal with their idiosyncrasies. So, the best option to co-work with such colleagues is to just acknowledge their quirky individual personalities and play along.

4. Ss discuss the questions: Which of these types of people do you work with? Which types of employees do you think are the best / the worst to work with? Why? Give reasons. Which type do you belong to?

VI. HOW TO MANAGE DIFFICULT EMPLOYEES

1. Ask Ss this question. Elicit the answers.
2. Ask What does P.S.P. stands for related to managing difficult employees. Elicit Ss' ideas. Don't tell the right answer! Ss watch the video find the answer. <https://www.youtube.com/watch?v=I9IGP3X7Q1E&t=440s>
3. P.S.P. (Praise, Share, Praise). Ask Ss what they think about it and if they agree with this method.
4. Ask Ss: What advice would you give to someone who deals with toxic people. Discuss their ideas.
5. Watch another video and compare their ideas. <https://www.youtube.com/watch?v=boRV7otSwfI>

VII. CONFLICTS

1. Ask Ss about their understanding of the notion “conflict” and their experience in conflict situations.
2. Read the description of the situation and ask Ss to comment:

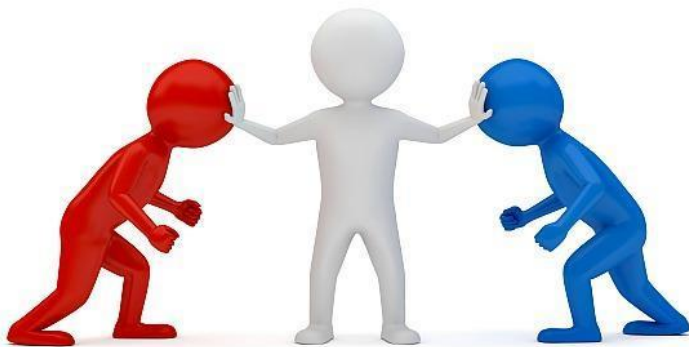
Mike wanted to meet Jason at the church. He called up Jason and following was the conversation between them.

Mike - “Jason, I want to meet you tomorrow at 9”

Jason tried Mike’s number several times but could not speak to him. Mike waited the entire day for Jason and finally there was a major fight between them.

For Mike 9 meant 9 in the morning whereas Jason misunderstood it for 9 in the evening and hence a major conflict between the two.

Misunderstandings as well as ego clashes also lead to conflicts. Every individual has a unique way to look at things and react to various situations. It is always advisable to be truly clear and extremely specific to avoid misunderstandings and conflicts.



3. Ask Ss to share with the conflicts they have experienced. Discuss the probable solutions or ways to avoid them.
4. Watch the video and talk about the mistakes we make in communication that led to conflicts: [Framing a Conversation for conflict resolution](#)
5. Discuss “3,2,1 approach” – What is it?
6. Ask Ss to give definition of a conflict. Elicit ideas. Compare their definitions with the definition Collins Dictionary provides:

A conflict is a serious difference between two or more beliefs, ideas, or interests. If two people or groups are in conflict, they have had a serious disagreement or argument and have not yet reached agreement.

<https://www.collinsdictionary.com/dictionary/english/conflict>

7. Ss read the information about the phases of conflict. Agree/disagree.

Phases of conflict

A conflict has five phases.

1) Prelude to conflict - It involves all the factors which arise a conflict among individuals.

Lack of coordination, differences in interests, dissimilarity in culture, religion, educational background all are instrumental in arising a conflict.

2) Triggering Event - No conflict can arise on its own. There must be an event which triggers the conflict.

Jenny and Ali never got along very well with each other. They were from diverse cultural backgrounds, a strong factor in the possibility of conflict.

Ali was in the middle of a presentation when Jenny stood up and criticized him for the lack of relevant content in his presentation, thus triggering the conflict between them.

3) Initiation Phase: Initiation phase is when the conflict has begun.

Intense arguments, abuses, verbal disagreements are all warning alarms which indicate that the fight is already on.

4) Differentiation Phase - It is the phase when the individuals voice out their differences against each other. The reasons for the conflict are raised in the differentiation phase.

5) Resolution Phase - A Conflict leads to nowhere. Individuals must try to compromise to some extent and resolve the conflict soon.

The resolution phase explores the diverse options to resolve the conflict.

Conflicts can be of many types like verbal conflict, religious conflict, emotional conflict, social conflict, personal conflict, organizational conflict, community conflict and so on.

Conflicts and fighting with each other never lead to a conclusion. If you are not on the same line as the other individual, never fight, instead try your level best to sort out your differences.

Discussion is always a better and wiser way to adopt rather than conflicts.

8. Ask Ss: Is it compulsory to go through a conflict? Can it help in communication? How? What skills can help solve or avoid a conflict? Elicit ideas.

VIII. MANAGEMENT SKILLS

1. Ask Ss what management skills are. Elicit ideas.
2. Ss read the abstract and agree/disagree with it.

Management skills are applied to a broad array of functions in areas like production, finance, accounting, marketing, and human resources. Common components of management in different arenas include: selection, supervision, motivation and evaluation of staff, scheduling and planning of workflow, developing policies and procedures, measuring and documenting results for a group or department, solving problems, developing and monitoring budgets and expenditures, staying abreast of trends in the field, collaborating with other staff and departments, and leading and motivating employees.

Most management skills are related to six fundamental functions: planning, organizing, coordinating, directing, leadership, and oversight.



3. Ask Ss to list the skills they think are crucial for managers to have.
4. Watch the video and talk about the most important skills for managers
<https://www.youtube.com/watch?v=xHBhFKBLhWs>
5. Ask Ss to agree/disagree with this list. Ask Ss to explain their choice and give reasons for their answers. Ask Ss to add some more skills or agree on the top three skills and explain their choice
 1. people management skills
 2. communication skills (verbal, written, listening)
 3. technical skills
 4. conceptual skills
 5. leadership skills
 6. problem solving

7. time management skills
8. directing and oversight
9. domain knowledge
10. diagnostic, analytical and decision-making skills

IX. TIME MANAGEMENT

1. Write the statement on the board and ask Ss to agree/disagree with it. Discuss. "There is never enough time in the day".
2. Ask: How do you feel about people who are always late or early?
3. Write on the board: "event time" and "clock time". Ask Ss to guess the meaning and discuss the difference.
4. Ss read the text and check their ideas.

Different ideas of time

The social psychologist Robert Levine says that certain cultures live on "event time", where events determine people's schedules, and others on "clock time", where people's schedules determine events. People who live on "clock time" are more punctual, and their countries tend to be more successful economically - but perhaps less fun at night! (*from Business Result pre-interm*)

5. After reading Ss compare their ideas with the explanations given in the text. Ask: Do you think people in your country live on "event time" or "clock time"? Would you like to live in a country with a different time culture to yours? Why? Do you live "event time" or "clock time"?
6. Suggest Ss to answer the questions in the questionnaire to find out if they live "event time" or "clock time"

Questionnaire

1. You want to call a colleague at home. What's the latest possible time you would phone?
 - a) 9 p.m.
 - b) 10.30 p.m.
 - c) It doesn't matter
2. A customer asks you for a quotation by the end of the week. When would you email it?
 - a) Wednesday or Thursday
 - b) Friday

- c) c) when you find the time
3. You're in a meeting which started at 9 a.m. It's now 1 p.m. Would you....?
 - a) suggest stopping for lunch
 - b) look at your watch every five minutes
 - c) not worry about it
 4. Your friends and family advise you to slow down and work less. Would you...?
 - a) say it's not possible because there's too much to do
 - b) try to follow their advice
 - c) say you're surprised - your work isn't stressful at all
 5. Your boss invites you for Sunday lunch at 1 p.m. What time would you do?
 - a) 1 p.m.
 - b) 1.30 p.m. at the latest
 - c) 2 p.m.
 6. Your train to work stops between stations because of problems on the line. What would you do?
 - a) get really irritable
 - b) look at your watch
 - c) read a book or listen to music
 7. You have a three-day business trip that starts tomorrow. Would you...?
 - a) write a list of things to take
 - b) have a list in your head of what you need
 - c) have no list at all
 8. You're in the supermarket on Sunday and all the checkouts are very busy. Would you...?
 - a) leave the items and go out without paying
 - b) find the shortest queue and hope it doesn't take too long
 - c) go to the nearest queue and relax - it's the weekend

7. First, Ss answer the questions. Then they ask the same questions their partners and compare the answers. After that they count their scores:

Mostly "a"	Doing things on time is very important for you. You need to live in a "clock time" culture
Mostly "b"	You would probably be happy in a "clock time" or "event time" culture
Mostly "c"	You're very relaxed! An "event time" culture would be very good for you

8. Ask if Ss agree/disagree with the recommendation.
9. Ask Ss to give definition to “Time management”. Elicit ideas. Suggest your definition: *Time management* is the coordination of tasks and activities to maximize the effectiveness of an individual's efforts. Essentially, the purpose of time management is to enable people to get more and better work done in less time.
10. Give Ss a list of words and ask them to divide these words into two groups: Good time management and Bad time management

meet deadlines, arrive late, plan your schedule, waste time, allow time, run out of time, save time, leave until the last minute, enough time, slow you down, arrive ahead of time, in time, on time

Good time management	Bad time management

11. Practice Kahoot! to memorize these collocations better <https://create.kahoot.it/details/919bf8ff-90f2-44d0-9819-0d74bc6a56f4>

12. Time idioms. Match the idiom with its meaning

1. just in the nick of time	a) to finish something just before a deadline
2. against the clock	b) something that happens very rarely, almost never
3. big time	c) something happens during the day, when it is light out, in public, and it is surprising or unexpected because of this
4. time is on my side	d) to do something as quickly as possible and try to finish it before a deadline
5. once in a blue moon	e) the highest or most successful level in a career, especially in entertainment. It can also mean on a large scale; to a great extent.
6. beat the clock	f) to engage in a rather aimless or idle activity with the goal of making time pass more quickly.

7. a whale of time	g) to have the luxury of not having to worry about how long something will take.
8. kill time	h) something to occur just before it's too late
9. in board daylight	i) early in the morning
10. crack of dawn	j) to enjoy yourself very much

Answer key: 1 h; 2 d; 3 e; 4 g; 5 b; 6 a; 7 j; 8 f; 9 c; 10 i.

X. WORK-LIFE BALANCE

1. Show the picture of a work-life balance and ask Ss to guess the topic of the lesson. Ask them to give the definition of work-life balance.
2. Show Ss the photo of Jeoff Bezos. Ask if they know any information about this man.
3. Watch the video with him.
<https://www.youtube.com/watch?v=xfGbyW6fs5w> He explains what life-balance means. Agree / disagree
4. Discuss the following questions: Is there a “long-hours” working culture in your country? Why should employers care about their employees’ work-life balance?
5. Use Kahoot! to continue the discussion
<https://create.kahoot.it/details/2878fb1e-44f7-4069-af6a-b9bc3421e5f0>
6. Ask what habits lead to a better work - life balance? Watch the video 10 habits to follow a better work-life balance.
<https://www.youtube.com/watch?v=teE-xVO-ljw&t=91s> Which of these habits do you find the most useful? Which of them do you follow?
10 habits:
 - identify your goals
 - do work that you love
 - stop putting too much pressure on yourself
 - plan in advance
 - create a calendar
 - stick to set working hours
 - learn and listen
 - adopt a healthier lifestyle
 - delegate tasks
 - take time off

7. Listen to a radio interview about maintaining a good work–life balance <https://learnenglish.britishcouncil.org/skills/listening/b1-listening/work-life-balance> do pre-listening task, after listening task and answer the question How do you manage your work - life balance?
8. What advice would you give to someone to have a better work - life balance? Watch the video and compare your answers <https://www.youtube.com/watch?v=38smQvEyscQ>

XI. HOW TO FEEL HAPPY AT WORK

1. Ask Ss if they feel happy at work.
2. Look at the list of things and choose 3 that make you feel happier at work:
 - Doing tasks that have meaning for me. ...
 - Constructive feedback. ...
 - Smiling co-workers. ...
 - Having a mentor. ...
 - A good training program. ...
 - Brainstorming sessions. ...
 - Open-minded people around. ...
 - A unique benefits package.
 - Making (enough) money.
 - Having a good boss. ...
 - Having autonomy. ...
 - Variety. ...
3. Think of tips to feel better at work
4. Watch the video and compare your ideas. <https://www.youtube.com/watch?v=0Zz6-KXBRs8>
5. To feel happy we need to protect our energy. What does it mean? Why is it important to protect your energy? What tips would you give to someone who needs to protect his/her energy? Elicit ideas.
6. Ss look at the list of strategies and try to guess and give more information about each strategy. Elicit ideas.
 1. Limit distractions
 2. Take breaks
 3. Set boundaries
 4. take control of your calendar
 5. Pay attention to your emotions
 6. Understand what drains your energy
 7. Declutter (визволити) your space

8. Don't aim for perfection
9. Practice gratitude
7. Read the article. Compare your ideas. Which do you think are useful? Which would you like to try? <https://asana.com/resources/how-to-protect-your-energy>

9 research-backed ways to protect your energy

Feeling drained, down, or unmotivated? Try these strategies to preserve your energy and focus on what's really important.

1. Limit distractions

The modern workplace is filled with distractions. Notifications from our phones and computers rule the day, with 80% of knowledge workers working with their inbox or other communication apps open. We're trying to focus on tasks, keep an eye on notification banners, and make sure we respond instantly to messages—all at the same time. With all that noise, it's nearly impossible to get things done. Plus, when you check notifications it can take upwards of 20 minutes to regain momentum.

Distractions are a huge drain on our mental energy, but they don't have to be. Here's how to rein in the noise:

- Turn off notifications for apps like email, Slack, social media, or project management software.
- Close browser tabs, windows, or applications you're not using for the work at hand.
- Put your phone in "do not disturb" mode. Better yet, put it in a drawer or out of sight—research suggests that just seeing your phone nearby can be a distraction, even if it's turned off.
- Block off time on your calendar to focus on a single task at a time. Set a status (like "do not disturb" or "in a focus block") to let your coworkers know you're in heads-down mode.

2. Take breaks

Taking breaks is one of the best ways to avoid burnout and protect your energy over time. When you're really busy, it's common to feel like breaks are a waste of time—but they actually boost productivity in the long run by helping you focus and think more creatively.

Instead of trying to push through and conquer task after task, build breaks into your schedule. To do this, cognitive neuroscientist Dr. Sahar Yousef recommends the **3M** framework, which divides breaks into three categories:

- **Micro breaks:** A few minutes multiple times per day—like time to stretch, meditate, or go for a short walk.
- **Meso breaks:** 1–2 hours per week—like an art lesson, sports practice, or long walk.

- Macro breaks: A half or full day every month—like a day trip or family visit.

To get the most out of this framework, you have to disconnect from work entirely during breaks. That means no checking messages, composing emails in your head, or running through your to-do list for the next day. Disconnecting helps tell your brain that you're doing fine and work isn't everything—no matter what chaos is going on.

3. Set boundaries

To protect your energy, it's important to set boundaries and decide what you will—and won't—do. Studies show that job stress is by far the leading source of anxiety for American adults, and one of the biggest reasons is that technology keeps us connected to work around the clock. Boundaries help you stand up for yourself, reclaim your free time, and prevent overwork—rather than just saying “yes” to every request.

Here's how to set clear boundaries:

- Practice saying no. Saying no at work is hard, but sometimes it's the right thing to do. Instead of defaulting to “yes” for every request, pause and seriously consider if you have enough bandwidth and energy to do a good job.
- Set clear start and finish times for your work day. Instead of working around the clock, pick a consistent time to wrap up tasks and sign off for the evening. It may seem counterintuitive, but clear start and finish times actually help you get more done because they help you avoid Parkinson's Law—the idea that work expands to fill the time allotted for its completion.
- Avoid sending and responding to messages outside work hours. Set the precedent that when you're offline, you're really offline. In most cases, messages can wait until you log on the next day.
- Normalize longer response times. Fifty percent of managers and 42% of individual contributors feel like they have to respond to notifications right away. Instead, set more realistic expectations around response times—let your team know that if you don't respond right away, that just means you're focusing on something else.

4. Take control of your calendar

It's hard to protect your energy when your schedule is peppered with meetings—with only 15 or 30 minutes between syncs to actually get things done. Sometimes dubbed a “swiss cheese schedule,” this type of fragmented workday can quickly drain your energy and focus.

- Host a meeting doomsday. This is more than a simple meeting audit. During a meeting doomsday, team members delete all recurring meetings

from their calendars for 48 hours—and then reschedule syncs from scratch. In fact, when we conducted a meeting doomsday at Asana, participants saved an average of 11 hours per month.

- Keep meetings short (especially virtual ones). Not all syncs need to be 30 or 60 minutes long. Let your agenda determine the required meeting length instead of just picking a standard time block. Shorter meetings are almost always better, because the longer the meeting, the harder it is for everyone to stay focused and engaged. This is especially true for remote teams, since video fatigue sets in around the 30-minute mark.
- Try meeting management. Meeting management is the process of coordinating and running a meeting in order to get the most value out of your time. When you manage your meetings well, you need fewer meetings to get things done.

5. Pay attention to your emotions

Your emotions are valid, and they matter. As human beings, we can't just flip a switch and ignore negative feelings, no matter how much we might want to. Instead, it's important to acknowledge and address how we're feeling, especially if those feelings are draining our energy and interfering with our daily life.

Here are some ways to acknowledge how you're feeling and protect your energy when negative emotions strike:

- Practice emotional intelligence. Emotional intelligence helps you understand your own emotions and recognize the emotions of other people. Brushing up on your emotional intelligence skills can help you practice self love and recognize when negative emotions are draining your energy.
- Take action when you feel overwhelmed at work. When you feel overwhelmed, it's a sign that something isn't working. Instead of ignoring the problem or just trying to push through, take steps to address your emotions, talk to someone, and ask for help if you need it.
- Learn to cope with work anxiety. A bit of anxiety about work is normal, but it's a problem when that anxiety happens chronically over a long period of time. If that's the case, take steps to uncover and cope with the underlying reason for your anxiety. For example, common causes for anxiety include poor work-life balance, unrealistic deadlines, and unclear goals or expectations. While it's not always possible to completely eliminate the source of your anxiety, you can still take steps to get perspective and prioritize your own wellness.
- Try meditation. When life feels hectic, it's hard to practice self care and focus on what's going on inside your head. Meditation is a powerful way to turn your focus inward—whether that just involves taking a few deep

breaths, listening to a guided meditation, or practicing visualization techniques.

6. Understand what drains your energy

A big part of protecting your energy is understanding what drains it. Everyone is different—for example, someone who's more introverted might feel mentally exhausted after meeting lots of new people, while someone extroverted might feel drained after spending the day alone. Regardless, understanding what drains your energy can help you take the time you need to reset and recharge. It doesn't mean you shouldn't do anything that feels draining—it just helps to pace yourself and rest when you need it.

For example, imagine you're worried about a big presentation. Instead of planning to work on a complex project right after the presentation is over, take some time to enjoy lunch, go for a walk, or do something relaxing.

7. Declutter your space

Our physical environments influence how we feel and behave. Research shows that cluttered spaces negatively affect our stress and anxiety levels—along with our ability to focus. In fact, one study from Princeton demonstrated that participants who cleared clutter from their work environment could focus and process information better.

Don't let clutter and mess overwhelm you with negative energy. Instead, check out these resources for some inspiration on how to organize your work space:

- Get inspired by these 31 desk organization ideas.
- Work remotely? Upgrade your home office setup with these six hacks.

8. Don't aim for perfection

It's normal to want perfection, but in reality perfection just isn't realistic. In fact, constantly trying to be perfect drains a lot of energy over time. Perfectionism makes it hard to get things done, especially if you feel the need to do everything yourself or constantly double-check your work. Plus, studies suggest that extreme perfectionism is bad for your mental health, putting you at a higher risk for burnout, job dissatisfaction, and depression.

Our imperfections are what make us interesting, and making mistakes at work is how we learn and become more capable over time. Instead of trying to be perfect, create processes that let you iterate on work over time—like asking for feedback on an initial draft or building a review stage into your product development process.

9. Practice gratitude

If you're like most people, it's much easier to focus on what you want instead of considering what you already have. That doesn't mean we're negative people by nature—it's just how humans evolved over time. We had to focus on the things we needed—like food, water, and shelter—in order to survive.

But in the modern world, this tendency can actually harm your well-being by prompting you to ignore all the good things in your life. Instead of focusing on what you don't have, try listing everything you're grateful for—like your loved ones and family members, your health, or even the water from your tap and the roof over your head. By practicing gratitude, you can create positive energy instead of focusing on the negative.

Energy is important

Protecting your energy isn't about good vibes, balancing your chakra, buying tourmaline crystals, or visualizing your energy field. Instead, it involves using research-backed strategies to work sustainably and save your brainpower for what's really important—so you can stop feeling overwhelmed and overworked at the end of each day.

XI. MOTIVATION

1. How would you define "Motivation"? Elicit ideas than write the definition from Cambridge Dictionary, Ss compare their answers.

Motivation is willingness to do something, or something that causes such willingness (Cambridge Dictionary)

2. Ss discuss the questions: What motivates you (to live, to work, to achieve your goals, etc)? Why is motivation important? Can you think of any reasons? Elicit ideas. Ss read the article “10 reasons why motivation is important” <https://theimportantsite.com/10-reasons-why-motivation-is-important/>

#1 Motivation helps you get healthier

Exercise and healthier eating are essential to better health. While we're creatures of habit, we're also capable of changing our behaviors. We need motivation. Without something driving you to form healthier habits, it can feel impossible to make a change. It takes time and effort to form new patterns, and we need something that fuels us. Motivations for a healthier life can include wanting to feel better physically, achieve certain fitness dreams, or be around to watch your kids grow up. With these drivers, you can build healthy habits and reap the benefits.

#2 Motivation improves your relationships

Relationships can be challenging. We all have to work through misunderstandings, conflicts, and setting boundaries. Relationships also require a lot of time and energy. If you lack motivation, problems go unaddressed, distance is created, and everyone involved feels neglected. If you're motivated to improve or maintain a relationship, that relationship is better for it

#3 Motivation helps build new skills

Developing a new skill depends on two things: motivation and habit. When you've done something for a while, you don't always need to "feel" motivated; you can power through and just do the thing out of habit. However, while you're still forming those habits, you need motivation. You need a reason to stick to a new skill or hobby when you're still bad at it. Keep thinking back to why you started all this in the first place, trusting that eventually it will become a habit.

#4 Motivation helps you learn more

Whether you want to become an expert on a topic or just learn enough to talk about it without feeling lost, you'll need motivation. Most things are more complicated than they appear on the surface, so you'll need to do more than read one article or book. Motivation helps you weed through what can seem like countless resources, absorb and analyze the information, and keep learning.

#5 Motivation increases your productivity

If you want to be more productive, think about your motivations. Do you have any? If you're doing something on auto-pilot and not thinking about why, it's much easier to get distracted or procrastinate. There isn't anything fueling your actions. If you're motivated by something, even if it's a reason as simple as wanting to put away work and have dinner right at 6 pm, you're more likely to be more productive.

#6 Motivation can advance your career

Do you have big career goals? Many people think about 5-year or 10-year plans and what they hope to achieve in that time. Advancing a career is a very common dream. There's usually a lot of work involved. Motivations can include the desire for a bigger paycheck or responsibilities that are more aligned with your passions. Many people hope to move into a role that gives them more flexibility. Whatever your goals, you'll need to stay motivated to get there.

#7 Motivation inspires others

They say happiness is contagious. Motivation is, too. If you hang around motivated people, you're more likely to feel inspired. That doesn't mean you should kick "unmotivated" people out of your life. People go through different things that affect their motivation and it isn't fair to expect someone to be chipper and productive at all times. That being said, if you're looking for some extra motivation and encouragement, think about the people you know who've committed to forming new healthy habits and changing their lives for the better. They can be good people to talk to about meeting your goals.

#8 Motivation gets you through hard times

When things are going well, it's not too difficult to stay motivated. When things get harder, however, it's easier to lose sight of the finish line. The stress of your situation can overwhelm you and make you feel like you're failing. Intentionally

thinking about what motivates you is a great way to stay afloat. You can own your feelings, but still remember that you're capable of getting through this time. Your motivations compel you to keep trying.

#9 Motivation is essential for good leadership

Leaders have a lot of responsibilities, but one of the most important ones is motivation. If a team isn't motivated, their work will suffer. The leader needs to rally everyone, provide encouragement, and keep them motivated through good times and bad. Leaders need to study the best ways to motivate a group and avoid strategies that aren't as effective.

#10 Motivation fuels social change and justice

There's a lot wrong in this world. Tackling issues like poverty and equality can seem overwhelming, but activists have been doing it for centuries. The arc of humanity seems to bend towards justice, even when there's opposition. How do people deal with these seemingly impossible dreams? They want a better future for coming generations. Without this motivation, it would make sense to give up. Motivation lights a fire in people and has led to huge wins for the world.

3. IDIOMS ABOUT SUCCESS

What do you think the idioms about success mean? Discuss them as a class.

- a) *No pain, no gain.*
- b) *He has the world at his feet*
- c) *Every dog has its day.*
- d) *He went from rags to riches.*
- e) *You need to dress for success.*
- f) *The sky's the limit.*

4. Match the idioms on the left with their meanings on the right.

A-No pain, no gain.	1__Your clothes and appearance are important for success.
B-He has the world at his feet	2__Anything is possible.
C-Every dog has its day.	3__If you don't have problems, you won't make progress.
D-He went from rags to riches.	4__Everyone will have good luck some day
E-You need to dress for success.	5__He has a lot of power, and anything is possible for him.
F-The sky's the limit.	6__He was very poor, but now he's rich.

ANSWER KEY

1-E	2-F	3-A	4-C	5-B	6-D
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5. Now that you understand what the idioms mean. Discuss if you think idioms A, C, E and F are true. Explain why or why not.
6. Are there any people whom you admire and who inspire and motivate you not to give up in difficult situations?
7. Show Ss the photo of Steve Jobs. Ask if they recognize this person. Ask Ss to tell any information and facts they know about him. What is he famous for?
8. Watch this motivational YouTube video and give your opinion of it. Agree/disagree <https://www.youtube.com/watch?v=Tuw8hxrFBH8>

XII. FUN THEORY

1. Ask Ss to make the list of things which they think can change their behavior.
2. Discuss the questions: When are incentives such as money and bonuses effective in making people change their behavior? Do you think threats and penalties are more or less effective than incentives for changing behavior?
3. Watch the video and explain the principle of this fun theory <https://www.youtube.com/watch?v=SByymar3bds>
4. Read the article to find out more fun theory:

Fun Theory

Changing people's behavior can be challenging. Typically, incentives such as money and bonuses are offered to make people do something new. Alternatively, Pthreats and penalties are issued to those who fail to behave properly. "Fun theory" offers an alternative approach, believing that "fun is the easiest way to change people's behavior for the better". Thefuntheory.com, which was set up by Volkswagen, suggests some ways to apply change through fun.

How do you encourage commuters to take the healthy option? For many people, the daily commute doesn't involve much physical exercise. So one train station transformed their staircases into a piano keyboard; when you walked on each step it played a different note. As a result, two thirds more people than usual took the stairs instead of the escalator.

How do you get people to recycle more? The challenge of getting people to recycle more plastic and glass is one that has encouraged innovation. In Beijing, machines take your plastic water bottles, calculate the value, and give you credit towards your train ticket. "Better day" recycling machines in Canada give cash in return for recycling along with a fun message like "You are a

wonderful person”. But perhaps the most fun idea is the invention of a bottle bank in Sweden where you could win points like playing on an arcade game. (from *Business Result Upper intermediate*)

5. After reading the article, do you think you would change your behavior because of the ideas mentioned?
6. Work in groups. Read about three situations and discuss how you could change the employees’ behavior using fun theory, financial incentives, penalties or any other method
 - You have recycling bins around the offices for all types of rubbish (e.g. paper, plastic, glass, etc.) Recently you have noticed that employees have become less careful and started to throw the wrong types of rubbish into the different bins. How can you change this behavior?
 - Most people in your company work with computers and rarely have any face-to-face communication with each other. So once a month, your company holds a social event at lunchtime where people have the chance to meet and talk to people from other departments. Unfortunately, only about 15% of the staff ever attend. How can you improve staff attendance?
 - You often send out emails to your customers inviting them to complete a feedback form about your company. Unfortunately, very few of your customers ever fill it in. How can you encourage more customers to complete and return it?

Present your ideas to the rest of the class and explain how this will change behavior.

7. Can you think of any other behavior you would like to change in your company (either with employees or customers)? How could you apply fun theory?

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Навчально-методичне видання

ФАХОВА ІНОЗЕМНА МОВА
Методичні рекомендації
з розвитку навичок говоріння
для здобувачів першого (бакалаврського)
рівня вищої освіти всіх спеціальностей

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