



CORPORATE CULTURE

FFR18-1-4

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M/BELOGASH

Practice

- Translate into Russian:
- A home-made cake, quick-growing trees, a recently-built house, government-inspired rumors, the above-mentioned point, self-guided learning, English-speaking people
- **Used** economically, one tin will last for 10 days.
- **Having failed** his medical exam, he took up teaching.
- **Being unable** to help, I gave in a sum of money.
- **Not wishing** to continue studies, I decided to become a designer.
- **Knowing** her well, I realize something was wrong.

Translate into Russian

- **Looking** out of the window, there was a wonderful range of mountains.!!!
- Nobody **having** any more to say, the meeting was over.
- All the money **having been spent**, we started looking for work.
- Hands **held** high, the dancers circle to the right.
- With Peter **working** and Lucy **traveling**, the house wa empty.
- After **talking** to you I always feel better.
- When **telephoning** from abroad, use 1234 instead of 2345.
- Once **deprived** of oxygen, the brain dies.
- **On being introduced**, the British shake hands.
- They left **without saying** good bye.
- She **struck** me as being very nervous.
- I saw a girl **standing** in the room.
- Have you ever heard a bird singing?
- I found her **drinking** tea.
- Do you think you can **get the radio working**?
- We'll soon **have you walking** again.
- I can make myself **understood** in French.

Use participles

- 1. I knew that he was poor. I offered to pay his fare.
- 2. She became tired of my complaints about the plan. She turned it off.
- 3. She asked me to help. She realised that she couldn't move it alone.
- 4. He thought he must have made a mistake somewhere. He went through his calculations again.
- 5. She saw that she could trust him absolutely. She gave him a blank cheque.
- 6. The government once tried to tax people according to the size of their houses. They put a tax on windows.
- 7. They announced the new plan (yesterday). They admitted that it was the worst economic settlement they'd ever had.
- 8. I spelled a word to an English-speaking person on the phone. I used the official Post Office alphabetical code. Model

Use Participles

- 1. He had spent all his money. He decided to go home and ask for a job.
- 2. They found the money. They began quarrelling about how to divide it.
- 3. He returned from a business trip. He felt exhausted by his work.
- 4. Hector Grant was persuaded by the Sales Manager. Hector Grant opened up a new export Market in Abraca.
- 5. I failed the exam twice. I agreed that I was not at subject.
- 6. The manager increased sales by almost twenty per cent. The manager decided to plough the profit into his business.
- 7. He was warned about the audit. He prepared the monthly statements of account.
- 8. General Mohammed studied the proposal. He invited Eduardo de Silveira to visit Nigeria as his guest.

Negative meanings

- If participle I is used in the function of **adverbial modifier of cause**, we'll have the following
- **Ex. Not having opened** a deposit account a customer can't earn any interest.
- In the function of **adverbial modifier of manner** we should use Gerund
- **Ex. He left the room without saying** a word to anybody.

Practice with participles

- 1. Not / without knowing all the details, he couldn't consult her.
- 2. Not/ without being guilty he didn't feel his fault.
- 3. Not / without having been instructed by the manager of the firm, they insisted on the reduction of the financial backing of the company.
- 4. John sat not / without speaking to anybody and looked very worried.
- 5. You won't manage to strike a balance not / without participating in the bank's money policy committee.
- 6. Depository institutions can't work not / without offering their customers the opportunity to pay recurring bills by telephone.
- 7. The annual simple interest states how much money the bank will pay on a deposit at the end of one year not / without compounding.
- 8. Not / without having their own lorries they couldn't keep the budget.
- 9. Not / without having placed the order with the firm, they won't receive a quotation to supply office furniture.

Practice with participles

- 1. Accounts not (to pay) in time are called overdue accounts.
- 2. I helped him in handling problems (to create) by other departments.
- 3. Late at night he received an e-mail (to ask) him to come home at once.
- 4. I saw at once he had a heart attack (to come on).
- 5. I could hear voices of the kids (to wait for) the bell to ring.
- 6. They required an irrevocable letter of credit (to confirm) on a London bank

Practice with participles

- 1. (To receive) an enquiry from the Abracan government John Martin decided to wait until the order was definite.
- 2. (To quote) in local currency they wished to be protected if the Abracan currency devalued in relation to sterling.
- 3. (To book) their representative into a hotel, the firm also put a car at his disposal.
- 4. (To send) an invoice to the customer, the firm submits an account, which shows the total amount due at the end of the month.
- 5. (To receive) long credit from its suppliers any company would like to give short credit to its customers.

Practice with participles

- 1. (To supply) with goods the firm has become insolvent and cannot pay.
- 2. Harper & Grant mainly do business on wholesale terms: (to give credit), shops or stores can have the goods they want and defer payment
- 3. (To provide) with information about the financial situation in the company, suppliers can judge whether they are a good credit risk.
- 4. (To pack and mark) the goods were ready for shipment.
- 5. (To deliver) the order, the export manager requested his assistant to check prices.

New product development

- Companies decide on different launch strategies for different categories of products. The launch decision includes **marketing mix** (4P Place, Product, Price, Promotion)) decisions.
- Japanese companies get new products to market and then **gauge the reaction to them**.
- US companies use **formal market research methods**.
- German companies use **product development schedules**.
- Companies **extend their brand names** into new areas. But if they stretch a brand too far, the name becomes devalued,
- Instead of building its own new products, a company can **buy another company and its established brands** and the acquired products should blend with its current products.
- Companies **use “me-too” product** introducing imitations of successful competing products.
- **Reformulating, repositioning an old brand** can cost much less than creating new brands.

Specifics of Small Business

Characteristics of small business:

- *Ownership*
- *Sources of financing*
- *Workforce*
- *Market share*
- *Annual revenues*
- *Outstanding publicly-traded stock*
- *Annual turnover*
- *Total fixed and current asstes on the balance sheet*

Reasons for small business survival

Government measures to aid small business

What is Corporate Culture?

- **Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions.**
- Corporate culture is also influenced by national cultures and traditions, economic trends, international trade, company size, and products.
- Corporate cultures reach to the core of a company's ideology and practice, and affect every aspect of a business.

What is corporate culture?

- The term corporate culture developed in the early 1980s and became widely known by the 1990s. This included:
- generalized beliefs and behaviors,
- company-wide value systems,
- management strategies,
- employee communication and relations, система информационного обеспечения
- work environment,
- attitude, установки
- visual symbols such as logos and trademarks.

What is cross-culture?

- In the wake of globalization of today's business environment there is a variety of companies affected by multiple cultures.
- The term cross-culture refers to “the interaction of people from different backgrounds in the business world”.
- Culture shock refers to the confusion or anxiety people experience when conducting business in a society other than their own;
- Reverse culture shock is often experienced by people who spend lengthy times abroad for business and have difficulty readjusting upon their return.
- To create positive cross-culture experiences companies organize specialized training, that improves cross-culture business interactions.

Damaged corporate culture

- The word silo is referred to storage containers for grain, but it is now used as a metaphor for separate entities that stockpile information and effectively seal it in.
- In business, silo refers to business divisions that operate independently and avoid sharing information.
- A **silo** |'saɪlə| **mentality** is a reluctance to share information with employees of different divisions in the same company.
- This reduces the organization's efficiency and contributes to a damaged corporate culture.
- The silo mentality usually begins with competition among senior managers.
- Successful firms encourage and facilitate a free flow of information.
- Silos can create low morale, negatively impact workflows, and ultimately adversely affect the customer experience.

What is organizational structure?

- An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities.
- The organizational structure also determines how information flows between levels within the company.
- For example, in a centralized structure, decisions flow from the top down, while in a decentralized structure, decision-making power is distributed among various levels of the organization.
- A centralized structure has a defined chain of command **цепь инстанций** , while decentralized structures give almost every employee receiving a high level of personal agency.

Centralized vs. decentralized leadership

- Traditionally, organizations have been structured with centralized leadership and a defined chain of command.
- There has been a rise in decentralized organizations, as is the case with many technology startups.
- This allows companies to remain fast, agile, and adaptable, with almost every employee receiving a high level of personal agency.

CASE: The role of cultural factors in transnational companies

- **Modern Industrial Equipment (MIE)** is a multinational corporation headquartered in the USA with a number of wholly-owned subsidiaries abroad
- It is a manufacturer of industrial electrical equipment.
- **The Taiwan facility** is losing money. Despite an infusion of \$3 million from the parent company the Taipei office reported further substantial losses.
- After considerable study, the Chinese President of the Taiwan plant was fired. He was replaced by Henry Tanaka, 38, a second generation Japanese-American who had formerly been vice-president of operations at one of the US plants.
- Tanaka was the youngest person ever to become a MIE president He had initiated policies, including a managerial reorganization that had resulted in phenomenal growth in the US plant.

Case on MIE Taiwan

- Tanaka took measures to reorganize the Taiwanese subsidiary:

1. Tanaka shut down unprofitable departments,
2. Tanaka reshaped the organizational structure:
cross-department lines and hierarchies,
chain of command,
communication,
span of control,
the range or responsibilities

However, Tanaka has failed to maintain the confidence of the staff. The Chinese managers are seriously questioning Tanaka's policies. Tanaka has developed an antagonistic relationship between him and his managers.

Obviously, there is a clash of organizational cultures, management styles and a contradiction between the organizational structure and organizational culture.

Homework for 20.05.20

1. **Topic:** Corporate culture and organizational structure.
2. **Case.** Read the case and role-plays on pp.113-124.
 - Write a report on the case analysis. Use the outline below.
 - Case analysis on page 113-114. Prepare for a discussion.
3. **Grammar.** Exs. on pages 136-138. Written translation.

Report outline

- - **Description of the case situation**
- Present a brief overview of the situation in the case. Sometimes a teacher will ask a student to start off the classroom discussion with this overview.
 - **Problem statement**
- Describe the major issues or problems in the case.
- **Analysis of the key alternatives**
- Present the results of your analysis of relevant alternatives in a concise manner. Depending on the type of analysis, this is sometimes called “running the numbers.”
 - **Conclusion**
- Briefly describe the logic that led you to choose the alternative. Summarize why the other alternatives were not chosen.
 - **Implementation**
- Present your implementation plan.